

An Internship Report
on
General Banking Activities of Rupali Bank Limited, HSTU Branch,
Dinajpur

This report is submitted to the Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur for the partial fulfillment of the degree of Master of Business Administration (MBA) (Major in Marketing)



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May, 2024

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Acknowledgement

It's a privilege for me to delve into a subject like "General Banking Activities of Rupali Bank Limited, HSTU Branch, Dinajpur." During the preparation of this report, I extensively consulted various books and websites, which greatly enriched my understanding of the topic. I focused on key areas that would facilitate my comprehension of this subject.

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My sincere thanks also go to my parents and other family members, who have been a constant source of inspiration and encouragement throughout my MBA program journey.

Lastly, I express my appreciation to all my friends and well-wishers for their valuable opinions and cooperation, which were instrumental in completing this report.

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রূপালী ব্যাংক লিমিটেড
RUPALI BANK LIMITED



মুজিববর্ষের প্রতিশ্রুতি
আর্থিক খাতের অগ্রগতি

হাজী মোহাম্মদ দানেশ বিজ্ঞান ও প্রযুক্তি বিশ্ববিদ্যালয় (হাবিপ্রবি) কর্পোরেট শাখা, দিনাজপুর।

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Ref. HSTU cor/Intern/MBA/2024

Date: ২২/০৪/২৪

TO WHOM IT MAY CONCERN

This is to certify that, **Abdulsamad Dahiru Sidi**, having student ID No. 1703001, MBA in Marketing, a Student of Hajee Mohammad Danesh Science & Technology University (HSTU), Dinajpur, has successfully completed his internship from 01/01/2024 to 18/04/2024 total 90 (Ninety) working days internship program at Rupali Bank Limited, HSTU Corporate Branch, Dinajpur. During his internship period found his good moral attitude and sound behavior.

We wish him every success in life.


Md. Anwar Hossain
Senior Principal Officer
& Manager
Rupali Bank Limited
HSTU Corporate Branch
Dinajpur-5200

Certificate of Supervisor

I hereby certify that the concerned report entitled “General Banking Activities of Rupali Bank Limited, HSTU Branch, Dinajpur” is an original work done by Abdulsamad Dahiru Sidi, Student ID: 1703001, MBA (Major in Marketing), Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University (HSTU), Dinajpur-5200. He has completed his Internship under my supervision.

I wish him every success in life.

.....
Dr. Md. Shamim Hossain
Professor
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Certificate of Co-supervisor

I hereby declare that the concerned report entitled “General Banking Activities of Rupali Bank Limited, HSTU Branch, Dinajpur” is an original work done by Abdulsamad Dahiru Sidi, Student ID: 1703001, MBA, (Major in Marketing), Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University (HSTU), Dinajpur-5200. He has completed his internship under my supervision and submitted as per the requirement for the degree of Masters of Business Administration (MBA) program under the faculty of business studies of this university.

I wish him every success in life.

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Kazi Md. Yusuf
Lecturer
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Student's declaration

I hereby declare that this internship report entitled “General Banking Activities of Rupali Bank Limited, HSTU Branch, Dinajpur” is an original work conducted under the supervision of honorable supervisor Dr Md. Shamim Hossain, Professor, department of Marketing, Hajee Mohammad Danesh Science and Technology University (HSTU), Dinajpur-5200.

In the process of preparing this report, I have made my sincere efforts for the collection of relevant data, study related information, documents and annual reports of the branch for the preparation of this report. I have tried my level best to make this report as comprehensive and informative as possible.

I also affirm that the content of the report has not been submitted or published in any form to any other University or Institution for any degree or other purposes.

.....

Abdulsamad Dahiru Sidi

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Abstract

The success of a bank hinges on its ability to enhance service delivery to its customers. While numerous banks have emerged in Bangladesh to meet customer needs, many still rely on conventional banking systems, including Rupali Bank Limited. This program, conducted by the Department of Marketing, focuses on practical training in the business and commercial sectors of Bangladesh. Previously, students in the program primarily engaged in theoretical coursework. The main objective of this report is to explore the General Banking Activities of Rupali Bank Limited, specifically at the HSTU Branch in Dinajpur. The primary functions of the HSTU Branch include deposit collection and loan provision, with a commitment to delivering high-quality service. The branch's efficiency and success are contingent upon client satisfaction. The information presented in this report is derived from primary sources and is based on my critical observations while working at the HSTU Branch.

Key words: General banking activities, account opening section, remittance, debit and credit cards.

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Chapter 1

Introduction

1.1. Introduction

A robust banking structure and system are essential for the rapid development of an economy. They facilitate capital formation and accumulation, leading to economic growth. Mobilizing financial resources, especially scattered deposits, into the banking channel and directing them towards productive sectors of the economy is crucial. Commercial banks serve as the backbone of the financial market, with the ability to generate additional purchasing power. The significance of commercial banks, both as custodians of a community's savings and providers of credit for economic activities, is underscored by many economists. In reality, it is primarily the commercial banking system that, by catering to various types of borrowers, offers the necessary flexibility to allocate funds from less to more urgent uses. In doing so, it significantly aids in financing change and progress within an economy.

1.2. Background of the Study

As a Master of Business Administration (MBA) student, it is a requirement to undertake a practical orientation in an organization as part of the 3-month internship program. The primary aim of this program is to provide students with exposure to real-world situations. This report serves as a partial requirement for MBA students participating in the internship program, focusing on an in-depth study of Rupali Bank Ltd's total banking business at the HSTU Branch.

Recognizing the importance of practical knowledge in complementing theoretical understanding, the internship program has been incorporated into the MBA curriculum. The objective of this analysis is to immerse students in organizational work situations and provide an opportunity to apply classroom learning in practice. It's important to note that there are differences between theories and practice, and this internship program aims to bridge that gap by offering hands-on experience in a professional setting.

1.3. Objective of the Study:

The actual objectives from the study tend to be classified into two groups i. at the, general objective and particular objectives.

General Objective:

The main objective of the study is to learn about General Banking Activities Of the Rupali Bank Ltd, HSTU Branch.

Particular Objective:

- i. To gain insight into the account opening section.
- ii. To comprehend the functioning of the cash section.
- iii. To familiarize oneself with transaction recording and the money transfer system.
- iv. To understand the deposit account.
- v. To identify current challenges faced by the HSTU Branch.

1.4. Scope of the Study:

This report is rooted in my hands-on experience at Rupali Bank Ltd, HSTU Branch, which has significantly enhanced my comprehension of the branch's atmosphere and environment. My tenure at this branch has provided me with invaluable real-life insights. The main objective of this report is to delve into different facets of banking transactions and activities, while also proposing solutions to specific challenges encountered along the way.

1.5. Limitations of the Study:

While I received cooperation from the relevant staff, their busy schedules limited the time available for me. The administrative authority, management policies, and decision-making processes are centralized at the head office. As an MBA student, it is crucial to gain experience in decision-making during challenging situations and understand the bank's management policies, portfolio setup, and business strategy. However, these aspects were not within the purview of the branch's responsibilities.

