



INTERNSHIP REPORT

On
SME Banking Practice: A Case Study on Jamuna Bank
Limited

Submitted to

Dr. Mohammad Tariq Hasan
Assistant Professor
School of Business and Economics
United International University

Submitted by

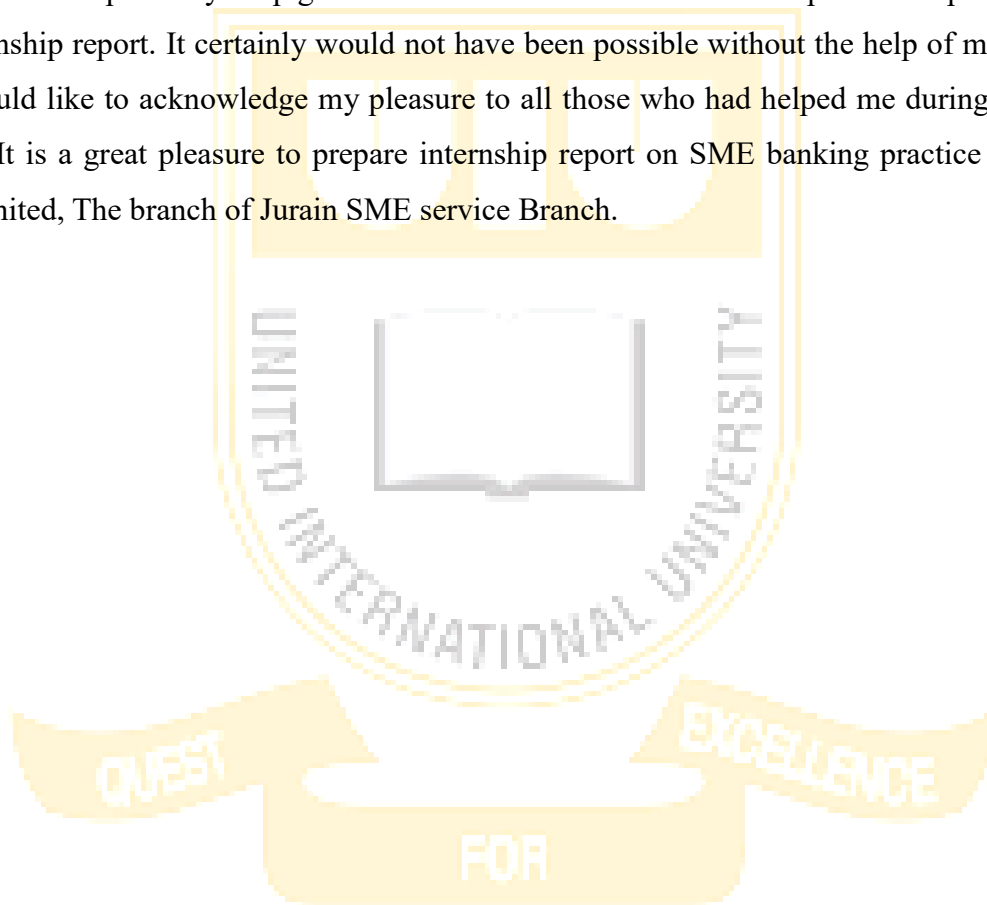
Abu Sufian Mridul
ID- 111 171 054
Major: Accounting, Department of BBA
United International University

Date of Submission: 13th October, 2021

ACKNOWLEDGEMENT

At the very beginning I would like to express my deepest gratitude to almighty for giving me the strength and the composure to finish the task. Internship report is an essential part of the BBA program and to complete the process I have worked in Jamuna Bank Limited, Jurain SME Service.

I would like to express my deep gratitude to all those who have been helpful in the preparation of this internship report. It certainly would not have been possible without the help of many people and I would like to acknowledge my pleasure to all those who had helped me during this entire process. It is a great pleasure to prepare internship report on SME banking practice of Jamuna Bank Limited, The branch of Jurain SME service Branch.



LETTER OF TRANSMITTAL

Date: 13-October-2021

Dr. Mohammad Tariq Hasan

Assistant Professor

School of Business and Economics

United International University, Dhaka

Subject: Submission of Internship Report on ‘SME Banking Practice: A Case Study on Jamuna Bank Limited ’

Dear Sir,

This is a great pleasure for me to submit the internship report, which is a partial requirement for completing the degree of BBA Program curriculum. It is a great achievement to work under your active supervision.

My institution is Jamuna Bank Limited, the branch of Jurain SME service, and I have prepared my internship report mostly on primary data and partial is secondary data. The analysis in the report is based on the data and information found during my internship period. This report gives the opportunity to learn lots of things. It would not be possible to complete this report without your guidance and expert advice. I would like to take this opportunity to thank you for the guidance and support which you have provided me during of this report.



Sincerely,

Abu Sufian Mridul

ID: 111 171 054

Department of BBA

United International University

STUDENT DECLARATION

I Abu Sufian Mridul, hereby declare that the presented internship report titled “Internship report on SME Banking of Jamuna Bank Ltd, Jurain SME Service” is uniquely prepared by during and after three-month work at the Jurain SME Service Branch of Jamuna Bank Ltd.

I also confirm that, the report is only prepared for my academic requirement not for any other purpose. It might not be used with the interest of opposite party of the corporations.

Abu Sufian

Abu Sufian Mridul

ID-111 171 054

Department of BBA

United International University, Dhaka

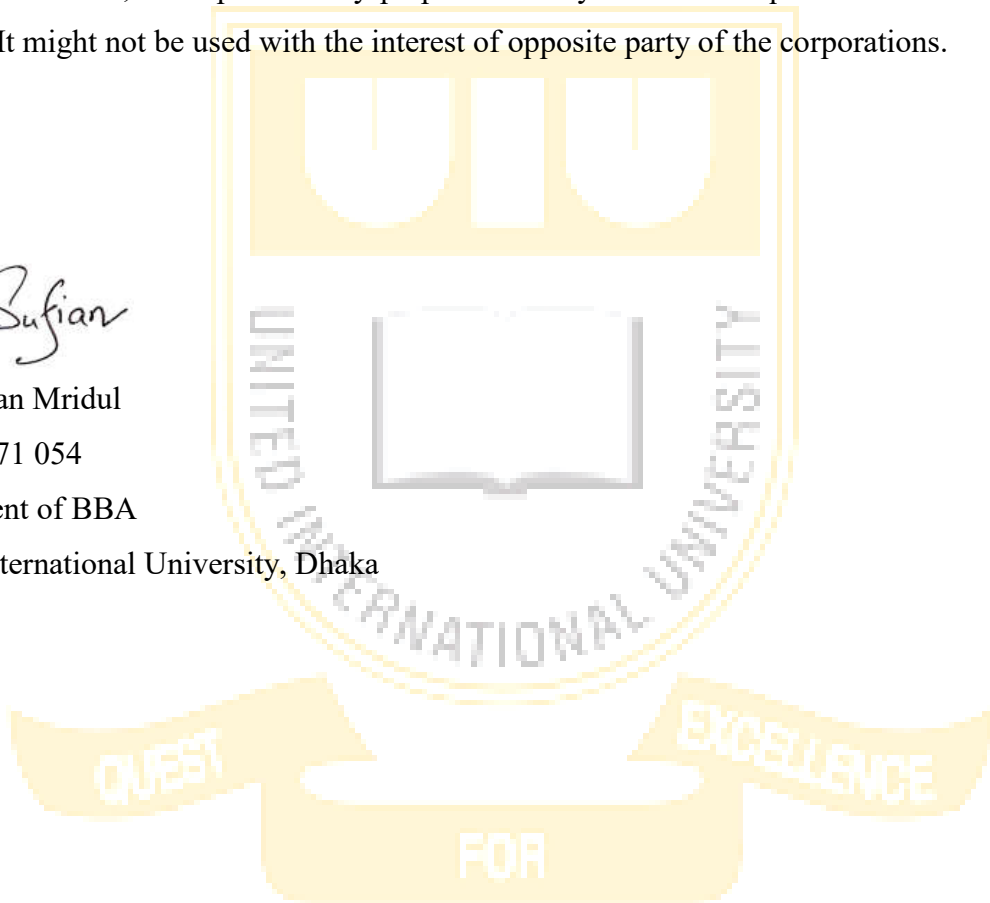
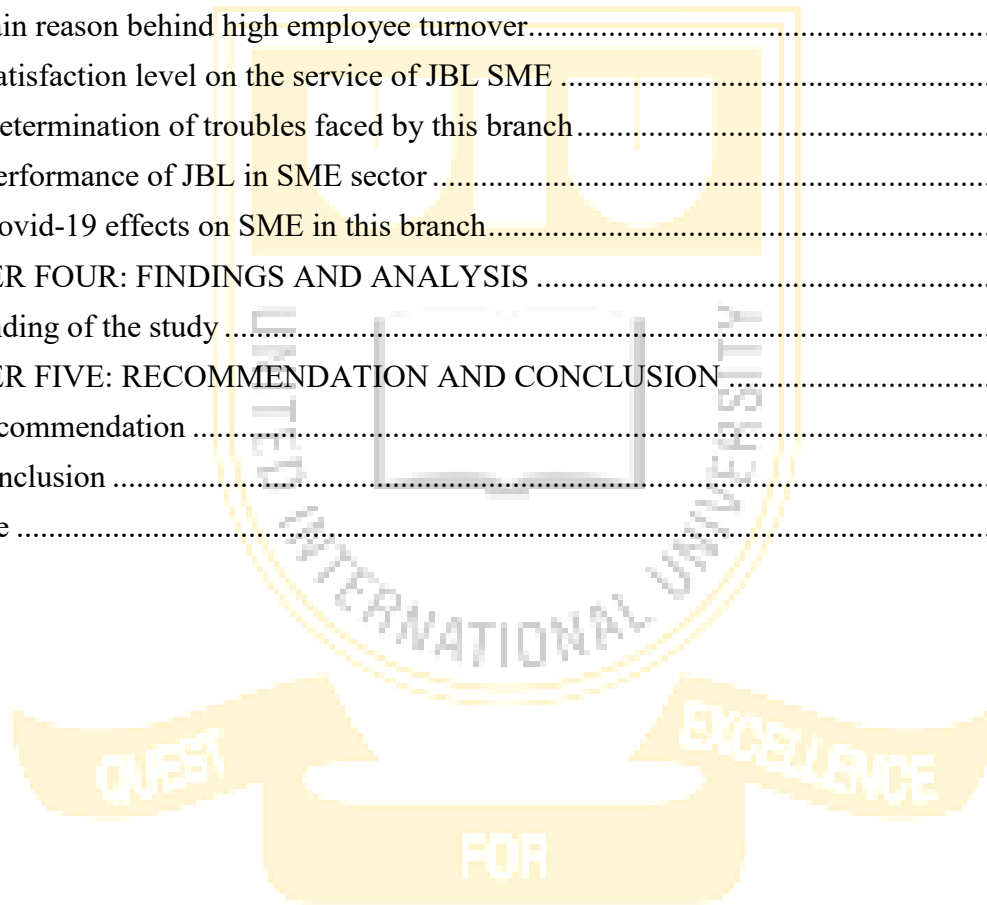


