

1.0 Introduction

In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development.

Training and development are process that attempt to provide an employee with information, skills, and an understanding of the organization and its goals. In addition training and development are designed to help a person continue to make positive contribution in the form of good performance. Training is an attempt to improve current and future performance of employees. It is more present-day oriented, focused on individual's current jobs, enhancing those specific skills and abilities to immediately perform their jobs.

In simple terms, training and development refers to the imparting of specific skills, abilities and knowledge to an employee. A formal definition of training & development is... it is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

Training is the systematic process of altering the behavior of employees in a direction that will achieve organization goals. It is related to present job skills and abilities. It has a current orientation and helps employees master specific skills and abilities needed to be successful.

Training may be defined planned program to improve performance and bring about measurable changes in knowledge, skills, attitudes and social behavior of employees for doing a particular job. A formal training is an effort by the employer to provide opportunities for the employee to acquire job-related skills, abilities and knowledge.

Development refers to those learning opportunities designed to help employees grow. Development is not primarily skill-oriented. Instead, it provides general knowledge and attitudes which will be helpful to employees in higher positions. Efforts towards

development often depend on personal drive and ambition. Development activities, such as those supplied by management developmental programmes, are generally voluntary. Development is an on going education to improve skills for present and future jobs. Management development teaching managers and professionals employees' broad skills needed for their present and future jobs. Management development can be defined as : ' organization's conscious effort to provide its managers (potential managers) with opportunities to learn, grow, and change, in hopes of producing over the long-term a cadre of managers with the skills necessary to function effectively in that organization.'

Management development has been described as having three main components: management education, management training, and on-the- job experiences.

Management education concerned with the acquisition of a broad range of conceptual knowledge and skills in formal class room situations, most typically from degree granting institutions.

Management training focus more on providing specific skills or knowledge that could be immediately applied within an organization and /or to a specific position or set of positions with in an organizations (e.g. mid-level managers).

On-the –job experiences are planned and unplanned opportunities for a manager to gain self- knowledge, enhance existing skills and abilities, or obtain new skills or information with in the context of day-to-day activities (e.g. mentoring, coaching and assignment to a task force).

2.0 Statement of the Problem

In recent days the turnover of employees has increased & in order to overcome that problem every company needs to conduct proper training & development programs. Because of lack of training and development the company falls & could not optimize utilization of its human Resources. Also employees are moving from one employer to

another with a far more frequency than they did in the past. With less loyalty to a particular employer and more to the employees' own careers, more time must be spent on integrating new hires into the work place. Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals. Thus it can not meet its goals & objectives properly. That's why we have chosen to do our report on training & development by giving an example of Jamuna Bank Ltd.

3.0 Rationale of the Study

Training & development have become extremely important for every organization these days as Companies derive competitive advantage from training and development. Training and development programmes, as was pointed out earlier, help remove performance deficiencies in employee. The Reasons for becoming training and development as increasingly major strategic issues:

- a) Rapid changes in technology continue to cause increasing rates of skill obsolescence.
- b) Redesign of work into job having broader responsibilities requires employees to assume more responsibilities, take initiative, and further development of interpersonal skills to ensure their performance and success. Employees need to acquire a broader skill base and be provided with development opportunities to assist with teamwork, collaboration, and conflict management.
- c) The increasing trend of mergers and acquisitions require integrating employees of one organization into another having a vastly different culture. This requires the proper system of management of people.
- d) Employees are moving from one employer to another with a far more frequency than they did in the past. With less loyalty to a particular employer and more to the employees' own careers, more time must be spent on integrating new hires into the work place.
- e) Globalization of business operations requires managers to acquire knowledge and skills related to language and cultural differences.

4.0 Importance of Training and Development

The importance of Training and Development are as follows:

- Optimum Utilization of Human Resources – Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
- Development of Human Resources – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- Development of skills of employees – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.
- Productivity – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- Team spirit – Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
- Organization Culture – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.