The report is subject to the following limitations:

- i. Insufficient availability of relevant papers and documents from Rupali Bank Limited (RBL).
- ii. The bank's policy restricts the disclosure of certain data and information, which could have been highly beneficial for the report.
- iii. The scope of the study is narrow, hindering the possibility of conducting a thorough and comprehensive analysis.
- iv. Limited time frame for the internship restricts the ability to gather data from RBL, HSTU Corporate Branch, resulting in a constrained acquisition period.

Chapter 2

Literature review

2.1. Literature review

Kotler (1999) emphasized the significance of customer satisfaction, which is intricately tied to how a product or service performs in relation to the individual's expectations. When customers perceive that a product or service meets or exceeds their expectations, they are more likely to feel satisfied. Conversely, if there is a disconnect between what customers expect and what they actually experience, it can lead to dissatisfaction.

For businesses and organizations, understanding customer satisfaction is crucial for several reasons. Firstly, it provides valuable insights into the effectiveness of their products or services. By gathering feedback from customers, companies can identify areas where they excel and areas that need improvement. This feedback helps them refine their offerings to better meet customer needs and preferences.

Moreover, customer feedback serves as a barometer of overall customer sentiment and loyalty. Satisfied customers are more likely to become repeat customers and advocates for the brand, while dissatisfied customers may take their business elsewhere and even share negative experiences with others.

However, collecting and organizing customer feedback in a way that is actionable and easily accessible to relevant stakeholders can be challenging. It requires effective systems and processes for gathering feedback through various channels, such as surveys, reviews, and direct interactions with customers. Additionally, companies need mechanisms for analyzing and interpreting this feedback to extract meaningful insights.

Furthermore, once feedback is collected, it needs to be disseminated to the appropriate individuals within the organization who can take action based on the insights gained. This may involve sharing feedback with product development teams, customer service representatives, or senior management, depending on the nature of the feedback and the areas it pertains to.

In summary, while gathering customer feedback is essential for understanding and improving customer satisfaction, it is equally important for organizations to have robust processes in place for collecting, analyzing, and acting on this feedback effectively.

Malshe & Agarwal (2015) conducted research on the determinants of customer satisfaction in retail banking, aiming to identify the primary determinant of customer satisfaction and future behavioral intentions in the retail banking industry. The study examined various determinants, including service quality dimensions (e.g., getting it right the first time), service attributes (e.g., competitive interest rates), service issues, service recovery, and products utilized.

The findings of the study revealed that service issues and the bank's ability to recover from service failures have a significant impact on customer satisfaction and intention to switch banks. However, the results did not support the notion that satisfactory problem recovery leads to higher customer satisfaction or stronger bonding with the provider. Instead, the study suggested that, at best, satisfactory problem recovery results in the same level of customer satisfaction as if the problem had not occurred in the first place.

This suggests that while effective service recovery is essential in addressing customer concerns and maintaining satisfaction levels, it may not necessarily lead to increased satisfaction or stronger customer loyalty. Therefore, retail banks should focus not only on resolving service issues promptly but also on preventing them from occurring in the first place through proactive measures to improve service quality and customer experience.

Khondaker and Mir (2006) highlighted that General Banking Activities are often overlooked when measuring efficiency in many Least Developed Nations (LDCs), including Bangladesh. Similar to other LDCs, Bangladesh faces pressure from international financial institutions such as the IMF, World Bank, and ADB to reform its underperforming financial sector. There is anecdotal evidence suggesting that state-owned commercial banks (SCBs) in Bangladesh have experienced a decline in market share and are at risk of closure due to perceived poor service quality by their customers.

In contrast, private and foreign commercial banks operating in the same socio-economic and cultural settings are experiencing rapid growth, higher profits, and increased market share. This indicates a disparity in performance between state-owned and private/foreign commercial banks within the country's banking sector. The success of private and foreign banks suggests that there may be opportunities for improvement in the operations and service quality of state-owned commercial banks to remain competitive in the market.

Deraz & Iddris (2019) conducted research to determine customers' satisfaction with the quality of internet banking services and its impact on customers' loyalty. Internet banking quality was identified as a crucial variable influencing the adoption of internet banking and customers' loyalty.

The research findings revealed that overall banking users are satisfied with banking reliability, banking usability, and overall banking quality. The research methodology employed a combination of literature review, survey techniques, descriptive statistics, and variable analysis to gather and analyze data.

By examining these aspects, the research aimed to shed light on the relationship between internet banking quality, customer satisfaction, and loyalty, providing insights that can inform strategies for enhancing internet banking services and fostering customer loyalty in the banking sector.

Zafar & Sulaiman (2019) aimed to investigate the most common constructs related to the quality of banking services that influence customer satisfaction, as well as examine the impact of customer satisfaction on customer loyalty within the banking context.

The study revealed a strong and significant correlation between customer satisfaction and constructs associated with service quality, including tangibility, reliability, competence, conflict resolution, and others. Additionally, the research concluded that customer satisfaction is positively and significantly associated with customer loyalty.

These findings underscore the importance of delivering high-quality banking services to customers, as it not only enhances satisfaction but also fosters loyalty among customers. By focusing on improving service quality across these key dimensions, banking institutions can cultivate stronger relationships with their customers and increase their loyalty in the long term.

Chapter 3

Methodology of the study

3.1. Methodology of the study

The methodology section of a research report outlines the strategies and techniques used to collect data and information to address the internship problem. It encompasses a set of methods specific to the area of activity under investigation. This section typically includes details such as the population under study, the sample size selected for analysis, the statistical measures employed for data analysis, and occasionally, any limitations of the study.

3.2. Sources of data:

The data required for this study was collected from both primary and secondary sources. However, the main source of data for this report is primary data. The sources utilized for collecting primary data includes:

Primary source

- i. Face-to-face interviews: Conducted with relevant stakeholders, including customers and employees, to gather firsthand insights and perspectives on the topic.
- ii. Branch Manager and staff of the bank: Direct interactions with the Branch Manager and staff of RBL, HSTU Branch, to obtain in-depth information about the general banking activities and related processes.
- iii. Relevant papers of RBL, HSTU Branch: Examination of relevant documents, reports, and records provided by RBL, HSTU Branch, to supplement and validate the information obtained through interviews and discussions.

Secondary source

- i. Research and various publications of Rupali Bank Ltd.: Reviewing research studies, articles, and other publications released by Rupali Bank Ltd. to gather insights and information relevant to the study.
- ii. Manuals and Annual Report statements of RBL, HSTU Corporate Branch: Examining manuals and annual report statements specific to RBL's HSTU

Corporate Branch to gain an understanding of its operations, performance, and activities.

- iii. Periodical publications of RBL, HSTU Corporate Branch: Analyzing any periodical publications or newsletters released by RBL's HSTU Corporate Branch, which may contain updates, announcements, or insights relevant to the study.
- iv. Website of RBL: Referencing the official website of Rupali Bank Ltd. to access publicly available information, reports, and updates related to the bank's operations, services, and performance, including information specific to the HSTU Corporate Branch.

Chapter 4

Overview of the bank

4.1. Company profile:

Rupali Bank Ltd. was formed through the merger of three former commercial banks, namely Muslim Commercial Bank Ltd., Australasia Bank Ltd., and Standard Bank Ltd., which operated in the then Pakistan. This merger took place on March 26, 1972, under the Bangladesh Banks (Nationalization) Order 1972 (P.O. No. 26 of 1972). As a result of this merger, Rupali Bank inherited all the assets, benefits, rights, powers, authorities, privileges, liabilities, borrowings, and obligations of the three predecessor banks.