TABLE OF CONTENTS

EXECUTIVE SUMMARY	8
CHAPTER ONE: INTRODUCTION.....	9
1.1 Background of the report	9
1.2 Objective of the report	10
1.3 Methodology of the report	10
1.4 Data requirement & analysis method.....	10
1.5 Data sources	11
1.6 Limitation of the report.....	11
CHAPTER TWO: ORGANIZATION OVERVIEW	12
2.1 History of the bank.....	12
2.1.1 History of Jamuna bank ltd.....	12
2.1.2 History of “Jurain SME service branch of Jamuna bank”	13
2.2 Corporate vision, mission and objectives of this branch	13
2.2.1 Corporate vision.....	13
2.2.2 Corporate mission.....	14
2.2.3 Corporate objectives:.....	14
2.3 Ethical practices	14
2.4 Strategies of this branch.....	15
2.5 Board of director	15
2.6 SME banking of Jamuna bank ltd.....	17
2.6.1 Principle of SME loan.....	17
2.6.2 SME exposure limit	17
2.6.3 Loan pricing.....	18
2.6.4 Period of loan.....	19
2.6.5 Mode of repayment.....	19
2.6.6 Security for the loan facility	19
2.6.7 Documents required for the loan facility	20
2.6.8 Types of SME loan in Jamuna bank limited.....	20
2.7 Criteria and conditions of SME loan	23
2.7.1 Selection criteria of potential enterprise of SME.....	23
2.7.2 Processing and screening of loan suggestion.....	24
2.7.3 Marketing process related to SME loan.....	25
CHAPTER THREE: ANALYSIS ON SME INVESTMENT	28

3.1 Contribution of SME loan on total profit in this branch.....	28
3.2 Quantities of different types of SME loan on different period.....	29
3.3 Age limit of the clients.....	30
3.4 Educational qualification of the clients.....	30
3.5 Different categories of business.....	31
3.6 Business experience of the proprietors	32
3.7 Major use of SME loan.....	33
3.8 Most common business obstacles.....	33
3.9 Main reason behind high employee turnover.....	35
3.10 Satisfaction level on the service of JBL SME	36
3.11 Determination of troubles faced by this branch.....	37
3.12 Performance of JBL in SME sector.....	38
3.13 Covid-19 effects on SME in this branch.....	39
CHAPTER FOUR: FINDINGS AND ANALYSIS	41
4.1 Finding of the study	41
CHAPTER FIVE: RECOMMENDATION AND CONCLUSION.....	42
5.1 Recommendation	42
5.2 Conclusion	42
Reference	43

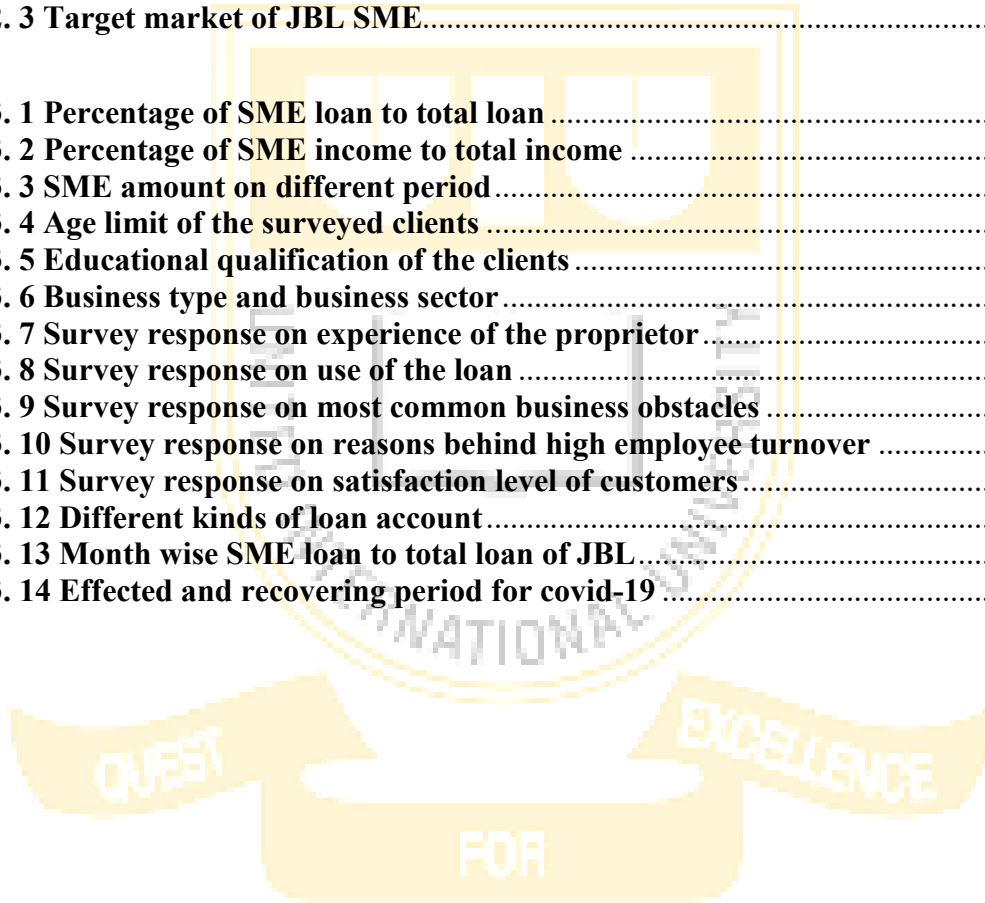


LIST OF TABLES

Table: 2. 1 Member of the Board of Directors	16
Table: 2. 2 Exposure limit of SME financing for banks	18
Table: 2. 3 Different kinds of SME products	21

LIST OF FIGURES

Figure: 2. 1 Structure of this branch	16
Figure: 2. 2 SME centralization system of JBL	25
Figure: 2. 3 Target market of JBL SME	26
Figure: 3. 1 Percentage of SME loan to total loan	28
Figure: 3. 2 Percentage of SME income to total income	29
Figure: 3. 3 SME amount on different period	29
Figure: 3. 4 Age limit of the surveyed clients	30
Figure: 3. 5 Educational qualification of the clients	31
Figure: 3. 6 Business type and business sector	32
Figure: 3. 7 Survey response on experience of the proprietor	32
Figure: 3. 8 Survey response on use of the loan	33
Figure: 3. 9 Survey response on most common business obstacles	34
Figure: 3. 10 Survey response on reasons behind high employee turnover	36
Figure: 3. 11 Survey response on satisfaction level of customers	36
Figure: 3. 12 Different kinds of loan account	38
Figure: 3. 13 Month wise SME loan to total loan of JBL	39
Figure: 3. 14 Effected and recovering period for covid-19	40



EXECUTIVE SUMMARY

The Jurain SME Branch of Jamuna Bank Ltd. is situated at Jurain Dhaka. It is established in June 2010. It is a branch of third generation bank named Jamuna Bank. Now, Jamuna Bank has one hundred forty four branches & two hundred six ATM booths in all Bangladesh. The strategic management of Jamuna Bank Ltd. is thinking to establish more branches to increase banking facility and more sub-branch to give service of rural people. This SME Branch of Jamuna Bank Ltd. is a newly established branch in Jurain than other branches. It is established until now about Eleven years is gained a great reputation than other branches through better service quality and increasing facility. It is also trying their best to improve service quality and increasing facility through its different financial product. In this report, **Chapter-1** contains the origin of the report, objective & source of the report, the methodology I use in this report and limitations of the report. In the report **Chapter-2** contains the history of Jamuna Bank Limited and history of this branch, the vision, mission, objective, ethical practice, strategies, Board of directors of this branch. Purpose of SME loan, SME exposure limit, loan pricing, period of loan, mode of payment, security for the loan facility, documents required for the loan the loan facility, different kinds of SME loan, Selection criteria for potential enterprise of SME, processing and screening of loan proposal, marketing process related to SME loan are described so that the man who read this report can get a clear idea about this branch. **Chapter-3** is the chapter where all current position of SME of this branch is described. Contribution of SME loan to total profit from last twenty months are described by graph so that the reader can understand which things are most influenced during this period. Most common business obstacles, main reasons behind high employee turnover are also given based on the answer of the entrepreneurs. Findings are described in **chapter-4** where I presented the things observed during this three month about this branch. Generally, I presented the positive things that will create opportunity for this branch to increase profit and customer satisfaction. Recommendation is in **chapter-5**. During my three months I observed some opportunities and limitations in this branch where I described the possible way to remove these limitations and hold the reputations to increase profit for this branch and create satisfaction on this branch. Conclusion is in **chapter-6** where I gave an extraction on the overall activities of the branch from my personal perspective.

Keywords: SME, Banking, Loan, Branch, Procedure, Bangladesh

CHAPTER ONE: INTRODUCTION

1.1 Background of the report

Bangladesh has a good number of private commercial bank (at present 50+) along with nationalized commercial bank (Hasan, Rekabder, Akter, & Sayem, 2009). Most of the private commercial bank are categorized in three segment i.e. 1st generation, 2nd generation and 3rd generation bank(Hasan, Ullah, & Huq, 2011-12). This study highlights the issue of SME bank performance of Jamuna bank limited which is a 3rd generation bank. Small and medium-sized enterprises (SMEs) are the foundation of the public economy in Bangladesh. This area is assuming a significant part to foster the economy of our country. The job of the SMEs area is monstrous to mitigate the neediness from the nation too (Alauddin & Chowdhury, 2015). The performance of small and medium enterprises (SMEs) is viewed as one of the main impetuses for non-industrial nations like Bangladesh, where the economy has benefitted extraordinarily from the commitment of SMEs (Sarker & Palit, 2015). Small and medium sized enterprises (SMEs) are assuming an inexorably significant part as motors of monetary development in numerous nations including our own. SMEs give minimal expense business openings and render adaptability to the economy (Hasan & Jamil, 2014; Uz Zaman & Islam, 2011).

These days, Small and Medium Enterprises (SMEs) have turned into a significant area that should assume a crucial part in boosting the economy of Bangladesh. In any case, SME financing is as yet confronting some amazing difficulties that limit its possible accomplishment in adding to the economy (Islam & Mia; Mahmud, Hasan, & Ashif, 2014)). Thinking about the presence of SMEs in Bangladesh's economy, it is discovered that right around 90% of the private ventures are SMEs and around 70-80 percent of the non-rural labor force are working there. The SMEs contributed up to 25 percent of GDP including around 40% of gross assembling yield and around 25% of the absolute workforce. [Acma, M.Q (2015)]. In modern age credit risk management is one of the main ideas of Bank or any monetary foundations. SME is most imperative area of credit and this connected danger is most elevated significance of financing. In this report, a review has driven on the SME finance of Jamuna bank limited, Jurain SME Service. This review will assemble month shrewd SME credit position of Jamuna Bank Limited.

1.2 Objective of the report

SMEs are viewed as the cradle of the public economy for their commitment to the improvement of the economy by creating work openings, creating business, utilizing native abilities and advances, making the market serious through imaginativeness and development of modern linkage, lastly empowering the public authority to achieve destitution free society. [Jahur & Quadir (2012)]. As we all know the principle reason for Bank is to embrace cash from the providers as a store and loaning that cash to the borrowers for improvement of exchange, Agriculture, industry and so forth. Normally Bank is monetary mediators among contributors and borrowers. This bank is a seller of cash just as mechanism of trade cash and credit. Banking business is a benefit looking for business and SME advance is significant component of monetary and non-monetary associations. Bank is attempting to grow the SME advance openness. This review covers the part of the SME credit board strategy of Jamuna bank limited, Jurain SME service.