- Organization Climate – Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- Quality – Training and Development helps in improving upon the quality of work and work-life.
- Healthy work environment – Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.
- Health and Safety – Training and Development helps in improving the health and safety of the organization thus preventing obsolescence.
- Morale – Training and Development helps in improving the morale of the work force.
- Image – Training and Development helps in creating a better corporate image.
- Profitability – Training and Development leads to improved profitability and more positive attitudes towards profit orientation.
- Training and Development aids in organizational development i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out organizational policies
- Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.

5. Objectives of the Study

5.1 Primary objective:

Like every organization, Jamuna Bank and the employees or human resources of this organization have some objectives. The organizational and individual objectives are complementary. So a training program is directed toward the accomplishment of both organizational and individual objectives. The primary objectives are:

1. Achieving efficiency in operation.
2. Improving knowledge on new method.
3. Informing the banking policy
4. Providing knowledge on bank-customer relationship.
5. Change of attitude toward the job.
6. Reduction of employee turn-over.
7. Improving quality of work.

5.2 Secondary Objectives:

The specific or secondary objectives of study are as follows:

1. To give the idea about Training and Development program of Jamuna Bank Ltd.
2. To identify how need assessment of Training and Development made in the organization
3. To focus on the content of the Training Program
4. To identify the people who are involved in training program
5. To specify the resources used in Training program
6. To check & evaluate the performance after training program
7. The problems of Training and Development programs & strategies for overcoming the problems.

6. Scope & Methodology

Scope: This study is concentrated on Jamuna Bank Ltd & its different HR departments have been covered.

In order to conduct the report, have decided to collect various types of primary and secondary data. Data were also collected by oral interviewing the responsible officers. They also gave me annual report, annual budget granted through government of JBL and other documents. Different form of statistical configurations such as table percentages rates and rations has been used to make the study meaningful and realistic. After collecting data from the interview and material, the data was first carefully scrutinized. Then the data was organized as required. In order to make the study effective and efficient, following two sources of data and information have been used widely. I have analyzed these reports and document in the light of analytical review. I have used some statistical tools, graphical presentation, and table to find out the different types of analytical result. Those are given the overall picture of the JBL.

7.0 Sources of Data

The report is based on primary and secondary data required from various sources.

Sources of Data

- Ø **Primary Data.**
- Ø **Secondary Data.**

7.1 Primary Data:

- Ø Face to face conservation with the respective officers and staff of JBL.
- Ø Oral interview of the responsible officers.
- Ø Relevant document's studies as provided by the officers concerned.
- Ø Observation of department of JBL.
- Ø Informal conversation with the clients.
- Ø Study of the relevant files as instructed by the offices concerned.

- Ø Personal diary (That contains every day experience in bank while undergoing practical orientation).

7.2 Secondary Sources:

- Ø Annual report of Jamuna Bank Limited
- Ø Annual budget of the JBL.
- Ø Periodicals published by Bangladesh Bank.
- Ø Various books, articles,
- Ø News papers
- Ø Banks internal records.

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8.0 Limitations of the Study

Due to constraints of time and other resources there are some limitations of this reports.

- Ø Non- availability of data
- Ø Finance
- Ø Improper co- ordination among various departments
- Ø Time is a limitation that would mostly with stands a comprehensive study on the topic selected.
- Ø Up-to- date information were not available.
- Ø Don't give data from their source document.
- Ø The employees of the Jamuna Bank limited remains so much busy with their own work that it is quite tough to provide time for making concept clear in a particular area.
- Ø Lack of knowledge and expertise in banking field that's why it becomes hard to understand each and everything during my practical orientation program.
- Ø The time limit of the program is a big limitation, because this is a very short span of time to make an extensive report on the Training & development activities of Jamuna bank Ltd.

Despite of all the limitations we have tried our best to collect the data thata re sufficient enough to make this report.

9.0 Corporate Profile of Jamuna Bank Limited:

Jamuna Bank Limited (JBL) is a Banking Company registered under the Companies Act, 1994 with its Head Office at Chini Shilpa Bhaban, 3, Dilkusha C/A, Dhaka-1000. The Bank started its operation from 3rd June 2001.