Initially, Rupali Bank operated as a nationalized commercial bank until December 13, 1986. On December 14, 1986, Rupali Bank Ltd. emerged as the largest Public Limited Banking Company in the country, marking a significant milestone in its history.

4.2. An overview of the Rupali Bank Limited

Name of the company	:	Rupali Bank Limited
Chairman	:	Mr. Monzur Hossain
Managing Director	:	Mr. Md. Obayed Ullah Al Masud
Company Secretary (Current Charge)	:	Mohammad Najmul Hoda (DGM)
Legal Status	:	Public Limited Company
Genesis	:	Rupali Bank Limited has been incorporated on 14 December 1986 under the Companies Act 1913 after taking over and acquiring as a going concern the undertaking and businesses of Rupali Bank with all of its assets, liabilities, benefits, rights, powers, authorities, privileges, borrowings and obligations. Rupali Bank, which initially emerged as a Nationalized Commercial Bank (NCB) under the Bangladesh Banks (Nationalization) Order, 1972 (President's Order No. 26 of 1972), has now become a state-owned commercial bank (SCB) through a vendor's agreement

		dated 15 November 2007.
Date of Incorporation	:	14 December 1986
Registered Office	:	34, Dilkusha Commercial Area, Dhaka-1000, Bangladesh
Authorized Capital	:	Tk. 7000 million (US\$ 88.66 million)
Paid-up Capital	:	Tk. 3765.16 million (US\$ 44.64 million) [Till September 30, 2018]
Reserves & Retained Earnings	:	Tk. 292,119,134 [Till September 30,2018]
Credit Rating by CRAB(2009)	:	Long Term - A3 Short Term-ST3 National Support- AAA
Listing with DSE	:	19-08-1987
Listing with CSE	:	10-10-1995
Commencement of Trading with DSE & CSE	:	23-12-1986
VAT Registration	:	9011039307
TIN Certificate	:	177-200-0021/LTU/Dhaka
E-TIN Certificate	:	637043541293
Auditors	:	Mahfel Huq & Co., Chartered Accountants, BGIC Tower (4th Floor), 34 Topkhana Road, Dhaka-1000, Bangladesh. & A. Wahab & Co., Chartered Accountants, Hotel Purbani, Anex-2, 4th Floor, 1 Dilkusha C/A, Dhaka-1000, Bangladesh.
Legal Advisor	:	S.M Atikur Rahman, Barister-at-Law, Suite- D (1st Floor), 105/A Kakrail Road, Dhaka, Bangladesh.
Tax Consultant	:	K.M HASAN & CO. Chartered Accountants, Hometown Apartment (8th & 9th Floor), 87, New Eskarton Road, Dhaka-1000, Bangladesh.
Number of Employees	:	5490

Number of Branches	:	583
Number of Subsidiary Companies	:	02 (Rupali Investment Limited and Rupali Bank Securities Ltd.)
Phone-PABX	:	+88-02-9551624-25,+88-02-9551525, +88-02-9551840,+88-02-9552184, +88-02-9552214,+88-02-955093-4 +88-02-955093-4, +88-02-955093-4 +88-02-9514940, +88-02-9551574
Fax	:	+88-02-9564148, +88-02-9552671
SWIFT BIC	:	RUPBBDDH
Website	:	www.rupalibank.org
E-mail	:	info@rupalibank.org, it@rupalibank.org

4.3. Mission, vision & core values of RBL:

4.3.1. Mission:

The Bank participates actively in socio-economic development of the country by performing commercially viable and socially desirable banking functions.

“Efforts for expansion of our activities at home and abroad by adding new dimensions to our banking services are being continued unabated. Alongside, we are also putting highest priority in ensuring transparency, accountability and improved clientele service as well as to our commitment to serve the society through which we want to get closer and closer to the people of all strata”.

4.3.2. Vision:

Rupali Bank Ltd. dreams poverty free Bangladesh, where sports & athletics, science and education, health and hygiene, clean and pollution free environment and above all a society based on morality make all our lives worth living.

4.3.3. Strategic Intent:

Bring out new financial products and to ensure that customers receive a consistent standard quality of service.

4.3.4. Business strategies:

- i. Achieve business vision through quality and customer acceptance by providing financial services.
- ii. Maintain highest ethical standards in every aspect.
- iii. Customer focus – a perspective of quality throughout:
- iv. The entire organization or each department and bank.
- v. All processes, systems and services.
- i. Compliance – with regulatory requirements.
- ii. Added value – through continuous improvements to benefit customers and the bank

4.3.5. Core values

- i. Shareholders: By ensuring fair return on their investment through generating st RBL e profit.
- ii. Customer: To become most caring bank by providing the most courteous and efficient service in every area of our business.
- iii. Employee: By promoting the well being of the members of the staff.
- iv. Community: Assuring our socially responsible corporate entity in a tangible manner through close adherence to Rupali policies and objectives.

All these are to be attained upholding ethical values and best practices. Above all, the objective is continuously seeking to improve performance by aligning our goals with stakeholders' expectation.

Table 4.1: Division wise Branch of RBL:

Division	Number of Branches
Dhaka Division	70
Chittagong Division	47
Mymensingh	17
Rajshahi Division	7
Sylhet Division	27
Khulna Division	14
Barisal Division	13
Rangpur Division	11

Source: Website of RBL

4.4. Organizational structure of RBL:



Figure 4.1: Organizational structure of RBL (Sources: Website of RBL)

4.5. Functional Structure of RBL:

There are a number of departments in the bank to keep the operations smoothly. Different departments and divisions of the bank are described below:

- **Logistics & Support Services (L & SSD):** This division, formerly known as the General Services Division (GSD), focuses on procuring and supplying all tangible goods required by the branches and the head office of the bank.
- **Financial Administration Department (FAD):** Responsible for managing the bank's accounts, this department oversees transactions between branches and the head office. It handles various accounting functions including income and expenditure tracking, cash management, bill processing, and payroll..
- **Consolidation of Branch's Account:** This division reviews and consolidates the income and expenditure statements of all branches to prepare monthly, quarterly, and half-yearly financial statements submitted to Bangladesh Bank. It also analyzes and interprets financial data for management and the board of directors.