1.3 Methodology of the report

In any sort of study, the methodology is the most critical part since it clarifies the strategies and techniques through which a specific report will be completed. This remembers conversation for information prerequisites, constraints, information investigation, test determination, and so on.

1.4 Data requirement & analysis method

In any sort of study Data is a vital and central component just as natural substances for making any report. In proposed research, required information is gathered from essential information and auxiliary information. Essential information assortment is extremely intense for a scientist than optional information. Optional information is gathered from various sort of source like Government and Non-Government yearly report, World Bank, Asian Development Bank, and in Bangladesh clearly the Bangladesh Bank investigates SME from Bangladesh Bank site, SME Organization of Bangladesh. Mainly there are two types of primary data – Quantitative Data and Questionnaire survey Data was driven on SME proprietors to find out the demographic profile and their business condition. After the questionnaire survey, the results were analyzed. Basically,

there are two portion of data analysis. The first portion covers the analysis on the selected SME clients. The second portion covers the analysis on the branch of the Jurain SME service of Jamuna Bank.

1.5 Data sources

Primary Source

- . The documents needed for loan disbursement
- . Other documents used to make a complete internship report.
- . Income statement and Balance sheet of this branch
- . ATM card application documents and borrower
- . Face to face discussion and assessment on the SME proprietors.

Optional Source

- . Yearly statement of Jamuna Bank Ltd
- . SME guide of Jamuna Bank Ltd
- . Bank proceedings
- . Official site of the Bangladesh bank
- . Websites of non-financial institution

1.6 Limitation of the report

As we probably are aware, examination on the administration of credit and credit in SME is a huge space of considering. It is extremely challenging to discover the real state of the SME hazard. At that point, need longer time and tremendous exposure. It's extremely difficult to gather all information for an ideal report in a shortest possible time. This report is done on little respondent likewise time and different constraints are the principle justification behind the blemished report. Some information is given physically dependent on the past information.

CHAPTER TWO: ORGANIZATION OVERVIEW

2.1 History of the bank

2.1.1 History of Jamuna bank ltd.

A registered banking corporation under the bank Companies Act, 1991 which is integrated as public company limited by shares under the Companies Act, 1990 in Bangladesh named Jamuna Bank Ltd. The Bank is inaugurated and started its operation from 3rd June 2001 as a scheduled Bank with the permission of Bangladesh bank. JBL is one of the youngest commercial bank from all other commercial bank in Bangladesh. JBL is the bank in Bangladesh which came into the banking industry as a highly capitalized new generation bank and began its tasks with an approved capital and settled up capital of Tk.2424 000 and Tk.1313 000.

JBL is a private issue bank that was set up by a social event of cash supervisors who ponder thought about making a model money related establishment with various positions to offer the respected clients, a complete degree of monetary associations similarly as creative things for the valuable common new development and accomplishment of their own and business resources. The supporters have exceptionally rumored individual and expert characteristics in the field of exchange, trade and enterprises of Bangladesh. The responsibilities of this bank are handed over the highly knowledgeable and specialized team with diversified experiences in finance and banking industry. A managing director with a vast banking experience leads a qualified and experienced professional team to operate commercial and non-commercial banks. The Management of the bank chronologically and constantly focuses on understanding and anticipating customer's needs.

The situation, arrangements and skill of banking business is changing step by step, so the Bank's take choice to foster R&D to make new procedure and new items to adapt to the changing climate and make a solid situation in the financial business. JBL has effectively accomplished colossal advancement as well as client's unwavering quality inside just twenty years. The bank has now positioned at top of the excellence specialist organizations. JBL is trying to remove its limitation by targeting all the prospective sectors like giving loan to woman entrepreneur and proprietor of small and medium enterprise. With a broad scope of monetary and non-monetary items and administrations, the bank is focused on giving top notch monetary and non-monetary

administrations to its esteemed customers as well as underestimated clients so they come in future. This bank also target to contribute to the growth of GDP of the country and create worthy human resource for the country by stimulating trade & commerce, rousing up export and import, creating employment opportunity. To maintain modern banking system Jamuna Bank Ltd. use modern technology named FLORA which is the principle programming of this bank. For consider its imminent future, the framework of the Bank is overhauled at whatever point felt important. Presently JBL has 144 branches and 200 ATM stalls the nation over. The assumption and dependability of all class money managers, industrialists, business visionaries, and the overall population are substantially more to JBL.

2.1.2 History of “Jurain SME service branch of Jamuna bank”

Small and Medium enterprises are especially reasonable for thickly populated nations like Bangladesh where the SME area can give tremendous work openings much lower venture. [Alauddin & Chowdhury (2015)]

Jurain SME Service is the most important area in Jurain. Jurain is under Dhaka south city corporation under 54 no. ward. All kinds of Industry, Shopping-mall, Servicing center, Terminal and other important things are here. Jamuna bank, The branch Jurain SME Service always try to support the customer of these area. The minister of jute and garment ministry of the Bangladesh, Golam Dostogir Gazi, has a shareholder on this bank. This is the area of this minister. That's why every person feels very safe and reliable of this bank. The employee of this branch gives extra service after working hours. As a result, the customer of this Bank is very loyal because this branch gives extra service after working hours.

2.2 Corporate vision, mission and objectives of this branch

2.2.1 Corporate vision

The business visionaries of Bangladesh should be perceived as a significant unit adding to the monetary development of the country since the little and medium business area will draw in and make occupations for some more Bangladeshis. [Chowdhury & Alam (2013)]

The corporate vision of this branch is to turn into a main financial establishment and assume a critical part than any remaining business banks and make the talented HR and make the improvement of the country.

2.2.2 Corporate mission

Like many emerging countries, Bangladesh's little and medium area ventures (SMEs) comprise some 90% of all organizations and assume a significant part in the country's financial development and business. [Faridy & Copp (2014)]

The bank will give all kinds of bank related financial service and give proper advice so that they can full-fill their purpose and make a significant contribution to the GDP of Bangladesh.

2.2.3 Corporate objectives:

- Improving the quality of service through development of Strategic Marketing and customer satisfying Plans.
- Remain one of the best commercial banks in Bangladesh in terms of customer reliability and satisfaction
- Introducing fully automated systems, The FLORA, through R&D
- Giving maximum rate of return on the customer's investment.
- Keeping risk position at a relative range (including any off balance sheet risk).
- Maintaining passable liquidity to meet daily customer's transactions and satisfactions
- Maintaining a healthy growth of business with satisfaction of all kinds of customers
- Developing and retaining skilled work-force through an effective human assets management system.
- Ensuring maximum exploitation of all available assets in the branch.

2.3 Ethical practices

1. Complies with all formalities
2. Provides fair conduct to all stakeholders
3. Maintains strict mystery of customer's account
4. Listens to customers and work for their requirement

5. Provides sufficient revelation of corporate data and activity results to investors for taking reasonable speculation choice
6. Ensures work under profoundly energetic cooperation and association bond
7. Encourages projects which are climate amicable
8. Extends monetary help to poor and powerless individuals.

2.4 Strategies of this branch

The strategies of this branch are as follows:

1. Operating and handling the most proficient manner to increase economic performance and reduce cost of subsidize.
2. Striving for customer contentment and reliability through quality and quantity control and rescue all kinds of service in/on time.
3. Identifying customer's credit and other banking related needs and monitor their belief and perception towards our performance and meeting those requirements.
4. Updating and reviewing policies, procedures and practices to enhance the ability to extend not only better service but also customers and gain reliability.
5. Training all employees and providing them adequate material and resources so that customer's need or demand can be reasonably addressed.
6. Improving organizational effectiveness by openly communicating company plans, policies and procedures to employees on a period.
7. Creating a positive working environment that fosters positive motivation for improving performance and efficiency.
8. Increasing shortest contact with customers or investors in sort to create a closer correlation between the bank and the customer or investor.

2.5 Board of director

The board of director is the incomparable influence of this branch. They acknowledge that choice which is better for the government assistance of the branch and the choice they take that will be an official choice for the general branch and friends and investors ought to have unwavering quality on the individuals from the directorate for their government assistance.

Table: 2. 1 Member of the Board of Directors

Name	Position
Mohammad Fazlur Rahman	Chairman
Mirza Elias Uddin Ahmed	Chief Executive Officer, Director & MD
Ashim Kumer Biswas	CFO & Head-Financial Administration Division
Ahmed Nawaz	Vice President & Head-Information Technology
S. M. Jamal Uddin	Vice President-Banking Operations Division
Mohammod Ezazul Islam	EVP, Head-Internal Control & Compliance Division
Mohammad Abdur Rahman Sarker	Independent Director
Obaidul Kabir Khan	Independent Director
Gazi Golam Murtoza	Director
A. K. M. Mosharraf Hussain	Director

Structure of This Branch

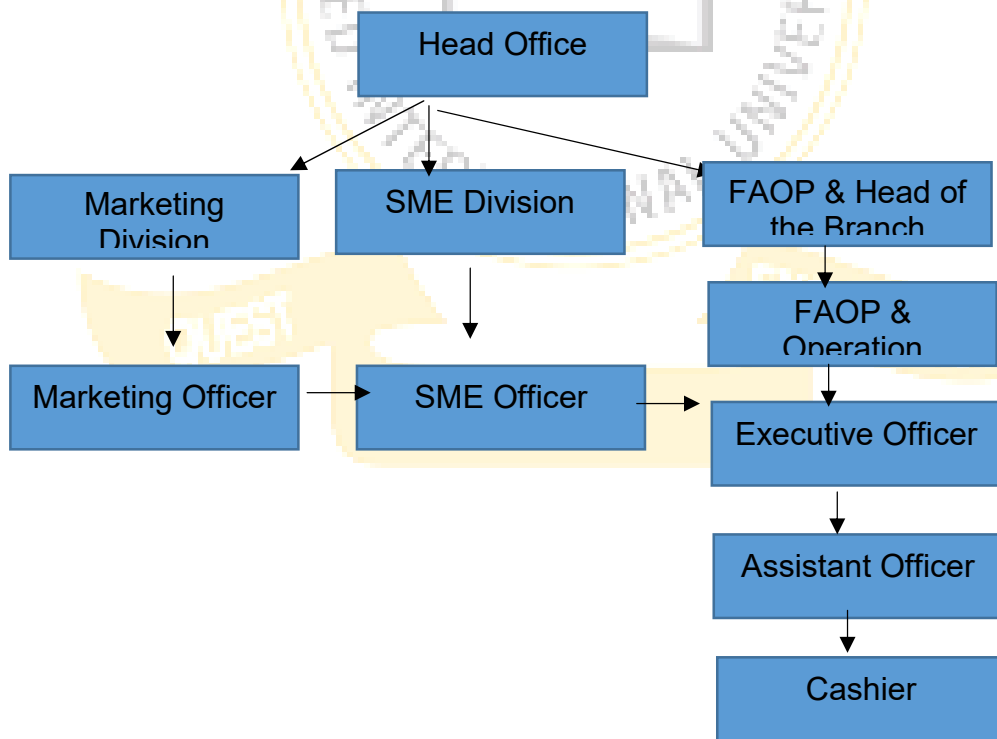


Figure: 2. 1 Structure of this branch

2.6 SME banking of Jamuna bank ltd

2.6.1 Principle of SME loan

- Maintaining functioning resources
- Purchasing of heavy equipment & apparatus
- Doing business of transport/delivery
- Expanding the premises of office/ business
- Purchasing new commercial land
- Other relative eligible investment.