The Bank undertakes all types of Banking transactions to support the development of trade and commerce of the country. JBL's services are also available for the entrepreneurs to set up new ventures and BMRE of industrial units. Jamuna Bank Ltd., the only Bengali named new generation private commercial bank was established by a group of winning local entrepreneurs conceiving an idea of creating a model banking institution with different outlook to offer the valued customers, a comprehensive range of financial services and innovative products for sustainable mutual growth and prosperity. The sponsors are reputed personalities in the field of trade, commerce and industries.

The Bank is being managed and operated by a group of highly educated and professional team with diversified experience in finance and banking. The Management of the bank constantly focuses on understanding and anticipating customers' needs. The scenario of banking business is changing day by day, so the bank's responsibility is to device strategy and new products to cope with the changing environment. Jamuna Bank Ltd. has already achieved tremendous progress within only eight years. The bank has already ranked as one of top quality service providers & is known for its reputation.

At present the Bank has real-time centralized Online banking branches (Urban & Rural) throughout the Country having smart IT-Backbone. Besides these traditional delivery points, the bank has ATM of its own, sharing with other partner banks & Consortium throughout the Country.

Branches

Currently the Bank has 39 (Thirty Nine) branches 16 in Dhaka, 7 in Chittagong, 2 in Gazipur, 3 in Sylhet, 1 in Bogra, 2 in Naogaon, 1 in Munshiganj, 1 in Shirajganj, 1 in

Rajshahi, 1 in Narayanganj, 1 in Kushtia, 1 in Dinajpur, 1 in Noakhali, 1 in Comilla. (including Nine Rural Branches).

Vision

To become a leading banking institution and to play a pivotal role in the development of the country.

Mission

The Bank is committed to satisfying diverse needs of its customers through an array of products at a competitive price by using appropriate technology and providing timely service so that a sustainable growth, reasonable return and contribution to the development of the country can be ensured with a motivated and professional workforce.

10. Role of Various Department of JBL

10.1 Operation of JBL

Jamuna Bank Limited (JBL) is a third generation private commercial bank which a main aim is to support for country's industrial growth. It emphasized long term lending to the viable new projects having comparative advantage, export prospects, forward and backward linkage technology as well as raw material based projects.

JBL complete its activities through 11 departments. Out of them, we inspected 5 departments and tried to find their details operations. These 5 departments are as follows:

- Investment Department (ID)
- Financial Administration Department (FAD)
- General Banking Department (GBD)
- Marketing Department (MD)
- Human Resource Department (HRD)

10.1.1 Investment Department (ID)

Investment is the starting of sanctioning loan to the sponsors and in this department various analysis are made for making decision whether the proposed projects are viable or not. Anyone who wants loan from JBL, he has to fulfill certain criteria:

The major Functions of Investment Department are as followst:

- Ø Issue of application of loan form
- Ø Instruction & co-ordination to fulfill the form
- Ø Put – up loan appraisal is granted
- Ø Loan sanctioned with memorandum
- Ø Preparation of Appraisal Report
- Ø Granting / Rejecting loan application
- Ø Send information to PID, documents & other department.
- Ø Scrutiny of loan application & others papers for evaluation of loan proposal

10.1.2 Financial Administration Department (FAD)

International Trade Finance constitutes one of the major business activities conducted by Jamuna Bank Ltd. The Bank with its global correspondent's network and close contact with leading financial institutions delivers a widespread trade services network to lever your transactions professionally. Our branches in Dhaka and Chittagong are being operated by a group of skilled personnel experience in International Trade Finance. Our professionals are always ready to meet your requirements by giving tailored made solutions. We offer you a bundle of professional advice and services namely:

- Ø Issue, advising and confirmation of Documentary Credits.
- Ø Pre-shipment and post-shipment finance.
- Ø Negotiation and purchase of Export Bills.
- Ø Discounting of Bills of Exchange.
- Ø Collection of Bills.
- Ø Assist customers to insure all risks.
- Ø Foreign Currency Dealing

10.1.3 General Banking Department (GBD)

General Banking Division (GBD) is the most important department of JBL. It is known as store house of data. It does all the work accordingly to its requirements. In this division staffs are very much efficient to their work. The entire JBL very much pleased to its performance.