- **Credit Division:** This division manages the bank's credit portfolio, including receiving and appraising loan proposals, obtaining approvals, sanctioning loans, and monitoring projects. It also sets credit pricing and measures effectiveness.
- **International Division:** The aim of this division is to assist management in making international business decisions and guiding branches in their implementation. It maintains correspondence relationships, monitors foreign exchange rates, and provides updated exchange rates to branches.
- **IT Division:** Rupali Bank operates and keeps records of its assets and liabilities in computers by using integrated software to maintain client ledger and general ledger. The main function of this division is to provide required hardware and software. In order to be the most efficient bank in terms of service, profitability, and technology application, a world class IT infrastructure TEMENOS T24 of TEMONOS Holdings, NV Netherlands Antilles was chosen as the core banking software. All branches have been successfully migrated to the new CBS (computer based system). Again, various information on the bank can be found on its website: www.RBLbd.com
- **Public Relation Division:** It has to perform certain functions related to all types of communication, i.e. receiving and sanctioning advertisement applications, keeping good relation with the newspapers and electronic media, etc.
- **Marketing Department:** Engaged in both internal and external marketing activities, this department is responsible for promoting the bank's services and products to customers and stakeholders.
- **Asset Marketing:** Asset marketing involves promoting various types of loans and advances offered by the bank. Bank personnel often visit large organizations to attract them to borrow from the bank for financing ventures. The focus is on identifying potential borrowers and persuading them to utilize the bank's financial services for their funding needs.
- **Liability Marketing:** Liability marketing follows a similar process to asset marketing but focuses on soliciting deposits from organizations with excess funds. The bank approaches such organizations and encourages them to deposit their

surplus funds in the bank. To attract large deposits, banks may offer slightly higher interest rates than prevailing rates in the market.

- **Human Resource Department:** The Human Resource Department handles all administrative and personnel-related matters within the bank. This includes tasks such as selecting and recruiting new employees, conducting training programs for new hires, managing transfers, promotions, and leave of absence for employees, as well as maintaining personnel records and files. Additionally, the department oversees employee welfare initiatives, such as managing employee welfare funds and organizing training workshops for executives to enhance their skills and knowledge.
- **Inspection & Audit Department:** This division serves as the internal audit department of the bank. Its primary function is to conduct audits of various branches to ensure compliance with internal policies and external regulations. Officers from this division visit different branches randomly to examine necessary documents related to each individual account. If any discrepancies are found, they report them to the appropriate authorities for resolution. Additionally, they assist the bank in adhering to the rules and regulations mandated by regulatory bodies such as Bangladesh Bank.

Chapter 5

General Banking Activities

5.1. An Overview of the Rupali Bank Limited, HSTU Corporate Branch:

Rupali Bank Ltd. (RBL) has achieved notable success in the banking sector, with its branches operating efficiently. This particular branch has successfully adopted various functions of RBL, including deposit mobilization, investment activities, foreign exchange transactions, and the provision of welfare-oriented services.

The branch's effective implementation of these functions reflects its commitment to serving its customers and contributing to the overall objectives of RBL. Through its operations, the branch plays a vital role in facilitating financial transactions, supporting economic activities, and promoting the welfare of its customers and the community it serves.

Table 5.1: Location of Rupali Bank Limited, HSTU Branch

Bank Name	Rupali Bank Limited
Branch Name	HSTU, Branch
Address	HSTU, Dinajpur
Telephone	02589925171, 01810684466
Branch Code	5074
SWIFT Code	RUPBDDH
Routing Number	185280882
District	Dinajpur
Online Branch (ABB)	Y

Personnel Position of Rupali Bank Limited (HSTU Branch).

There are 40 employees at Rupali Bank Limited, HSTU Branch. The designations of them are given below:

Table 5.2: Employees at Rupali Bank Limited, HSTU Branch

SL. No	Designation	No of Employee
1.	Senior vice President & Manager	1
2	Assistant vice President	1
3.	Senior Principal Officer	1
4.	Principal Officer	1
5.	Senior executive Officer	4
6.	Executive Officer	3
7.	First Executive Officer	2
8.	Junior Officer	10
9.	Computer operator	1
10.	Security Grad	5
11.	Peon	4
12.	Tea Boy	4
13.	Cleaner	3

Source: Rupali bank Ltd, HSTU Branch

5.2. Functions of RBL, HSTU Branch:

The primary function of Rupali Bank Ltd. (HSTU Branch, Dinajpur) is to gather deposits from the public and organizations, and subsequently lend these funds to customers in need. As a service-oriented organization, RBL prioritizes customer satisfaction while also striving to generate profits.

All departments within the branch are dedicated to advancing these objectives, working collaboratively to ensure the smooth operation of banking activities. The branch serves as the foundational hub for all banking operations, playing a crucial role in fulfilling the financial needs of its customers and contributing to the overall success of RBL.

5.3. Other functions of RBL, HSTU Branch:

1. Bills Collection
2. Debit and ATM Visa Card
3. Bills and Remittance
4. Telegraphic Transfer
5. Pay order (PO)
6. M.T (Mail transfer)

5.4. Profit & Loss of HSTU Branch:

The revenues, expenses and profit of Rupali Bank Limited (HSTU Branch) from 2016 to 2020 are shown in the following t RBL

Table 5.3: Profit & Loss of HSTU Branch

Year	Revenues (Tk. In crores)	Expenses (Tk. In crores)	Profit (Tk. In crores)
2016	26	19	8
2017	31	21	10
2018	33	23	11
2019	38	25	13
2020	43	26	16
Total	171	113	58
Average	35	23	12
Maxima	43	26	16
Minima	26	19	8

Source: Statement of affairs of RBL (HSTU Branch).

5.5. Main Credit Facilities of Rupali Bank Limited (HSTU Branch):

RBL provides two types of Credit to its customers. These are:

- i. Direct Credit Facility
- ii. Indirect Credit Facility

Direct Credit Facility: Direct Credit Facility pertains to Bank's direct fund involvement. It is popularly known as funded Credit Facility: Indirect Credit Facility is not associated with Bank's monetary involvement.