2.6.2 SME exposure limit

The maximum and minimum coverage of the bank on small enterprise shall remain subject to the following:

1. In case of functioning principal finance-

- a) The net required working capital of 100%
- b) The acceptable of the sum total of inventory and receivables will be portion of 75%.
- c) From A and B which is lower.

2. In case of fixed assets purchase- The maximum limit of the buying price will be 90%.

Limit on clean capability for Tk. 2 Lac to below Tk. 10 Lac:

These kinds of security documents will be needed for loan under Tk. 10 Lac

1. As a base Bank should assume responsibility on resources being finance
2. Branch ought to likewise get other normal archives/charge reports as material

For loan amounting Tk. 10 Lac to Tk. 50 Lac

The registered advance over the immovable properties with registered power of notary and provision from the mortgagor's-

- Hypothecation on the inventory, receivables, advance payments, plants & machineries
- Personal assurance of spouse/ parents/ other family members
- Third party ensure from an individual adequate to the Bank

- Postdated checks for every portion and one postdated check for full credit esteem including full interest
- Branch will likewise acquire other normal records/charge reports as material

Maximum Exposure:

As per Bangladesh Bank's guiding principle the Bank can take the following maximum coverage in SME finance:

Table: 2. 2 Exposure limit of SME financing for banks

% of Classified SE Advances to Total Portfolio of SE Advances	Maximum Limit
a. Below 5%	10 times of the equity
b. Below 10%	6 times of the equity
c. Below 15%	4 times of the equity
d. Up to and above 15%	Up to the equity

On the basis of the above criterion, annual budget for SME finance shall be placed before the board of the Bank for approval.

2.6.3 Loan pricing

For small enterprises-

- Unsecured loan 11%
- Partially or fully secured loan 9% to 11%

For medium enterprises-

Interest rate varies from 9% to 11% (Interest rate may be changed from time to time according to Bangladesh Bank Guideline)

1) Loan processing fee:

- For unsecured loan: (0.5 to 1.50%) + VAT
- For partially or fully secured loan: (0.5% to 1.50%) + VAT

2) For overdue: Penal interest shall be charged 3% on the overdue amount

3) Other fees & charges:

- Certification charge - BDT- 2,000.00
- Cheque dishonoring indict- BDT-500.00
- Security substitution fee - BDT-2,000.00
- memento fee- BDT-200.00
- CIB compilation fee - BDT-50.00
- Suspend fee- BDT-2,000.00
- Legal & Asset appraisal fee -BDT- At actual
- Early resolution fee - 1st quarter of loan tenor 5%, 2nd quarter of loan tenor 4%, 3rd quarter of loan tenor 3% but for repeat financing it may come up to 1%.

2.6.4 Period of loan

- For unremitting loan 1 year
- For Term loan utmost up-to 5 years

2.6.5 Mode of repayment

- For unremitting loan, credit turnover must be equal to the limit amount in a quarter and full and final amendment within the validity period.
- For term credit, reimbursement to be made by regularly scheduled payment and full and last change inside the legitimacy time frame.

2.6.6 Security for the loan facility

- Registered home loan of property/task of ownership right
- Hypothecation of reserve and inventories
- Ownership of the vehicle/hardware bought for the sake of the Bank
- Ownership of the space/ownership right bought in Bank's name
- FDR appropriately lined and released
- Personal assurance of life partner
- Personal ensure from the person(s) adequate to the Bank
- Postdated check

- Any other refuge as considered fit on a case-to-case premise.

2.6.7 Documents required for the loan facility

- Loan application form properly filled in and endorsed by the client.
- Borrower's Basic Fact Sheet under the seal and mark of the borrower.
- A composed statement acquired from the borrower disclosing subtleties of unusual offices previously got from diverse establishments
- Acceptance of the arrangements of authorization guidance
- Copy of state of the art exchange permit
- Photographs of the customers/proprietor/assistants/bosses appropriately approved
- Personal all-out resources enunciation of the proprietor/bosses
- Copy of cutting edge TIN authentication
- Short depiction of the aftereffects of the undertaking
- Project sketch (if new endeavor)
- Citation/displace/Pro-forma Invoice, etc
- Short profile of the proprietor/accessories/bosses referring to their business experience/guidance, etc
- The latest danger clarification of all the dealing stresses of the group with various banks/monetary Institutions
- Newest credit information authority details from Bangladesh Bank
- Copy of fiscal reports for the latest 3 years appropriately burned by the borrower
- Print of enlisted organization endeavor fittingly guaranteed as clear copy or an affiliation exploit on the non-legitimate stamp of Tk.150 bunch appropriately confirmed
- Replica of updates and articles of the relationship of association including the endorsement of consolidation suitably affirmed through recorder business entities and demonstrated the veracity of by the Managing Director joined by an advanced once-over of Directors.

2.6.8 Types of SME loan in Jamuna bank limited

- **Jamuna Swabolombi**- Any purpose loan
- **Jamuna Banik**- Import finance

- **Jamuna Jantrik-** Machinery loan
- **Jamuna Nari Uddogh-** Any profitable business for women
- **Jamuna Chalantika-** To meet up working capital
- **Jamuna Green-** To support eco friendly projects
- **Jamuna NGO sohojogi-** Give loan to Small enterprise through NGO
- **Jamuna Shachondo-** To meet up working capital

Table: 2. 3 Different kinds of SME products

Name	Purpose	Eligibility of the Borrower	Key Features
Jamuna Swabolombi	Any reasonable business purpose.	<ul style="list-style-type: none"> * Having business for 2 years in the same line. * Age Limit: 20 years to 60 years. 	<ul style="list-style-type: none"> * Loan Amount: BDT 5.00 Lac to BDT 25.00 Lac. * Tenure: For trading & service industry 30 months. For mechanized industry 36 months. * Interest Rate: 9% * Fast and superiority service. * No veiled charge. * Up to BDT 25.00 Lac is guarantee free.
Jamuna Banik (Import Finance)	Any kind of business	<ul style="list-style-type: none"> * Minimum 2 years experience * Age: 20-60 years 	<ul style="list-style-type: none"> * Loan Amount : Maximum 50 Lac * Loan occupancy depends on the import of goods * Installment basis loan * Striking interest rate
Jamuna Jantrik (Machinery Loan)	To procure machinery or vehicle for SME business function	<ul style="list-style-type: none"> * Having business for 2 years in the same line * Age limit: 20 years to 60 years 	<ul style="list-style-type: none"> * Loan amount: BDT 5.00 Lac to BDT 50.00 Lac * Tenure: Max. 60 months (excluding grace period) * Interest rate: competitive * Fast and eminence service * No unseen Charge

Jamuna Nari Uddogh (Women Entrepreneur Loan)	Any acceptable business purpose	<ul style="list-style-type: none"> *Having business for 2 years in the same line. * Age limit: 25 years to 60 years 	<ul style="list-style-type: none"> * Loan amount: BDT 3.00 Lac to BDT 50.00 Lac * Tenure: For trading & service industry 36 months or industrialized industry 42 months * Interest rate: 8% the lowest interest rate * Fast and quality service * No hidden charge * Up to BDT 25.00 Lac is guarantee free
Jamuna Chalantika (Working Capital Loan)	To meet up working capital constraint of the business	<ul style="list-style-type: none"> *Having business at least 2 years in the same line * Age limit: 20 years to 60 years 	<ul style="list-style-type: none"> * Loan amount: BDT 5.00 Lac to BDT 50.00 Lac * Tenure: For revolving loan maximum 01 year for term loan maximum 36 months * Interest rate-competitive rate
Jamuna Green	To facilitate establishment of eco friendly projects	<ul style="list-style-type: none"> * Having business at least 2 years in the same line * Age limit : 20 yrs - 60 yrs 	<ul style="list-style-type: none"> * Loan amount: Max. 300 Lac * Tenure: Max. 60 months * Interest Rate: Competitive interest rate * Fast and quality service * No hidden charge
Jamuna NGO Shohojogi	To provide loan facility to the small enterprise through extensive lending to the NGOs	<ul style="list-style-type: none"> *Any type of NGO having certificate from micro credit dictatorial authority to activate business in Bangladesh • Having business at least for 5 years in the similar line *Age limit: 20 yrs to 60 yrs 	<ul style="list-style-type: none"> * Loan amount: Max. BDT 500 Lac * Tenure: Max. 48 months * Interest Rate: Viable interest rate * Fast and quality service * No hidden charges
Jamuna Shachchondo	To meet up working capital requirement of the business.	<ul style="list-style-type: none"> •Having business at least for 5 years in the equal line *Age limit: 30 yrs to 55 yrs 	<ul style="list-style-type: none"> * Loan Amount: BDT 15.00 Lac to BDT 50 Lac * Tenure: For 1st-time loan- 12 months to 30 months. For Repeat Loan- 36 months to 48 months. * Competitive interest rate. * Fast and quality service. * No hidden charge. * A FDR shall be taken covering minimum 25% of the total ticket size. The SOD capacity shall be allowed up-to 90% of the FDR amount. * Guarantor should be a famous finance manager and have a long-

			lasting home in the telling region/ownership of the shop. The business principle should be claimed/ownership held by the borrower.
--	--	--	------------------------------------------------------------------------------------------------------------------------------------

2.7 Criteria and conditions of SME loan

2.7.1 Selection criteria of potential enterprise of SME

Enterprise assortment Criteria- The success of small and medium enterprise mostly depends on the selection of business type and the person works behind it. In terms of business, the selected attributes should be sought:

- The enterprise should be worked for somewhere around one year.
- The endeavor ought to be cordial climate.
- The business ought to be legitimately enrolled with all agreements of government in a chose region and choice country, substantial exchange permit gave by City Corporation, annual expense or VAT enlistment and other related records any place appropriate.
- The business ought not be in unlawful exchange won't be permitted or socially unsuitable business or that business isn't concocted social culture won't be engaged
- The business or administration should have a chosen market with an unmistakable expected development
- The business or administration or exchange should be found in a perfect world near the market and the wellspring of its unrefined substances/providers or other related things that might have to fabricate the item or administration.

In order to realize the capability of the management behind the business/enterprise, the following necessity steps should be assessed:

- The entrepreneur who establish the business must be able in good health, preferably between age of 20 to 60 because they have power to work or mental power to payment than other age
- The business futurist should have specialized expertise or system to maintain the business. Business thinker should have scholarly foundation or professional preparing, effective work insight to maintain the business.

- The business visionary should merit an undeniable degree of spike and ought to exhibit that of his business and should take difficulties or a new system or to find any sorts of important ways to keep up with the business development.

Guarantor Selection Criteria- Proper selection of sponsor is not only important but also significant to provide loan to the customers. The following attributes or instructions are significant while selecting the underwriter:

- The guarantor must have the ability to settle up the payment or other charges that are related to the loan and economically solvent which will provide extra facility.
- The guarantor should be alert of all terms and conditions of the loan of the bank or the branch which provide loan to the entrepreneur and the responsibilities - The person who gives guarantee should be well known to the industrialist.

