

IMPACT OF DIGITALIZATION ON ACCOUNTING PROCESSES, INTERNAL CONTROLS, AND RISK MANAGEMENT: A STUDY AT PRIME BANK PLC

Internship Organization

Prime Bank Plc

Prepared by

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Submitted in Partial Fulfillment of the Requirements for the
Degree Bachelor of Business Administration



14 December, 2025

Internship Report Approval Form

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INTERNSHIP INFORMATION

Internship

Organization: Prime Bank PLC, Asad Gate Branch, Dhaka

Internship /Project Report Topic: Impact of Digitalization on Accounting Processes, Internal Controls, and Risk Management: A Study at Prime Bank PLC

Term (Tick one): ☐ Spring 2025 ☐ Summer 2025 ☒ Fall 2025

SUPERVISOR APPROVAL

(Tick One)

☐ Approved ☐ Not Approved ☐ Partial Re-write ☐ Full Re-write

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Plagiarism Declaration

1. I know that plagiarism means taking and using the ideas, writings, works or inventions of another as if they were one's own. I know that plagiarism not only includes verbatim copying, but also the extensive use of another person's ideas without proper acknowledgement (which includes the proper use of quotation marks). I know that plagiarism covers this sort of use of material found in textual sources and from the Internet.
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Name: Md. Nabil Hossain

Student ID: 211011121

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Date: 14th December, 2025

Letter of Transmittal

Date: December 14, 2025

Shubhankar Shil
Assistant Professor
ULAB School of Business (USB)
University of Liberal Arts Bangladesh
688 Beribadh Road, Mohammadpur
Dhaka – 1207, Bangladesh

Subject: Submission of Internship Report for Fall 2025 Semester

Dear Sir,

Assalamu Alaikum. I am pleased to submit my Internship Report titled "Impact of Digitalization on Accounting Processes, Internal Controls, and Risk Management: A Study at Prime Bank PLC" for your kind consideration and evaluation.

This report has been prepared in partial fulfillment of the requirements for the degree of Bachelor of Business Administration (BBA) at the University of Liberal Arts Bangladesh (ULAB). The internship was conducted at Prime Bank PLC, Asad Gate Branch, Dhaka from October 12, 2025, to January 10, 2026, as per the internship placement letter reference HO (HRD)/11680/2025 dated September 10, 2025.

The report investigates the transformative impact of digitalization on accounting functions, internal control frameworks, and risk management practices within the banking sector, using Prime Bank PLC as a case study. Through mixed-methods research incorporating surveys, interviews, and document analysis, the study provides insights into both the efficiencies gained and the challenges introduced by digital transformation in banking operations.

I have included all required documents with this submission:

Three (3) hard copies of the complete internship report in spiral binding

Soft copy in PDF format on USB drive

Completed Intern Assessment Form in sealed envelope

Copy of internship placement letter

Plagiarism declaration and approval forms

I would like to express my sincere gratitude to my faculty supervisor, Dr. Shamsuddin Ahamad, for his invaluable guidance throughout this research. I also extend my thanks to Prime Bank PLC for providing the internship opportunity and to the ULAB Career Services Office for their administrative support.

I believe this report provides valuable insights into digital transformation in Bangladesh's banking sector and hope it meets the academic standards expected by the university.

Thank you for your consideration.

Sincerely,

Md. Nabil Hosain

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Acknowledgement

I would like to address certain people with due honor and respect who assisted me not only to solve the challenge and complete my project paper but also to introduce me to this new situation without any trouble. Therefore, I'd like to express my gratitude to them. I am grateful to Almighty Allah for providing us wFirst and foremost, I express my deepest gratitude to Almighty Allah for granting me the strength, patience, and wisdom to complete this internship and report successfully.

I extend my sincere appreciation to my faculty supervisor, Shubhankar Shil, for his invaluable guidance, continuous support, and insightful feedback throughout the research process. His expertise and encouragement were instrumental in shaping this report.

My heartfelt thanks to Prime Bank PLC, especially the Asad Gate Branch management, for providing me with this invaluable internship opportunity. I am particularly grateful to my organizational supervisor, Md Shahtab Rizvi, Branch Manager, for his mentorship and for allowing me to gain practical insights into banking operations.

I acknowledge the support of the ULAB Career Services Office for facilitating the internship placement and providing necessary guidelines. Special thanks to all the banking professionals at Prime Bank who participated in my research and shared their valuable insights.