GBD basically related with three (3) types of activities. The activities are:

- Ø Card Operations;
- Ø Foreign Remittance;
- Ø Bill Collections or Billings from different sources

10.1.4 Marketing Department (MD)

The purpose of credit card marketing is to acquire new clients or offering a new credit line to the existing clients.

The step-by-step marketing procedure is given as follows:

- Ø Identify Target Customers
- Ø Identify Eligibility of Clients
- Ø Meeting Prospective Client
- Ø Collection of Documents
- Ø Post Sales Service
- Ø Customer Service
- Ø Queries from new applicants
- Ø Queries regarding Merchant

10.1.5 Human Resource Department (HRD)

HRD is the department where I inspected most of the time as my topic is highly related with this department. At the time of visiting this department I got them effective & efficient except in some cases. I observed their functions very closely, which are given below:

Functions of the Human Resource Department.

- Ø To control the administration of human resources of the bank
- Ø To access and collect compatible personnel who will be perfect for the bank
- Ø To take program and implement for developing human resources.
- Ø To make appointment, promotion and appraising skill of officer and staff
- Ø To make service rules, correction, expansion administration rules sub rules, orders notice etc. for collecting and staff.
- Ø To Conduct the Training & Development programs.
- Ø To maintain relationship with government and other institution
- Ø To access and grant retirement facilities at the time of retirement
- Ø To give general stip to the brilliant student of the university for appointing and finding skilled officer
- Ø To communicate with the union scrutinizing their demands
- Ø To give loan for house building, by cycle, motorcycle and ensure their proper utilization
- Ø Developing relationship with administration proper implementation of labor law
- Ø To give medical facilities to the staff.
- Ø To maintain relationship with retired or dead staffs and their families to know their condition
- Ø To maintain and grant leaves without regular leave
- Ø To coordinate and evaluate the branch office
- Ø To prepare and implementation policy about human resources and related activities
- Ø To control the activities the staff of the banks and take proper step to implement computer technology.

- Ø To perform the activities assigned by the department head
- Ø To give general scholarship to the brilliant and daughter of the staff.

11.0 Training institutes of Jamuna Bank Limited

Jamuna Bank training institution was established in September 2001. Since then, institute has been conducting various types of training programs on different banking affairs in order to develop knowledge, skill, and attitude of the employees of bank.

11.1 Objectives of Training Institutes of Jamuna Bank Ltd.

The major objectives are:

- Ø To enrich both theoretical and practical knowledge in banking and also developing managerial skills of the employees of bank.
- Ø To Gain an understanding of Bank's strategy and how one can drive it forward
- Ø To Gain an understanding of Jamuna Bank's structure and customers
- Ø To impact training programs based on day-to-day banking needs.
- Ø To develop new training programs for achieving organizational goals.
- Ø To raise the standard of performance of the work force employed in the bank.
- Ø Develop personal skills in areas such as presenting, relationship building and giving and receiving feedback
- Ø Meet senior managers
- Ø Develop business skills

11.2 Course summary for the year 2006

Training Institute: Dhaka

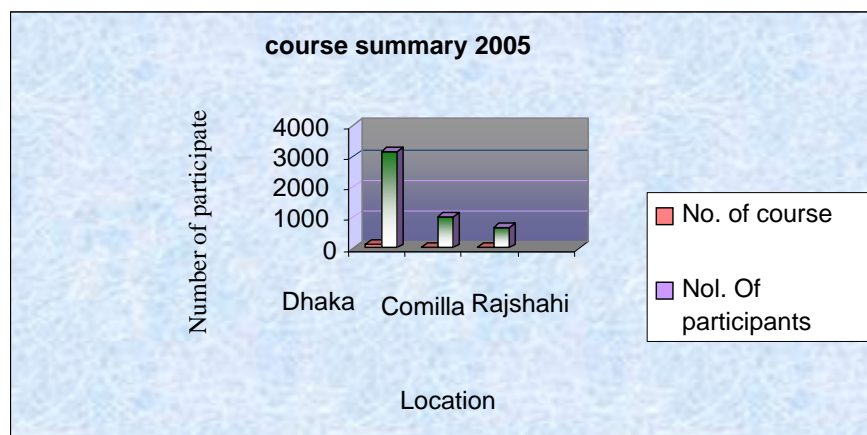
General Courses for the training institute Dhaka.