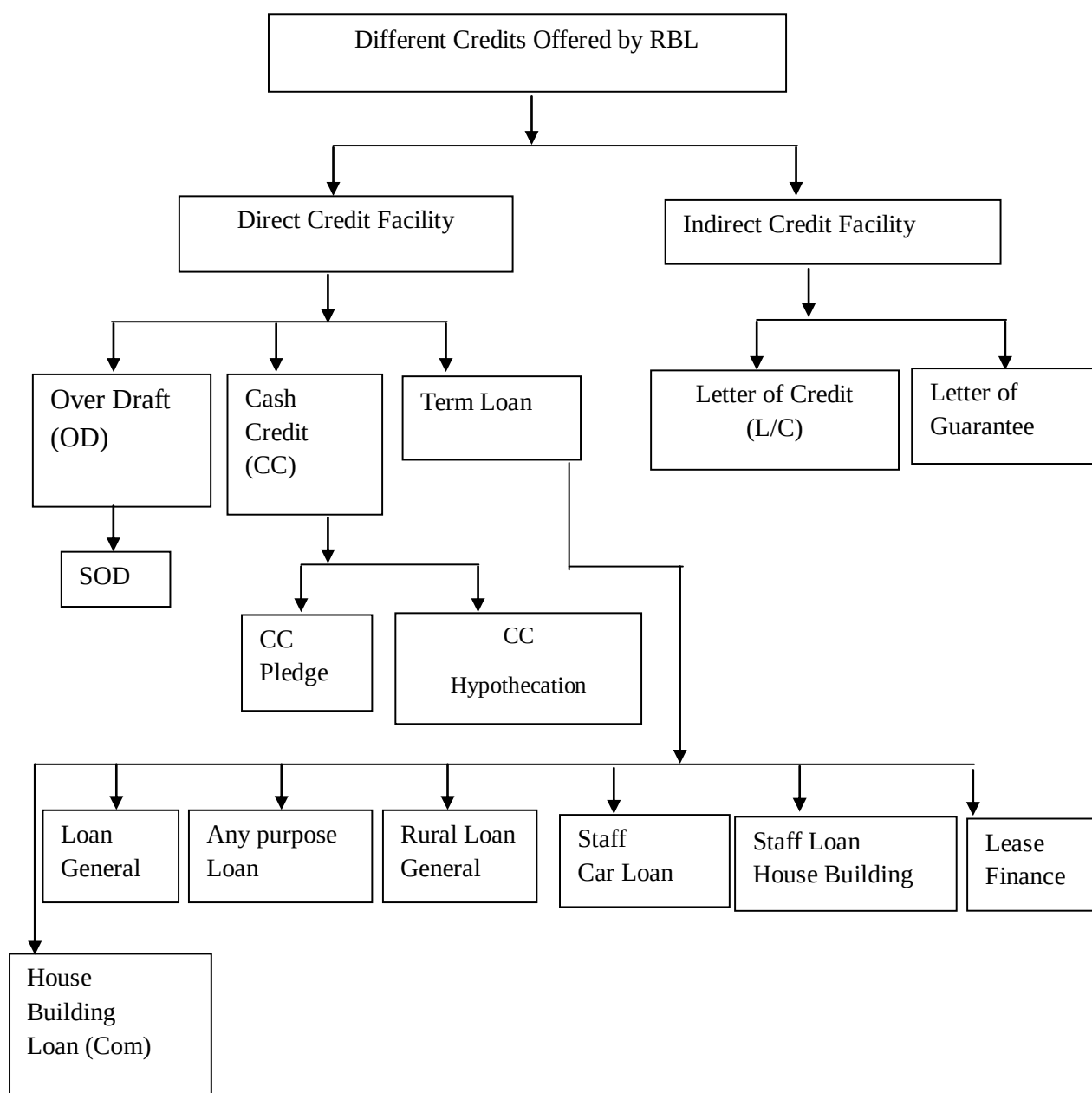


Figure 5.1: Main Credit Facilities of Rupali Bank Limited (HSTU Branch)

Source: HSTU Branch, RBL

5.6. Overdraft position:

The overdraft position of Rupali Bank limited, HSTU Branch, from the year 2018 to 2020 is shown in TRBL.

Table 5.4: Overdraft Position

Year	SOD Amount (Crores Tk.)	Total Loan (Croress Tk.)	% of OD to Total Loan
2018	1.083513	202.691779	.5346
2019	4.683716	310.400021	1.5089
2020	2.791781	344.763792	.8097

Source: Statement of Affairs of RBL, HSTU Branch

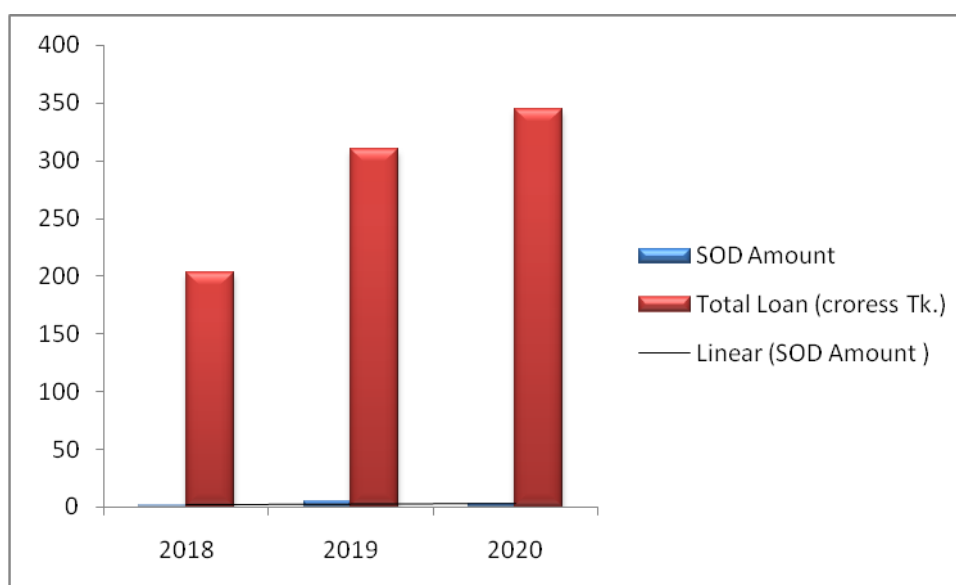


Figure 5.2: Overdraft Position

a) Bills collection:

In modern banking, transaction mechanisms have become increasingly complex, particularly concerning the smooth processing and safety of transactions. Customers regularly engage in paying and receiving bills from various counterparts as part of their financial activities. As a service provided by commercial banks, one of their primary duties is to collect bills on behalf of their customers.

This involves the bank acting as an intermediary between the customer and their counterpart, facilitating the collection of bills owed to the customer. By offering this service, commercial banks help ensure the efficient and secure processing of transactions for their customers, enhancing convenience and reliability in financial dealings.

b) Debit/ ATM and Visa Credit Card

Rupali Bank Ltd. (RBL) has made the strategic decision to enhance its range of products and services in response to the evolving needs of the market. Recognizing the importance of meeting customer demands, the bank has introduced two key products: Debit/ATM cards and VISA credit cards. These offerings are essential in today's banking landscape and are vital for providing convenience and flexibility to customers.

In line with this initiative, the board of directors has decided to establish its own network of ATMs in strategic locations, including within branch premises. This move aims to enhance accessibility and convenience for customers, aligning with the widespread presence of ATM networks such as Dutch-Bangla Bank Ltd. (DBBL) and Q-cash, which have established significant footprints across Bangladesh.

To manage its VISA card operations effectively, RBL has engaged IT Consultants Limited (ITCL) as a third-party processor. Substantial progress has been made in the preparatory phase, with most of the groundwork completed. The bank is eagerly awaiting VISA certification to launch its Rupali Bank VISA credit card promptly, further enriching its suite of services and offerings to customers.

c) Bills and Remittance

Remittances of funds constitute a crucial aspect of the services provided by commercial private banks to their customers. Among the array of services offered, remittance facilities stand out as widely recognized and popular options. The term "remittance" refers to the transfer of money from one location to another, typically facilitated through postal and telegraphic channels. Banks extend this service by enabling the transfer of funds from one branch to another within the country.

Broadly speaking, there are two main types of bank remittances:

- i. Inward Remittance: This refers to the transfer of funds into a bank account from an external source, such as from overseas or from another domestic bank.
- iii. Outward Remittance: Conversely, outward remittance involves the transfer of funds from a bank account to an external recipient, whether domestically or internationally.

These remittance services play a vital role in facilitating financial transactions, enabling individuals and businesses to securely and efficiently transfer funds across different locations as per their needs.

Rupali Bank Ltd., HSTU Branch offers its customers various options for billing and remitting funds from one location to another. The bank assumes the risk and guarantees payment to the beneficiary, typically by charging the customer a commission fee for the service rendered.