2.7.2 Processing and screening of loan suggestion

This branch has devoted SME officials to promoting the SME Loan. These workers or officials help in regards to SME Loan as well as Deposit item advertising, proposition planning, credit documentation, hidden conditions and charges and further processing, loan disbursement, loan monitoring and recovery method. The marketing offices help to generate a loan from the root level. These officials basically produce the advance proposition and make a fundamental cycle under the oversight of gathering leader of the chose regions and send it to their individual provincial Small and medium undertaking place. In the head of provincial SME center, business development manager may have the supreme/higher authority/power to decline/accept the loan proposal at their level or may not be accepted or may give a neutral opinion. In viable cases, he may conduct not only physical inspection but also mental check and transmit the positive suggestion to SME-CRM unit. Then they examine every pro and con of the proposals and documents that full-filled by the officers and customer and recommend to the administration for approve of the loan if they think it is viable. After approval the proposal of the loan, the SME-CRM unit transmits the loan documents, guarantees and loan file to the concerned SME Center for disbursement of the loan to the customers in a selected way. After carrying out all loan citations formalities as per empower and terms and conditions, the center will disburse the loan

with the terms and conditions and selection methods. The Work flow diagrammatically is as below:

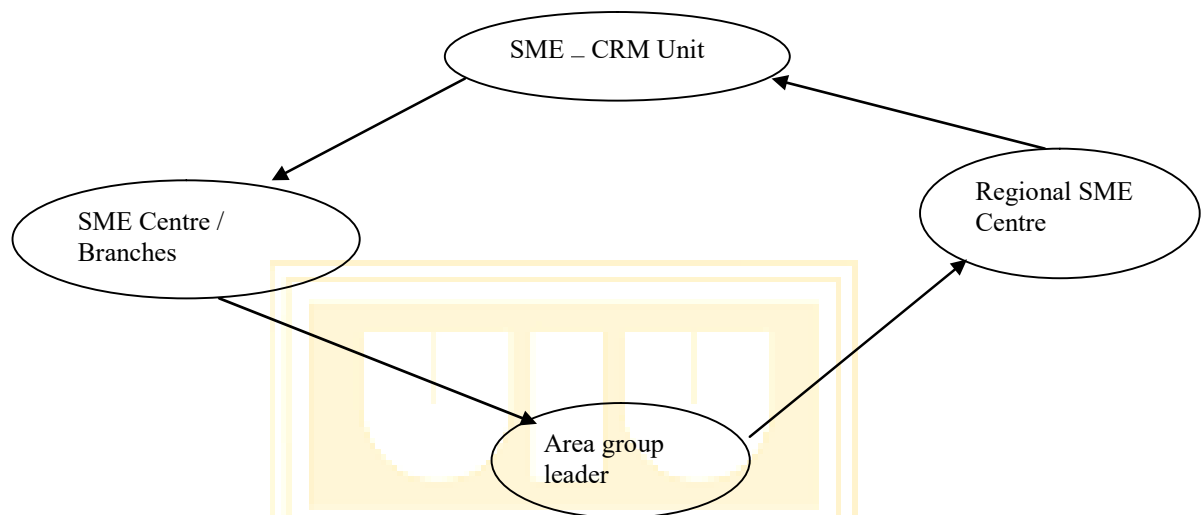


Figure: 2. 2 SME centralization system of JBL

2.7.3 Marketing process related to SME loan

Marketing process: In terms of marketing the SME (Small & Medium Enterprise) loans the financial institutions start with extensive business and marketing strategy and implementation those to attract new customers and hold the potential customers. A decent showcasing plan or procedure begins with sectioning the expected market and afterward begin to offer support on that chose market region. The marketing structure at the Jurain SME service Branch is as follows-

- **Geographic Segmentation:** In the phrasing and territory of SME Loan, it centered that area where it can offer help. The serious SME publicizing official and field authorities are annexed with all of the branches to pursue or make the SME customer/clients and backing the current clients/customers which infer each piece of Jamuna bank Ltd. acts like a committed small and medium enterprise office.
- **Demographic Segmentation:** In segment division of showcasing is vital in Small and Medium Enterprise advance and circulation of SME advance of JBL. For illustration, the

young people of the SME should go among 20 to 60 years for confirmation of installment of the credit.

- **Psychographic Segmentation:** In agreements, the result of SME of SME credit, customers clients/customers/request bunches have distinctive in mentalities, premium/advantage and action like some are time compelled and some are cash obliged and other limitation. So this branch consistently attempts to concentrate these things and give the advances to the client/request gatherings.
- **Behavioral Segmentation:** Few customers are discovered who are exceptionally instructed like alumni or post alumni or other expert degree. Individuals don't get drawn to SME credits due to the secret charge, exorbitant financing cost, documental limitations and different things. That is the reason the conduct division assumes a huge part in figuring out which fragment of planned clients/customers gatherings to go for while choosing the customer and dispensing the credit.

Target market: There are various kinds of customers with various kinds of needs or demands. In terms of SME loan, The Jurain SME branch of JBL target market is micro, small and medium enterprise of all nearest area in Jurain.

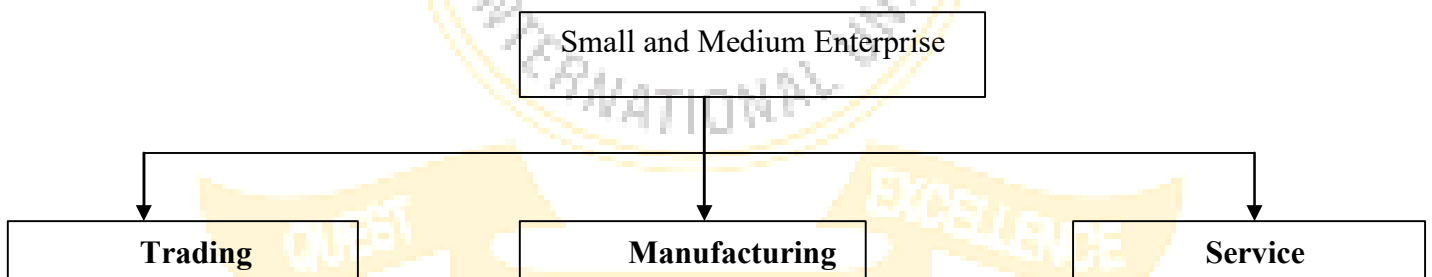


Figure: 2. 3

Target market of JBL SME

As the sectors of loan disbursement are different, there are different not only strategies before but also after loan disbursement. The marketing and field officers follow or accept in such a way that they can handle several types of customers/clients/demand groups.

Market positioning: In Bangladesh, a wide range of monetary associations, non-monetary associations, business banks and non-business banks are attempting to offer benefit to the miniature, little and medium undertaking. The promoting and field officials are well disposed to client of Jamuna Bank Ltd (JBL) and the advance preparing framework and advance payment framework are made as simple as feasible for the clients. For example, the SME (Small & Medium Enterprise) interest rates are relatively greater than the other loan products. But the customer service, disbursement time and the other conveniences like fast service and customer/client friendly environment equivalents all the other disadvantages/inconvenience. For market positioning, the Jurain SME Service Branch of JBL's SME division provides the financial services like:

- **Rescheduling System-** After taking loan from the branch, if any customer has any complain or need any kind of service and face any problem the SME officers always help the customers.
- **Rapid Service-** The most important capability of SME is to supply quicker service to the customers. It takes only 15 to 20 days for loan applications to pay out the loan to the customer's account.
- **Straight Service-** For loan facility of their customer, the marketing officers always try to their best because they always want that customer feel satisfaction about their activities. They even offer their service or facility in the government holidays for client's satisfaction and have a positive motion about the bank.

Developing marketing mix: The Jurain SME Branch of JBL's SME dissection sometimes plans to mix its yield in the following manner-

Product: In the view of SME credit, JBL generally provides two types of credit including short term credit and mid-term credit. Generally, the duration of Short-term loan product means 13/15 months tenor and duration of mid-term loans tenor up-to 37 months.

Price: For better service and improve service quality and reducing loan processing delay the branch of JBL takes some processing fee and other kinds of service charge.

Place: JBL's SME division has R&D division where they can know perfect products for perfect place to gather better idea about all of the customers and give better service.

CHAPTER THREE: ANALYSIS ON SME INVESTMENT

3.1 Contribution of SME loan on total profit in this branch

By and large, a bank pay comes from the premium of advance and cost of its store. Here, we can see that the extent of SME advance to add up to credit on various period. SME credit contains significant piece of complete advance. Next diagram will show that the pay from SME advance on all out advance. This graph show that almost 60% SME loan coverage on total loan. So any change any rules and regulation change in SME will affect 60% on the total profit.

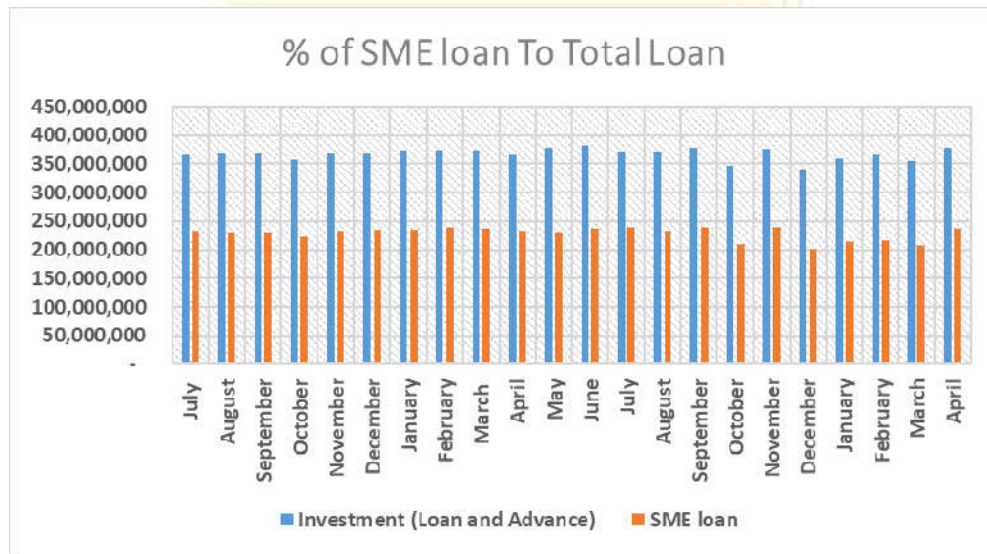


Figure: 3. 1

Percentage of SME loan to total loan

This graph shows that the income from SME how much cover the total loan. From the below graph we can see that it covers 20% on total income. Generally, a bank does not give only loan it also does other kinds of work. From those kinds of work a bank makes its profit. The Jurain SME branch of Jamuna bank also earns revenue and that will show this graph. It varies from time to time but on an average it covers 20% of total profit. A bank also make profit by issues cheque, service charge, payment order, charge on deposit or many others way to generate profit. This Jurain SME Branch also provide SME service for customer daily transaction of deposit money and credit money of customer account for this service bank monthly charge a specific amount of money that charge will increase bank profit.