I owe profound gratitude to my parents for their unconditional love, support, and encouragement throughout my academic journey. Finally, I thank my friends and classmates for their support and camaraderie. With the patience and courage to complete this challenging task, within its Deadline. I am grateful to my supervisor, Shubhankar Shil (Assistant professor, ULAB), for his advice and encouragement. He patiently provided valuable suggestions, motivation, and thoughtful assistance throughout my report submission process.

My successful study would not have been possible without his support and diligent efforts.

I am grateful for the internet's ability to facilitate knowledge sharing and success in every domain. I collected all necessary data and documents for this report using the internet and Google.

I'd also like to thank my department manager, Afroja Khanom (Business Lead, sBusiness.xyz), for his kind assistance with every element of sBusiness regarding the project.

Lastly, I am deeply thankful to my family and friends for their unwavering love, support, and encouragement. Their faith in me, particularly my husband's constant encouragement throughout my undergraduate years at ULAB, has served as a guiding light. Despite my limited experience, I attempted to write a compelling and insightful project report that was infused with genuine understanding. Their unwavering support has truly been the foundation of my journey and achievements.

List of Abbreviations

AIS – Accounting Information System
ATM – Automated Teller Machine
BAB – Bangladesh Association of Banks
BB – Bangladesh Bank
BIBM – Bangladesh Institute of Bank Management
BTRC – Bangladesh Telecommunication Regulatory Commission
CCM – Continuous Control Monitoring
CFO – Chief Financial Officer
CRM – Customer Relationship Management
CSO – Career Services Office
DBB – Digital Bangladesh Bank
DDoS – Distributed Denial of Service
e-KYC – Electronic Know Your Customer
ERP – Enterprise Resource Planning
FATF – Financial Action Task Force
Finacle – Core Banking Software (Infosys)
GDPR – General Data Protection Regulation
GPS – Global Positioning System
HR – Human Resources
ICAB – Institute of Chartered Accountants of Bangladesh
ICT – Information and Communication Technology
IFRS – International Financial Reporting Standards
IoT – Internet of Things
IT – Information Technology
KPI – Key Performance Indicator
KYC – Know Your Customer
MBA – Master of Business Administration
MFS – Mobile Financial Services
ML – Machine Learning
NOC – No Objection Certificate
OCC – Operational Control Center
PBD – Prime Bank PLC
PIN – Personal Identification Number
POS – Point of Sale
RBAC – Role-Based Access Control
ROI – Return on Investment
RPA – Robotic Process Automation
SME – Small and Medium Enterprise
SMS – Short Message Service
SOX – Sarbanes-Oxley Act
SQL – Structured Query Language

STAR – Situation, Task, Action, Result

STP – Straight Through Processing

SWIFT – Society for Worldwide Interbank FinancialTelecommunication

TAT – Turnaround Time

TIN – Tax Identification Number

ULAB – University of Liberal Arts Bangladesh

UPI – Unified Payments Interface

VPN – Virtual Private Network

WIFI – Wireless Fidelity

PART A: INTERNSHIP EXPERIENCE

Chapter 1: Internship Preparation

1.1 Comprehensive Motivation Analysis

The pursuit of an internship at Prime Bank PLC represented a strategic alignment between my academic trajectory in BBA (Finance & Accounting) and the evolving demands of Bangladesh's financial sector. As digital transformation reshapes banking globally, I recognized the imperative to supplement classroom theories with hands-on exposure to financial technology implementations. Prime Bank's reputation as a digital banking pioneer made it an ideal laboratory for observing how traditional accounting principles adapt to technological disruption.

Beyond technical knowledge acquisition, this internship served as a crucial bridge between university education and professional practice. While academic courses provided frameworks for understanding financial reporting standards and auditing protocols, I sought to witness their operational translation within Bangladesh's specific regulatory context. The internship offered an unparalleled opportunity to observe how International Financial Reporting Standards (IFRS) manifest in daily banking operations, particularly within digital channels that are redefining customer interactions and back-office processes.

Professional development constituted another key motivation. The banking industry's accelerating digitalization requires proficiency with core banking systems, electronic payment platforms, and automated accounting tools—competencies best developed through direct engagement rather than theoretical study. By interning at Prime Bank, I aimed to cultivate technical skills that would enhance my employability while providing insight into the organizational culture and operational methodologies of a leading financial institution.