The instruments commonly used for sending remittances and billing purposes at Rupali Bank Ltd., HSTU Branch include:

Demand Draft (D.D): A demand draft is a negotiable instrument issued by the bank, allowing the customer to make payments to a specified recipient. It ensures secure transfer of funds between different locations.

Telegraphic Transfer (T.T): Telegraphic Transfer, also known as telegraphic or wire transfer, enables the customer to transfer funds electronically from one bank account to another. It is a fast and efficient way to remit funds domestically or internationally.

Mail Transfer (M.T): Mail Transfer is a method of remitting funds where the bank sends an instruction to another branch or bank to pay a specified amount to the designated recipient. It is commonly used for transferring funds within the country.

Pay Order: A pay order is a banker's cheque issued by the bank on behalf of the customer, directing payment to a specified beneficiary. It provides a secure means of making payments and is often used for larger transactions or payments where cash is not preferred.

These instruments offered by Rupali Bank Ltd., HSTU Branch provide customers with flexible and reliable options for billing and remitting funds, catering to their diverse financial needs and preferences.

d) Telegraphic Transfer (TT)

Telegraphic transfer (TT) is a faster method of transferring funds compared to a Demand Draft (DD). TT is known for its speed and convenience, making it the preferred choice for urgent transactions. However, it is also typically more expensive than other methods.

Various modes of TT include telephone, telex, and fax, each offering different levels of convenience and accessibility. When an applicant urgently needs to remit funds to a payee in another city or district, they may request the banker to send the payment via TT.

In addition to the usual service charges associated with remittance services, the branch may also recover additional fees for telex charges incurred during the transfer process. Despite the higher cost, TT remains a popular choice for customers requiring swift and efficient fund transfers over long distances.

e) Pay order (PO)

A payment order (P.O.) is a written document that can be executed at the branch from which it is issued. It is commonly used by various suppliers and organizations for local transactions. The procedure for selling a P.O. at RBL, HSTU Branch is as follows:

The purchaser must hold an account with RBL, HSTU Branch.

The purchaser deposits the required amount along with a P.O. application form.

The branch makes necessary entries in the Bills RBL (P.O.) register, recording details such as the payee's name, date, P.O. number, etc.

The branch prepares the payment order instrument based on the provided information.

After scrutiny and approval by higher authority, the instrument is finalized.

vi. Once approved, the instrument is delivered to the purchaser for further processing.

This process ensures that payment orders are issued accurately and in compliance with the bank's policies and procedures, facilitating smooth transactions for both the purchaser and the payee.

f) Mail transfer

Mail transfer (MT) is another method of remitting funds, similar to a Demand Draft (DD), with the key difference being that in the case of MT, the customer is not provided with any physical paper but receives a receipt instead.

In the process of MT, the bank takes responsibility for sending the MT papers to the respective branch under its own supervision and accountability. This ensures that the funds are transferred securely and efficiently without the need for physical documentation provided to the customer.

MT serves as a convenient and reliable option for customers who need to transfer funds to another branch or location, providing them with assurance and peace of mind regarding the safety and accuracy of the transaction.

5.7. Account opening section:

The relationship between the banker and the customer commences with the opening of an account by the customer. Initially, all accounts are opened with deposit money provided by the customer, hence these accounts are referred to as deposit accounts. Typically, individuals need to open an account to avail services from the bank. Without opening an account, customers can only access limited services at the bank. Therefore, banking operations truly begin with the opening of an account with a bank.

Account opening serves as the gateway for customers to engage in business with the bank. It lays the foundation for the banker-customer relationship and is one of the most crucial aspects of a bank branch. Through the process of opening accounts, the bank mobilizes funds for investment and other banking activities.

Various regulations are preserved and different documents are usually taken for opening an account. A consumer can open several types of accounts by means of this such as-

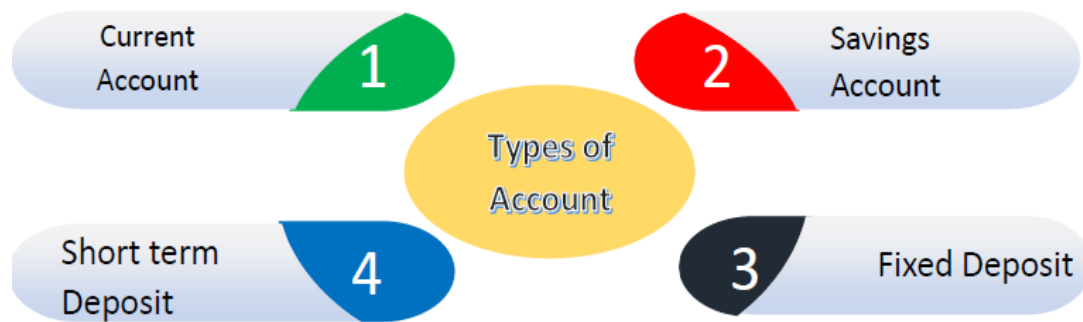


Figure 5.3: Types of Accounts

5.7.1. Current account:

A current account is considered a requirement deposit account because the bank is obligated to pay the amount to the account holder upon demand at any time. It is a running and active account, allowing for multiple transactions within a working day. There are no restrictions on the number or amount of withdrawals from a current account, making it a purely demand deposit account.

A current account serves as a convenient option for individuals or businesses that require frequent access to their funds. It is justified in situations where funds need to be collected and money needs to be paid out on a regular basis, as there are no limitations on withdrawing funds from the account. The unique characteristics of the current accounts are the following:

- i. The main objective of would be to serve large customers for example businessmen, combined stock businesses, private limited companies, public limited companies etc. in the risk associated with handling cash on their own.
- ii. The price of supplying current accounts facilities is actually considerable towards the bank given that they undertake to create payments as well as collects the actual bills, breezes, cheques for a variety of times inside a particular day time. The bank therefore doesn't pay any kind of interest upon current deposit
- iii. While however some banking institutions charge with regard to incidental costs on this kind of account.
- iv. For opening of the current account's minimum deposit of taka 1000/= is needed. Introductory reference is additionally required intended for opening connected with such bank account.

5.7.2. Fixed deposit receipt (FDR):

Fixed Deposit Receipts (FDRs) are deposits made with the bank for a specified period predetermined in advance. They are considered purely time deposit accounts, as they involve a fixed period of investment. The bank does not need to reserve cash reserves against these deposits, allowing it to offer higher interest rates compared to other types of accounts.

FDRs are also known as time deposits or time liabilities. Customers deposit a certain amount of money with the bank for a fixed period, and in return, the bank provides them with an FDR indicating the terms of the deposit, including the interest rate and maturity date.

The local Remittance section of Rupali Bank Ltd. also issues FDRs, providing customers with the opportunity to invest their funds for a predetermined period and earn a higher rate of return. Since the bank does not need to maintain cash reserves against these deposits, it can offer competitive interest rates to attract investors.

Now the interest rate for fixed Deposit Receipt (FDR) within the Rupali Bank Limited is

Table 5.5: Interest rate provided for different time basis deposit schemes by Rupali Bank Limited

Types of deposit	Interest Rate
3 months	7.00 %
6 months	7.25 %
12 months	7.50 %

5.7.3. Savings account:

A savings account is primarily designed for small-scale savers, which is why there are limitations on withdrawals within a 30-day period. It caters to individuals from the lower and middle classes who wish to save a portion of their incomes to meet future needs and generate income from their savings. The objective is to encourage savings among non-trading individuals, institutions, societies, and clubs by allowing them to deposit small amounts of money in the bank.