A-I	General Course Title	Duration	Frequency	Participants
1	Foundation course for probationary officer	30	2	75
2	Credit management course	15	3	50
3	Industrial credit & project financing course	15	5	25
4	Credit risk analysis course	12	4	50
5	Banking laws	9	3	25
6	Human resource management course	6	4	25
	Total		21	250

Course summary -2006

YEAR	Location	No. of course/Ref. course/workshop/seminar	No. of participants
2006	JBTI, Dhaka	60	300
2005	JBTI, Dhaka	45	180
2004	JBTI, Dhaka	30	100

Course summary shown by a bar-chart



11.3 Human resource development:

As a part of the continuous development of existing Human Resources Jamuna Bank through its three training institutes conducted 50 training courses during the year 2006 imparted training to 380 executives, officers and staff which is about 75% of the total manpower. It may be mentioned that to build up a group of well trained and skilled managers in Bank, training program named “Managers Induction Course” of 30 working days has been introduced.

Besides these, some special training Programs viz. “Credit Risk Management”, “Asset Liability Risk Management”, “Foreign Exchange Risk Management”, “Internal Control & Compliance Risk Management”, and “Anti Money Laundering” courses are being held under the program of “Managing Core Risk Banking” introduced by Bangladesh Bank along with other training courses.

12.0 Analysis & Findings of the Study:

At the time of visiting the HR Department of Jamuna Bank Ltd, we found them effective & efficient except in some cases. The Human Resources Management practices are not democratic, open and liberal. & incase of recruiting there are some mismatch between education and occupation.

12.1 Need assessment of Training & Development at Jamuna Bank Ltd: The Jamuna Bank Ltd. Follows the following procedures for training need assessment for the organization.

12.2 Personal analysis: It is a process for determining whether employees need training, and whether employees are ready for training. Jamuna Bank identifies about the knowledge, skills, and abilities do trainees already have in order to participate in the training. It helps the bank to identify who needs training.

12.3 Organizational Analysis: Organizational analysis involves determining the business appropriateness of training, given the company's business strategy. Jamuna Bank first determines about the company's resources for training, related cost associated with training & the expected benefit of training.

12.4 Analysis of Job Requirement: Jamuna Bank analysis job requirements for training by finding the job responsibilities, the skills and knowledge are needed for successful performance & Should the learning setting be the actual job setting or at the training institute.

12.5 Performance appraisal: This is the Causes and outcomes resulting from need assessment. The cause for training determined by Jamuna bank in order to have Higher performance standards & to Support for business strategy. Also the outcomes are what trainees need to learn, who receive training, Type of training needed for executives etc.

12.6 Ensuring employees' readiness for training: During recruitment & selection Jamuna Bank selects employees who have basic skills for training & it motivates the training process by offering higher salaries after the successful completion of the training.

12.7 Creating a learning environment: In order to create a successful learning environment Jamuna Bank developed Jamuna Bank Training institutes & also hired professional trainers to provide the executives with the best training in accordance with the company requirements.

12.8 Transfer of training: The executives who get training at the institute can easily use the knowledge, skills, and behaviors learned in training at their actual work place.

Training methods: Jamuna bank uses the following training methods:

Methods are the ways through which employees are trained. Jamuna Bank Limited uses several methods of training depending on the situation and training objectives. However, the methods of training can primarily classify into two types.

12.8.1 On the job Training:

On the job training is normally given by a senior employee or manager on the job site of the Bank. The employee is shown how to perform the job and is allowed to do it under trainer's supervision. The various forms of on the job training include the following:

- ✚ **Job Instruction Training:** In this type of training a sequence of instructional procedures used by the trainer to train employees while they work in their assigned job. In this method a supervisor explains the knowledge, skills, and the method of doing the job to the trainee or the employee. The supervisor then asks the trainee to do the job himself. The supervisor provides the feedback.