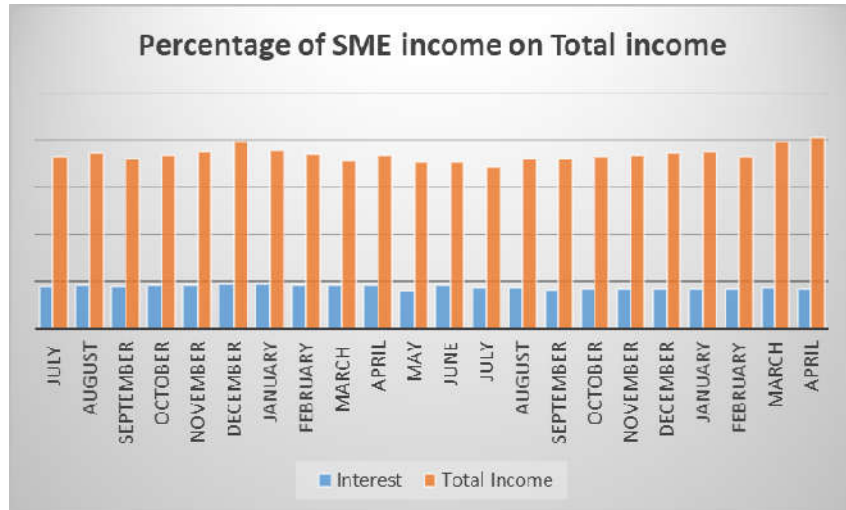


Figure: 3. 2

Percentage of SME income to total income

3.2 Quantities of different types of SME loan on different period

This information is gathered from the branch and it is essential information. Individuals take credit and make installment consistently. Since information is masterminded in month to month premise so its sum shifts from one month to another. All out aggregate sum is shows in the diagram and examination. During the Corona virus time frame individuals neglect to make installment and government make decides to stop installment that time.

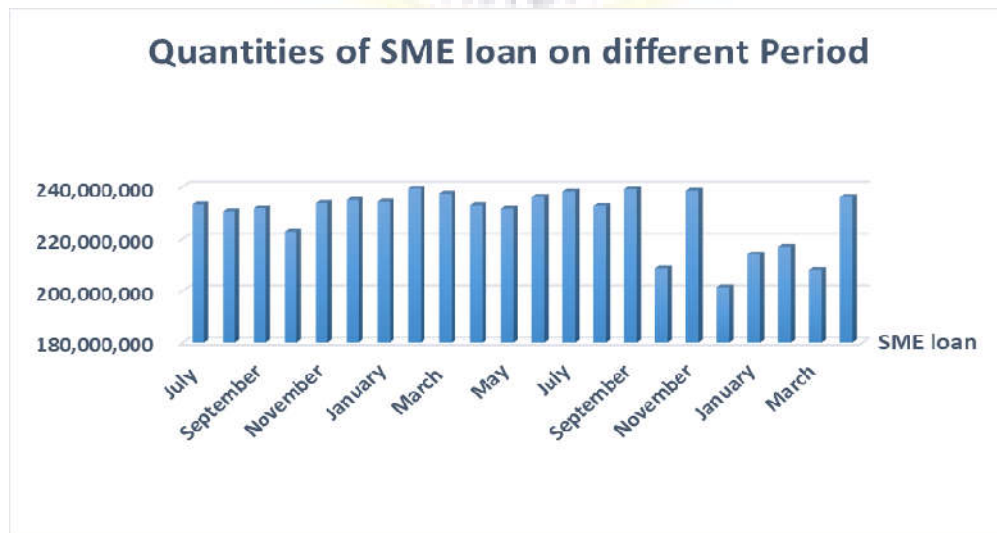


Figure: 3. 3

SME amount on different period

Its amount is relative very high and income is low. The amount in this graph is that the old loan remains to the customers. No new loan is issued on that time. So total amount remains high but income remains low that the branch income from the loan.

3.3 Age limit of the clients

In this overview, it is track down that 60% of the studied customers are involving 30-50 years. For SME banking in Bangladesh, it would be unsafe as well as gets an opportunity to make default to give credits over 60 matured customers and the authority additionally debilitate to payment of the advance to the owners matured over 60.



Figure: 3. 4

Age limit of the surveyed clients

3.4 Educational qualification of the clients

I make a survey on the clients of the Jurain SME branch of Jurain. In this survey, it is found that most of the proprietors are H.S.C pass. In Bangladesh, a common insight about the SME customers is that they are not highly qualified and have not sufficient knowledge about terms and conditions of SME loan and individual credit rating that may affect him/her further taking loan from any financial institution. This below graph shows the educational qualifications of the selected SME customers.

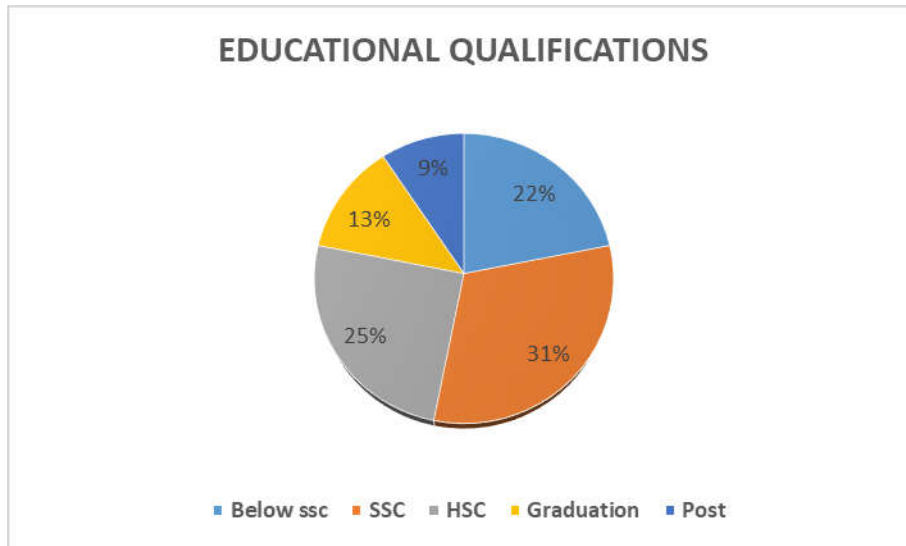


Figure: 3. 5

Educational qualification of the clients

3.5 Different categories of business

In the analysis, it is found that manufacturing concern is the major portion of the interviewed SME proprietors. There are 34% of the proprietors run the manufacturing business while the percentage of trading business is 25% and service 41%. There are also some other kinds of clients but the number is insignificant amount because all business in the nearest area are manufacturing and they make business to the nearest and far shopping mall and other business.

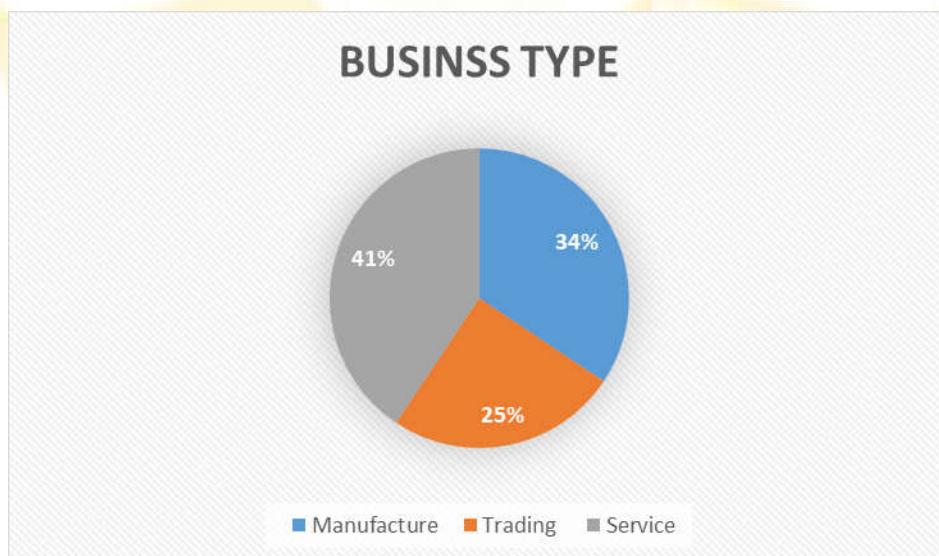




Figure: 3. 6

Business type and business sector

3.6 Business experience of the proprietors

The survey conducted on 32 customers on the clients of the Jurain SME of JBL. From the graph, we can see that maximum segment of the sample is in the range of 5-10 years. The second highest portion is 10 to 15 years. This graph also gives a result how much experience has the individual entrepreneur who run the business.

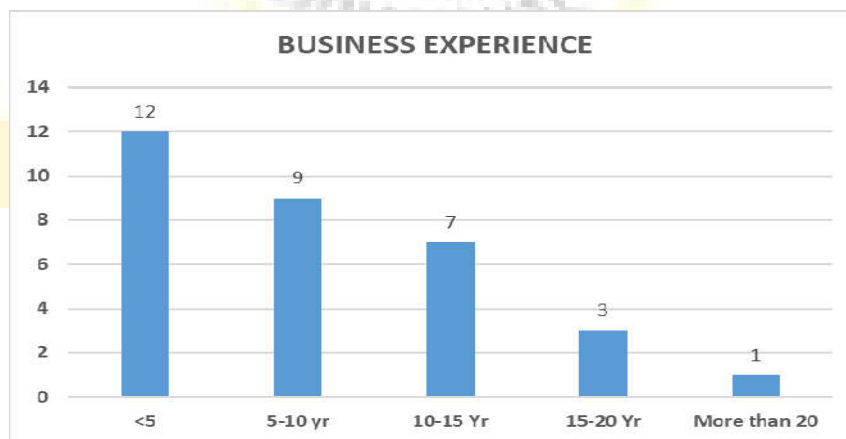


Figure: 3. 7

Survey response on experience of the proprietor

3.7 Major use of SME loan

From the survey, it is obtained that the loan is mostly used for business expansion. There are 35% respondents who granted that the most use of this loan is for business expansion. The second position holds Raw materials purchase. Then third position is using as working capital. The fourth position is using pay creditors.

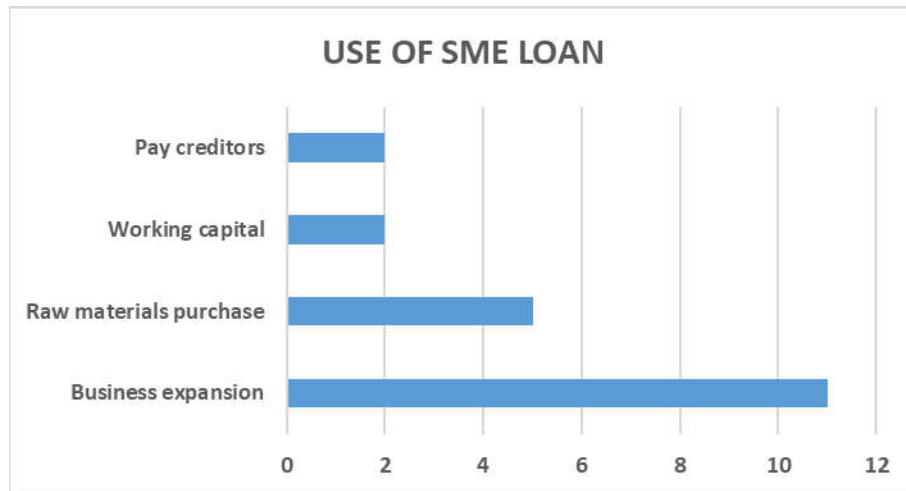


Figure: 3. 8

Survey response on use of the loan

3.8 Most common business obstacles

In our country, the primary requirements looked by SMEs incorporate scarcity of freehold land, insufficient foundation and utility administrations, powerless legitimate and administrative structure, deficient admittance to fund, absence of gifted labor force, helpless business support administrations, and so forth. [Bakht & Basher (2015)]

The proprietors who have own business and have at least one year experience to run the businesses were given 5 options to choose includes-

- a. Cost of input
- b. Fluctuations in sale
- c. Increase competition
- d. Political conflict and

e. Any other.