A savings account combines elements of both time and demand deposits. Customers can deposit funds into the account and earn interest on their savings while still having the flexibility to withdraw funds when needed, albeit with some restrictions on the frequency of withdrawals.

Currently, the interest rate for Savings Accounts (SB) at Rupali Bank Limited is 5%, providing savers with a modest return on their deposits while keeping their funds accessible for future use.

5.7.4. Short term deposit account:

Standard Term Deposit (STD) accounts are typically used by large organizations, agencies, and government departments to retain their funds. Frequent withdrawals are discouraged, and advance notice is required for withdrawals. Deposits in an STD account must be kept for a minimum period, usually one week or one month, in order to earn interest.

The interest rate offered on STD accounts is lower than that of savings deposits. Similar to savings accounts, STD accounts are considered time deposit accounts, meaning the funds are deposited for a fixed period and earn interest accordingly.

The formalities for opening an STD account are similar to those required for a current account. The main difference lies in the requirement for advance notice of one week for withdrawals of any amount, and interest is paid on the deposited amount.

5.7.5. Dishonor of cheque:

- i. Check in post dated
- ii. Refer to withdrawer
- iii. Effects not cleared. May be presented again
- iv. Exceed arrangements
- v. Full cover not received
- vi. Payment stopped by drawer
- vii. Payees endorsement irregular/ required
- viii. Payees endorsement irregular, require banks confirmation
- ix. Drawers signature differs/ required
- x. Alterations in date/figures/words
- xi. Crossed Cheque must be presented through a bank

- xii. Clearing stamp required/ requires cancellation
- xiii. Addition to bank discharge should be authenticated
- xiv. Cheque crossed account payee only
- xv. Collecting bank discharge out of date/ mutilated
- xvi. Amount in words and figures irregular/required

5.7.6. Interest rates:

Table 5.6: Interest Rates of Different Deposit Scheme (Source: Website of RBL)

Sl. NO.	Types of Deposit	Rates
1.	Savings Deposit	5.00%
2.	Short Notice Deposit	3.50%
3.	Deposit from foreign remittance	6.00%
4.	Rupali bank deposit pension-scheme 2	6.50%
5.	RMSS	8.00%
6.	RDS	8.25%

Table 5.7: Total deposit of HSTU Branch, RBL from 2016-2020

Particulars	2016	2017	2018	2019	2020
Amount (in crore)	11.52	15.87	17.35	13.41	20.31

Source: HSTU Branch Annual report

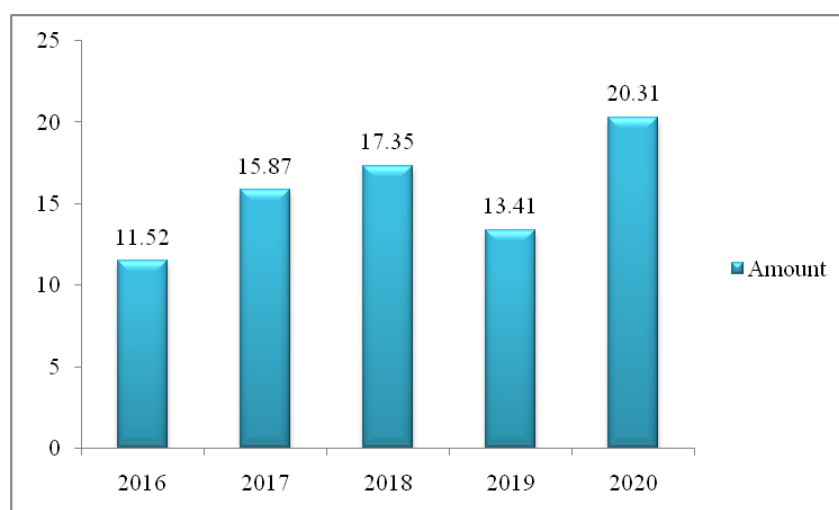


Figure 5.3: Total deposit

Comment: In the above figure we see that the total deposit of HSTU Branch from 2016 to 2020 is increasing trend that indicates better performance in providing deposit.

Chapter 6

Analysis and Findings

6.1. Analysis:

6.1.1. SWOT analysis:

SWOT analysis is a comprehensive examination of an organization's internal and external factors, focusing on its strengths, weaknesses, opportunities, and threats. This analysis enables the organization to assess its current position and potential in relation to competitors, thereby aiding in strategic decision-making and performance improvement.

By evaluating its strengths, an organization can identify areas of competitive advantage and leverage them to maintain or enhance its position in the market. Conversely, identifying weaknesses allows the organization to address internal challenges and improve operational efficiency.

Furthermore, analyzing opportunities helps organizations identify emerging trends, market gaps, or potential areas for growth and expansion. This enables proactive decision-making and strategic planning to capitalize on favorable circumstances.

Similarly, recognizing threats allows organizations to anticipate and mitigate risks that may impact their operations or market position. By understanding external challenges such as competition, regulatory changes, or economic factors, organizations can develop contingency plans and minimize potential negative impacts.

Overall, SWOT analysis serves as a valuable tool for organizations to assess their current status, anticipate future developments, and formulate strategic plans to enhance their competitiveness and performance in the market.

So we can say that it is a technique used by the credit officers to evaluate credit proposal submitted by company especially by the production concern. Here,

- S – Denotes *Strength*
- W – Denotes *Weakness*
- O – Denotes *Opportunity*
- T – Denotes *Threat*

Strengths:

- i. Good management
- ii. Trustworthiness
- iii. Good customer service
- iv. Good banker and customer relationship
- v. Large network
- vi. Debit card and credit card facilities.

Weaknesses:

- i. The main important thing is that the bank has no clear mission statement and strategic.
- ii. In junior level management there is insufficient of experience employees.
- iii. Lack of proper motivation and training.
- iv. General banking activities are always busy.
- v. Lengthy account opening process.
- vi. Branch spaces are not available.
- vii. Overall banking systems are not digitalized.
- viii. Poor service quality.
- ix. High interest rate.
- x. Some of the job in Rupali Bank Ltd has no growth or advancement path.

Opportunities:

- i. The recent emergence of numerous private banks in the vicinity of HSTU presents an opportunity for Rupali Bank Ltd. HSTU Branch to diversify its product line. By expanding its offerings, the branch can fortify its competitive advantage in this dynamic and competitive environment.
- ii. Rupali Bank Ltd. HSTU Branch can leverage this opportunity by introducing specialized corporate schemes tailored for high-income corporate customers or officers. Furthermore, the branch can develop specialized loan schemes targeting various professions, such as engineers, lawyers, and doctors. By addressing the specific needs of these customer segments, the bank can attract a broader customer base and bolster its market position.