- ✚ **Job rotation:** Job rotation is also called cross-training method. This method requires an individual to learn several different jobs in a work unit or department and perform each for a specified time period.
- ✚ **Apprenticeship training:** Apprenticeship training is a system in which an employee is given instruction by more experienced employee or employees in all the practical and theoretical aspects of the work required in a skilled occupation.

12.8.2 Off the job training:

In the training Institute of Jamuna Bank Lts. Generally Off the job Training is provided. The common forms of off the job trainings are as follows:

- ✚ **Class room training:** Classroom training is the most familiar off-the job training method. It is a lecturing method of training useful for quickly imparting information to large groups with little or no knowledge of the subject
- ✚ **Video presentation:** Television, films and slides presentation are similar to lectures and are very useful to train the new incumbents.
- ✚ **Conferences and seminars:** Under this method , Group discussions, exchange of ideas and opinions take place which help the participants develop leadership qualities. Two-way communication in this method proves to be effective.
- ✚ **Lecture method:** It represents the oral presentation of information by a subject matter expert to a group of listeners. It is an efficient way of transmitting factual information to a large audience in a relatively short amount of time. The concepts, ideas, theories, and principles are explained through this method. It emphasizes one way communication. It is poorly suited to for facilitating transfer of training and individualizing training. It is less effective in facilitating attitudinal and behavioral changes.

12.9 Evaluating training programs: After finishing the training at the institute the trainees have to take participation in the written tests & certificates are given by Jamuna bank training Institute. Also the Skill-based outcomes are measured by or learning of skills and use of skills on the job.

12.10 Management development: In case of management development the Jamuna Bank Ltd mainly follows the On-the –job experiences for managers that are planned and unplanned opportunities for a manager to gain self- knowledge, enhance existing skills and abilities, or obtain new skills or information with in the context of day-to-day activities (for example, mentoring, coaching and assignment to a task force). Also some seminars & meetings are conducted for management development.

13.0 Problems faced by Jamuna Bank Ltd. In Imparting Training & development:

- ✚ The development of a good technical training system requires a clear vision, strategic planning, initiatives and effective implementation. The system is constantly subjected to changes arising from and need for responses to the society and Banking industry.
- ✚ The most important challenge is to ensure that the Jamuna Banks training system remains relevant and responsive to the changing skilled manpower needs for banking industry. The system needs to be integrated and yet comprehensive and flexible in accommodating existing and emerging needs of the economy.
- ✚ The executives who join the training programs are usually from different background & don't always have the basic knowledge about banking.

- ✚ Often Executives cannot afford to take employees away from customers and other job duties because they are lean with no “relief” workers available to fulfill the duties of others who have “gone to training.”

- ✚ The evaluation of training programs is not very comprehensive at Jamuna Bank Ltd. Generally the supervisors do the evaluation.

14.0 Recommendations

- Ø The training materials should be upgraded every time there is a change.
- Ø The development programs should be introduced at a large scale of the bank.
- Ø The Training evaluation is a process need to be upgraded & implemented.
- Ø More training programs should be introduced for Supporting personal growth and development.
- Ø All the persons are not equally qualified for the entire job, the management should place right person on right job.
- Ø Improving the job performance of person: By given proper guideline and mental support can help the employees to improve their performance.
- Ø Interpreting the bank’s policies and procedures to the employees more accurately.
- Ø If needed the bank should hire external sources for disigning better training & development programs.
- Ø Mismatch between education and occupation should be removed. Right man should be placed in right job. Skilled and qualified person should be provided with employment opportunities and proper placement & training.

15.0 Conclusion

The Banking sector of a country plays an important role in economic development and Bangladesh is no exceptions of that private commercial Banks are playing a significant role in this regard. The report is a scenario of Jamuna Bank Limited. As a new commercial Bank JBL has operating widely with twenty nine branches and Human Resource management of JBL is undoubtedly very well. The fully licensed Bank JBL is being is being managed and operated by a group of highly educated and professional team with diversified experience in finance and banking.

Training is only effective if each and every component of training has been taken care of before, after and during the training programme. Each stage of training from planning to effectiveness has it's own significance and challenges which cannot be ignored or neglected at any cost.

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