These options were predestined and were asked to the proprietors to select one of these options from his own experience and which option is most appropriate for him/her. From the responses it is obtained that, most of the respondents marked increasing competition which is the most common dilemma than all other problems they faced. Almost 40% responses were obtained in favor of that competitive advantage is the most important cause from all causes. The second most important reason was found fluctuation in sales. Almost, 28% of them mentioned about fluctuation in sales. This occurs changing government policies frequently and making fluctuations decisions on the macro business sector. Almost, 18% of the respondents mentioned about political unrest and 14% mentioned cost of inputs. These two problems sometimes cause a huge loss to some own proprietors. In this survey, there is given 4 choices and selected customers need to choose from those answers. As a result, some entrepreneur fails to give appropriate answers that they gain from running business or from the experience from the business running. Later on, other choices were given to the respondents and questionnaire survey so that the survey was conducted on the other problems and they can fully express the accurate answers.

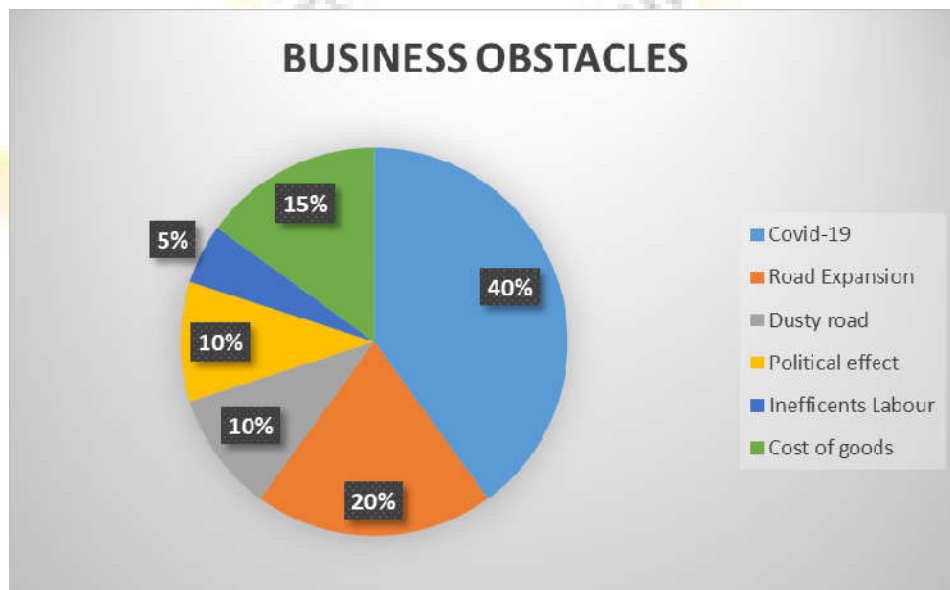


Figure: 3. 9

Survey response on most common business obstacles

3.9 Main reason behind high employee turnover

Employee turnover is one of the major problems for the business or any organizations in Bangladesh. Employees do not want to stay in the small & medium enterprise for its slow growth and low facilities than large organizations. When I asked to the proprietors, what are the reasons behind numerous job shifting of the employees and why don't they want to stay on small & medium enterprise and I have got 4 reasons include-

- a. They want better salary
- b. They have less loyalty
- c. They have Problems with co-workers
- d. They have a negative mentality on changing in working environment.

Thus, why they fell uncomfortable & don not want to stay in the organization. Almost,48% of the respondents from the surveyed entrepreneur mentioned that the employees want better salary but they have not sufficient skill to pay higher salary or if the entrepreneur give higher salary, then it will very hard to maintain the business because then fixed cost will be increased. Second one is the motivational factor of employee's job changing. Almost, 24% of the respondents mentioned that lack of loyalty and they feel it is not their organization and they do not work self-motive to the organization is another main reason for turnover, 10% of them replied that the employees transform the job for change the work environment and 15% replied that they don't have positive mentality to cope-up with the worker.

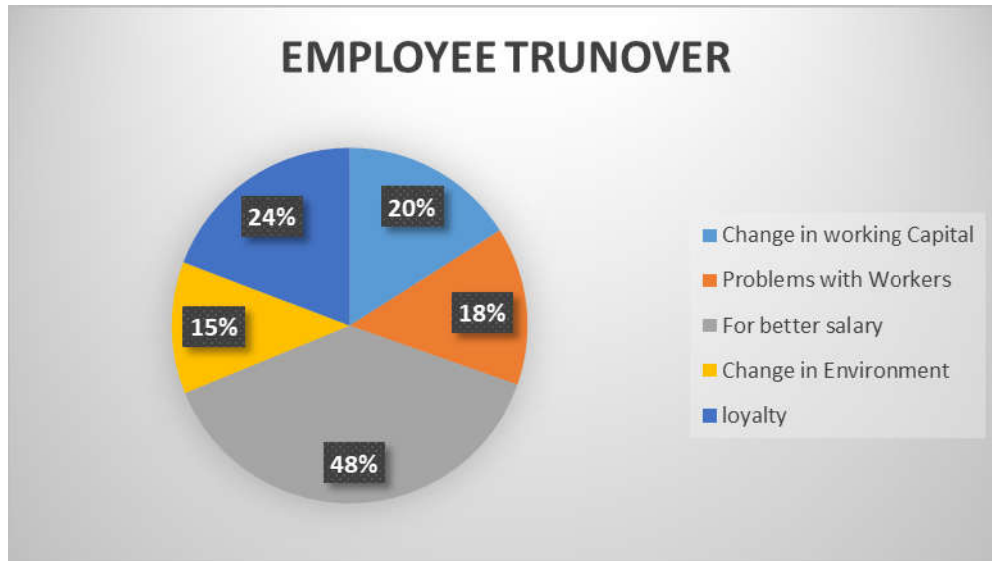


Figure: 3. 10

Survey response on reasons behind high employee turnover

3.10 Satisfaction level on the service of JBL SME

Respondent who takes a survey on the satisfaction of Jurain SME Service Branch of Jamuna Bank, were given 5 choices of fulfillment beginning from Highly Satisfied to exceptionally disappointed. A few respondents offered their perspective with regards to SME administration of JBL that they are profoundly fulfilled, some are fulfilled, some are unbiased and few are disappointed with the SME administration of JBL.



Figure: 3. 11

Survey response on satisfaction level of customers

3.11 Determination of troubles faced by this branch

After question-and-answer session all employees along with the SME officers expressed some tribulations or risks that associate with SME. Bank faces some great problems in the management of SME. Problems or risks that are associated with the SME and SME loan holder including:

- **Limited opportunity to offer flexible settlement options for private loan borrowers:** If any loan holder fails to pay six payments, he/she will be declared as defaulter. But for defaulter not only liable the loan holder but also bank. They have not sufficient branch and Deposit machine or some problems to pay the loan which is taken from the bank.
- **Confusion with borrowing terms and conditions:** As per official affirmation of bank, one more issue with the customer/credit holder is disarray with the getting agreements and some secret charge. The vast majority of the SME owners have less involvement with executing with monetary organizations/business banks/non-monetary foundations/banks. For this reasons it's difficult to deal with the exchanges for them. So recovering and managing the SME loan the SME officers and filed offers feel is a bit problematic.
- **Inaccurate information regarding the borrower:** Though credit information bureau is the foundation for the data of planned customers of the bank, they have a few foundations who gave ratings on the clients. At present the brokers are confronting consistent and new factor challenge because of error in the CIB report of the borrowers and a few archives are uniquely designed and other credit related futility. Issues are made when private SME advances are not notice in the CIB reports and records neglect to give suitable outcome.
- **Collateral risk:** “Collateral “means one type of assets which is given to one party against the loan. After paying the loan, the loan holder will get back the assets. If the loan holder fails to pay the loan, the party has the right to take legal action on the collateral. In Bangladesh most of the problem is that, Most SME holder has less collateral than loan. Thus, why if the loan holder fails to pay the loan, the bank fails to recover the loan.
- **Risks with documentation:** Justifying all documents that are given by SME loan holder is very difficult. Its effect is understood not when the loan is delivered when the loan

holder fails to make the payment. Loan holder sometimes gives fake documents that can't be judged by the bank.

- **Moral hazard:** Some loan has some conditions to use the loan. These conditions affect great much on the transactions of the customer/loan holder. All amount banks does not give in cash or partial amount is approved on different time.
- **Unsecured lending:** In this sort of loaning, individual assurance of the owner and his/her family member or some different people will be considered as the fundamental security and will be viewed as principle wellbeing for making the installment. However, when the borrower neglects to reimburse the installment of the credit, the bank faces trouble in recuperating advance or the advance holder neglects to make the installment of the advance then claims and lawful equity feels that individual assurance isn't adequate for that.

3.12 Performance of JBL in SME sector

Jamuna bank ltd is one of the top classified banks in the monetary area. Throughout the most recent couple of years supervisory crew making a decent attempt to improves SME openness. The part of SME credits of most recent couple of years mirrored the reality. From this figure, we can see that the commitment of SME is more prominent than some other things like cash credit, IDBD-IFDC, loan against staff house builds, overdrafts and paid against deposit. But the other things are indirectly related to SME.