Threats:

- i. Resistance or incapability in adapting to new changes within the banking sector poses a significant threat to Rupali Bank Ltd. HSTU Branch. Failure to embrace innovation and adapt to evolving market trends may result in falling behind competitors.
- ii. Subpar banking facilities compared to competitors could threaten the branch's competitiveness. If customers perceive the services provided by Rupali Bank Ltd. HSTU Branch as inadequate or outdated, they may opt for alternative banking institutions.
- iii. Insufficient knowledge about technology among staff or management can pose a threat to the branch's efficiency and customer service quality. In today's digital age, technological advancements play a crucial role in delivering seamless banking experiences. Lack of expertise in leveraging technology may hinder the branch's ability to meet customer expectations.
- iv. Customer preference for private banks due to perceived lengthy processes or bureaucracy within Rupali Bank Ltd. HSTU Branch poses a threat to customer retention. If customers perceive private banks as offering more streamlined and efficient services, they may choose to switch banks, leading to a loss of market share for Rupali Bank Ltd.

6.2. Findings:

Rupali Bank Limited, HSTU Branch, as a commercial bank and an agent of Bangladesh Bank, engages in various activities that prioritize national interest over immediate profit considerations. While it may incur losses in certain endeavors aimed at assisting the nation, these losses are part of its commitment to national development. Additionally, although the bank's profit growth rate may be modest, it is steadily increasing. The branch maintains high liquidity and achieves substantial profits on owner's equity, indicating efficient operations. Overall, Rupali Bank Limited, HSTU Branch, can be regarded as a bank that performs well and contributes positively to the nation's financial landscape.

Chapter 7

Conclusions and future work

7.1. Conclusions:

Rupali Bank Limited has been a significant player in the financial sector, focusing on mobilizing financial resources through deposit collection and loan disbursement since its inception. The bank's primary tasks include collecting deposits at competitive rates and providing loans at higher rates to ensure its sustainability and contribute to the country's economic development.

With a wide branch network across the country, RBL has been extending its banking services to various customer segments while enhancing its service capabilities across multiple channels. Despite facing stiff competition, the bank has achieved commendable results, reaching new operational heights.

By prioritizing commitment, sincerity, and ensuring the confidentiality and security of customer information, RBL has established itself as one of the pioneering private commercial banks in Bangladesh.

However, to maintain its competitive position in the market, Rupali Bank Ltd., HSTU Branch, needs to innovate and improve its customer satisfaction levels and offerings. Customer satisfaction is paramount for long-term success in the industry, and the bank must focus on meeting and exceeding customer expectations to sustain its business.

Through my research study, I have analyzed various aspects such as account-wise deposit positions, deposit compositions, total credit positions, account-wise credits, and the performance of loans at the branch. The data analysis indicates an upward trend in the bank's profitability compared to the previous year, reflecting positive progress and potential for future growth.

7.2. Future work:

- i. **Reducing Interest Rates:** Lowering interest rates could attract more customers and stimulate borrowing, leading to increased economic activity. However, careful consideration of the bank's financial health and market conditions is necessary before implementing such a change.
- ii. **Client-Bank Management Discussions:** Organizing open forums or discussions between clients and bank management can foster transparency, trust, and better understanding of customer needs. This engagement can also provide valuable feedback for improving services.
- iii. **Quarterly Information Provision:** Providing regular updates and information to clients, such as quarterly reports, can enhance transparency and keep customers informed about the bank's performance, policies, and offerings.
- iv. **Advertising Programs:** Initiating advertising campaigns can help raise awareness about the bank's products and services, attracting potential customers and expanding its customer base. Effective marketing strategies tailored to target audiences can yield positive results.
- v. **Special Agriculture Loan Scheme:** Introducing a specialized loan scheme for agriculture could support the agricultural sector, which is vital for Bangladesh's economy. This initiative could provide farmers with financial assistance tailored to their needs, promoting agricultural growth and rural development.

Implementing these suggestions requires careful planning, coordination, and consideration of various factors such as financial implications, customer preferences, and market dynamics. However, they have the potential to contribute positively to the bank's growth and customer

7.3. Limitations and Future Research Suggestions

Our First Limitation: Firstly, insights from studying centralized banking systems like Rupali Bank Limited (RBL) may not universally apply due to differences in organizational structures and practices across banks. Caution is needed in generalizing findings beyond RBL.

Future Research Suggestion: Conduct comparative studies across multiple centralized and decentralized banking systems to explore variations in decision-making processes and their implications for organizational performance.

Our Second Limitation: Secondly, accessing data from banks like RBL may be challenging due to strict data accessibility policies, limiting the depth and scope of analysis.

Future Research Suggestion: Investigate strategies for enhancing data transparency and accessibility in banking institutions to facilitate more comprehensive research on financial performance and risk management.

Our Third Limitation: Thirdly, limited resources and time hinder conducting comprehensive analyses across multiple banking institutions, impacting the study's scalability.

Future Research Suggestion: Explore innovative methodologies, such as machine learning algorithms or data analytics tools, to streamline data collection and analysis processes, enabling researchers to conduct more extensive studies within limited resources.

Our Fourth Limitation: Fourthly, longitudinal studies on banking may be affected by external factors like regulatory changes or market conditions, influencing data quality and trends over time.

Future Research Suggestion: Analyze the impact of specific regulatory interventions or market shocks on banking performance and risk management practices over extended time periods to understand how banks adapt to external pressures.

Our Fifth Limitation: Fifthly, qualitative analyses of organizational culture may introduce subjectivity and bias, affecting the credibility of findings.

Future Research Suggestion: Combine qualitative methods with quantitative measures, such as organizational performance metrics or employee turnover rates, to triangulate findings and validate qualitative insights on organizational culture.

Our Sixth Limitation: Sixthly, limited access to internal policies in banking institutions like RBL may hinder thorough analyses of regulatory compliance challenges.

Future Research Suggestion: Collaborate with banking regulators or industry associations to gain access to anonymized policy documents and regulatory compliance reports, enabling comprehensive analyses of regulatory frameworks and enforcement practices.

Our Seventh Limitation: Seventhly, comparing banking practices across regions is complex due to regulatory, market, and cultural variations, requiring careful consideration for valid and applicable findings.

Future Research Suggestion: Conduct case studies on specific banking practices or regulatory frameworks in different regions to identify common challenges and best practices for cross-border collaboration and regulatory harmonization.

Our Eighth Limitation: Eighthly, self-report measures of customer satisfaction may be biased, emphasizing the need for diverse data sources and validation methods.

Future Research Suggestion: Implement mixed-methods approaches, combining self-report surveys with observational data or behavioral analytics, to provide more comprehensive insights into customer satisfaction and service quality in banking.

Our Ninth Limitation: Ninthly, technological innovation studies in banking face the risk of rapid obsolescence, highlighting the importance of staying updated with emerging trends.

Future Research Suggestion: Establish longitudinal research programs to monitor ongoing technological developments in banking, focusing on emerging technologies like blockchain, artificial intelligence, and digital currencies to anticipate future trends and implications for banking operations.

Our Tenth Limitation: Tenthly, effectiveness of financial inclusion initiatives varies across regions due to socioeconomic, cultural, and policy differences, necessitating contextual analysis for accurate assessment.

Future Research Suggestion: Conduct cross-national comparative studies on financial inclusion initiatives to identify contextual factors that facilitate or hinder implementation success, informing policy recommendations for promoting inclusive financial systems globally.

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