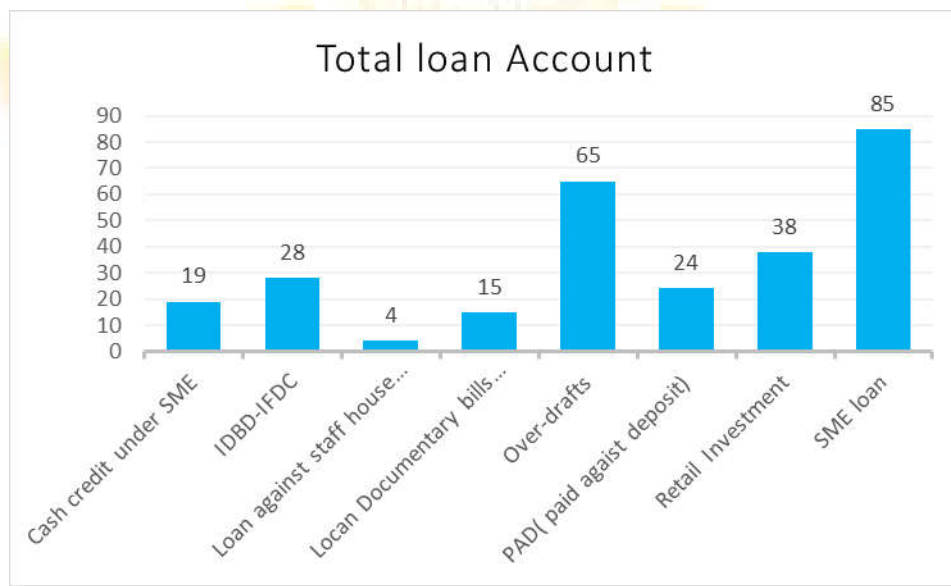


Figure: 3. 12 Different kinds of loan account

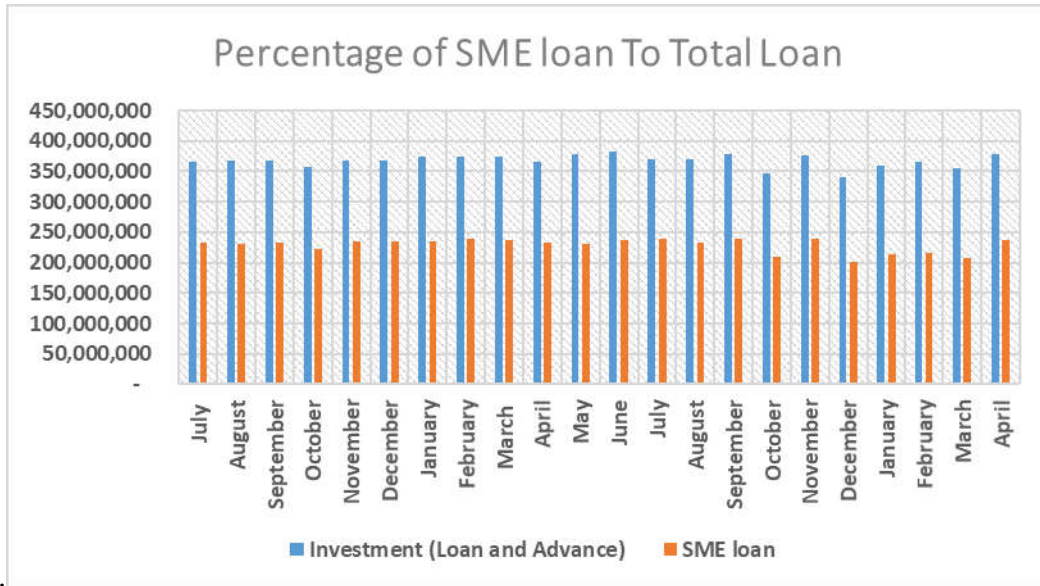


Figure: 3. 13

Month wise SME loan to total loan of JBL

3.13 Covid-19 effects on SME in this branch

During pandemic its revenue decreased by 31%. Then most of its clients who take loan from this branch they fail to meet up the payments. Because, most of its clients doing the business of steels, garments, furniture and goods that are not included under basic products. They also fail to meet up its daily current transactions and fail to generate minimum income to meet-up minimum cost for the business. Though the branch’s income source is off but it was important to run the branch during the pandemic. Thus why its revenue is decreased but its cost is not decrease. That’s why its cumulative deposit is decreased and that is used to meet up the customer’s demand. But after getting compensation from the government, it is overcoming is current situation and increasing its profit and it gets back its position like before.

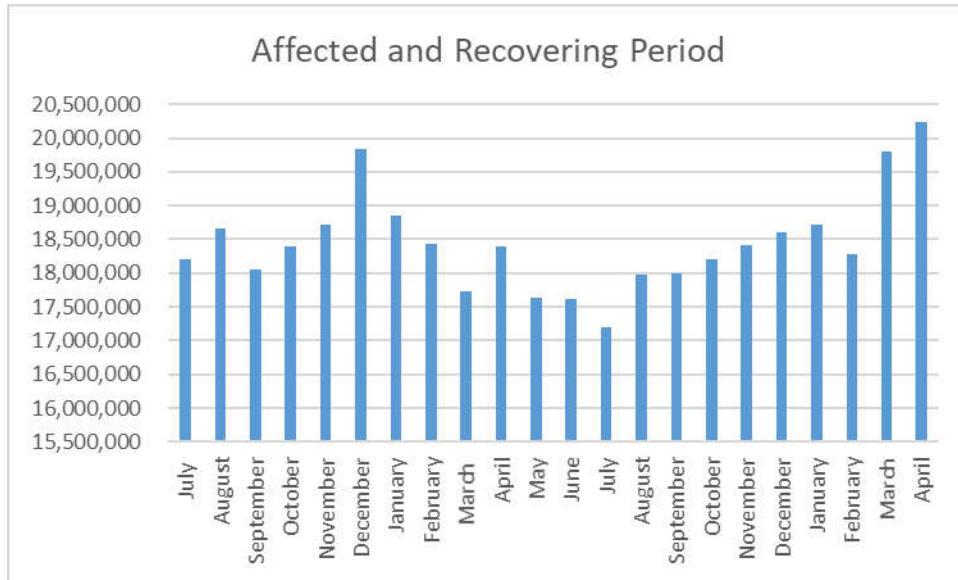


Figure: 3. 14

Effectted and recovering period for covid-19

The Graph “Effectted and recovering period” shows that during pandemic its revenue is decreased from its average revenue. The reasons are said in the above are works most to reduce the revenue and the effective measures help to get back its position. After that period, the clients are getting profit from their business and they are making profit from their business and they are trying to make the payment which they miss during the pandemic. Not only the employee but also its trusted customers help to get back its position.

CHAPTER FOUR: FINDINGS AND ANALYSIS

4.1 Finding of the study

- Maximum portion of small and medium proprietors said that this branch takes to minimum one month time from loan application to get the loan amount on account. This procedure proves that the Branch is serving their clients pretty well in terms of surrendering SME loans.
- In Jurain SME branch should have skilled on their SME authority on the disbursing time of SME loan. Because not only young people can pay the loan but also can pay the loan of the old person efficiently. Old person has much skilled and organized than young people because of their practical experienced.
- Some proprietor said that this branch has some inexperienced marketing field officer and these officers should be more skilled and need to do work in short with time with efficiently. That negative aspect de-motivated the small and medium enterprise proprietors from the loan.
- Maximum proprietors said after taking the loan that they are satisfied or highly satisfied with the loan of this Jurain SME branch. That means the SME service and other financial service of the Jurain SME branch of Jamuna Bank Ltd is quite good for further transaction with this branch.
- The banks need to install more ATM (Automated Teller Machine) so that the account holder can withdraw their money without any charge. It is one of the main reasons for the less customer of Jamuna Bank Ltd. When a customer withdraws money from other booths TK-15 is deducted from the customer's account which increases the overall charges on the accountholder.

CHAPTER FIVE: RECOMMENDATION AND CONCLUSION

5.1 Recommendation

This branch should take some following steps for achieving the target that given by the head office of JBL, These can be-

1. This branch should reduce the service charge on the loan & take necessary steps so that the loan processing can be reduced more than before.
2. More skilled SME officers and field officers should be needed to satisfy the customers demand.
3. The Just pay apps, the authorized apps of JBL. Should be updated so that current loan & joint accountholder can see their transactions with the bank.
4. The banks need to install more ATM (Automated Teller Machine) so that the account holder can withdraw their money without any charge.
5. This strategic management of this branch is full of political power. In the cashier side all persons are women and they are unskilled. They cannot work properly. Thus, why customers are too much dissatisfied to these persons.
6. All documents and transactions are not registered properly. That's why auditing group feels very dissatisfied to the strategic management.
7. High interest rate & hidden service charge cause great dissatisfaction to the account holders.

5.2 Conclusion

As a third generation concealed money-making bank, this branch of Jamuna Bank Ltd. has a good odds to become a chief branch if it tries to recover its limitations. To achieve this, they need to repair their strategic management & the areas where they can expand their needs to create more financial facility. In recent years, their piece in SME sector compared to other banks in this area of Jurain is not that much contented, but they showed a expected growth from 2018 to 2021. SME is a successful sector not only in Bangladesh but also all other countries in the world. That's why to keep up with other branches in the nearest area, this branch needs to know the further possibility of the future SME clients and try to find the best promising way through R&D to create appropriate financial products & strategy which will make great association with new customers and help to accomplish their objectives.

Reference

- Sarker, S., & Palit, M. (2015). Strategic orientation and performance of small and medium enterprises in Bangladesh. *International Journal of Entrepreneurship and Small Business*, 24(4), 572-586.
- Acma, M. Q. (2015). Productivity and performance evaluation of SME sector in Bangladesh: Evidence from the historical data. *Journal of Islamic Finance and Business Research*, 3(1), 14-22.
- Bakht, Z., & Basher, A. (2015). Strategy for Development of the SME Sector in Bangladesh. *Bangladesh Institute of Development Studies, Dhaka*, 1-39.
- Chowdhury, M. S., Alam, Z., & Arif, M. I. (2013). Success factors of entrepreneurs of small and medium sized enterprises: Evidence from Bangladesh. *Business and Economic Research*, 3(2), 38.
- Faridy, N., Copp, R., Freudenberg, B., & Sarke, T. (2014, January). Complexity, compliance costs and non-compliance with VAT by small and medium enterprises in Bangladesh: is there a relationship?. In *Australian Tax Forum* (Vol. 29, No. 2, pp. 281-328).
- Alauddin, M. D., & Chowdhury, M. M. (2015). Small and medium enterprise in Bangladesh-Prospects and challenges. *Global Journal of Management and Business Research*.
- Alauddin, M. D., & Chowdhury, M. M. (2015). Small and medium enterprise in Bangladesh-Prospects and challenges. *Global Journal of Management and Business Research*.
- Jahur, M. S., & Quadir, S. N. (2012). Financial distress in small and medium enterprises (SMES) of Bangladesh: Determinants and remedial measures. *Economia. Seria Management*, 15(1), 46-61.
- Hasan, F., & Jamil, G. M. H. (2014). Financing small and medium enterprises in Bangladesh-issues and challenges. *The Asian Journal of Technology Management*, 7(1), 45.
- Hasan, M. T., Rekabder, M. S. J., Akter, S., & Sayem, S. M. (2009). Basel II: A challenge to and an opportunity for Banking in Bangladesh. *ASA University Review*, 3(1), 29-47.
- Hasan, M. T., Ullah, M. E., & Huq, M. M. (2011-12). Credit Rating: A Tool for Evaluating Bank Performance. *IST Journal on Business and Techonology*, 3-4(1-2), 184-197.
- Islam, M. S., & Mia, M. A. Problems and Prospects of SME Financing in Developing Countries: Evidence from Bangladesh.
- Mahmud, M. T., Hasan, M. T., & Ashif, A. S. M. (2014). Determinants of job satisfaction: A comparative study in the banking sector of Bangladesh. *International Journal of Economics and Empirical Research (IJEER)*, 2(1), 22-28.
- Uz Zaman, A., & Islam, M. J. (2011). Small and medium enterprises development in Bangladesh: Problems and prospects. *ASA University Review*, 5(1), 145-160.

Online Reference:

1. 2004, Annual Review – Small Business Activities, Access date: 2nd Sep 2021
Link: <https://www.findevgateway.org/paper/2004/01/2004-annual-review-small-business-activities>
2. 2019, World Bank Group Support for Small and Medium Enterprise, Access date: 10th Sep 2021 Link:
[https://ieg.worldbankgroup.org/sites/default/files/Data/Evaluation/files/SME_Synthes is.pdf- 2019](https://ieg.worldbankgroup.org/sites/default/files/Data/Evaluation/files/SME_Synthes%20is.pdf-2019)
3. 2021, Business and Economic data for 200 Countries, Access date: 13th Sep 2021
Link: https://www.theglobaleconomy.com/Bangladesh/Share_of_services/-2021
4. 2021, Jamuna Bank Jurain SME Branch Dhaka, Access date: 24th Sep 2021
Link: <https://www.banksbd.org/jamunabank/jurain-sme-branch-2020.html>
5. 2021, SME Foundation, Access date: 29th Sep 2021
Link: <http://www.smef.gov.bd/>
6. 2021, Policy and relevant information of SME, Access date: 3rd Oct 2021
Link: <https://bb.org.bd/sme/index.php>
7. 2020, Small and Mid-size Enterprise (SME), Access date: 5th Oct 2021
Link: <https://www.investopedia.com/terms/s/smallandmidsizeenterprises.asp>