The timing proved particularly significant given Bangladesh's national "Digital Bangladesh" initiative and Bangladesh Bank's regulatory push toward financial inclusion through technology. Understanding how established banks navigate this transition—balancing innovation with compliance, efficiency with security—has become essential knowledge for aspiring finance professionals. This internship positioned me at the convergence of these dynamics, offering firsthand perspective on managing digital transformation while maintaining financial integrity.

1.2 Detailed Internship Search Process

Securing this competitive internship required a multifaceted approach spanning formal applications and strategic networking. My search methodology incorporated several complementary strategies to maximize opportunities while targeting Prime Bank specifically as my preferred institution.

I initiated formal applications through Prime Bank's official careers portal (<https://www.primebank.com.bd/career>), registering for email alerts about internship postings.

Simultaneously, I engaged with ULAB's Career Services Office, which maintains institutional relationships with financial organizations and provides guidance on application optimization. Career fairs organized by ULAB offered direct access to Prime Bank recruitment teams, enabling me to make personal impressions while gathering intelligence about the bank's priorities and selection criteria.

A particularly effective strategy involved leveraging alumni networks. Through professional platforms like LinkedIn, I connected with ULAB graduates currently employed at Prime Bank. These conversations provided invaluable insights into organizational culture, departmental structures, and the specific competencies valued by the bank. One alumnus in the Digital Banking Division shared perspectives on the bank's technology roadmap that later informed my interview preparation.

The application itself underwent multiple revisions to align with Prime Bank's evident priorities. I emphasized coursework in digital finance, risk management, and financial accounting while highlighting relevant projects demonstrating analytical capabilities. Beyond academics, I detailed leadership experiences in university organizations that required teamwork, problem-solving, and communication—transferable skills essential for banking environments.

Thorough research into Prime Bank's operations and strategic direction distinguished my application. I analyzed the bank's annual reports from 2020-2023 (<https://www.primebank.com.bd/annual-reports>), studied their digital platforms including Prime Online and Prime Mobile Banking, and reviewed press releases about new initiatives. This preparation enabled me to articulate specific reasons for seeking this particular internship rather than generic banking experience.

Technical preparation complemented this organizational research. I refreshed my understanding of Bangladesh Bank's digital banking guidelines (<https://www.bb.org.bd/en/>), studied emerging trends in financial technology, and familiarized myself with basic accounting standards as applied in banking contexts. This comprehensive preparation ensured I could engage meaningfully throughout the selection process.

1.3 Comprehensive Interview Experience

The selection process unfolded through two distinct stages designed to assess complementary dimensions of suitability. The initial interview with Human Resources focused on cultural alignment, behavioral competencies, and motivational fit. Interviewers probed my understanding of Prime Bank's market position and digital initiatives while evaluating my capacity to articulate how specific coursework prepared me for internship responsibilities.

Behavioral questions required concrete examples of problem-solving, teamwork, and adaptability. Using the STAR (Situation, Task, Action, Result) methodology, I structured responses around

university projects and organizational experiences that demonstrated relevant capabilities. This approach showcased communication skills and logical thinking while establishing professional potential beyond academic credentials.

The technical interview presented greater analytical challenges. Conducted by the Branch Manager and Accounting Supervisor, this session employed case studies addressing realistic banking scenarios. One case involved analyzing transactional discrepancies in digital channels, requiring identification of potential causes and recommendation of appropriate resolution procedures. Technical questions tested my grasp of fundamental accounting principles as applied in banking contexts, including double-entry systems, reconciliation processes, and financial reporting standards.

Digital banking implications received particular attention during the technical discussion. Interviewers asked me to explain how automated platforms transform traditional accounting functions and discuss resulting implications for internal controls. Drawing on academic knowledge and independent research, I identified potential vulnerabilities in electronic payment systems and suggested basic control mechanisms—demonstrating awareness of risk considerations in digital environments.

Throughout both interviews, assessors evaluated not only technical accuracy but also professional presence, communication clarity, and ethical judgment. The experience highlighted the value of comprehensive preparation encompassing both substantive knowledge and interpersonal skills.

Post-interview, I sent personalized thank-you communications to each interviewer, reiterating key discussion points and continued enthusiasm. This professional courtesy potentially contributed to the final selection decision while establishing patterns of appropriate workplace etiquette.

1.4 Comprehensive Organizational Overview

Prime Bank PLC, established in 1995 under the Banking Companies Act, has evolved into one of Bangladesh's premier financial institutions with over 180 branches nationwide and more than 250 ATMs. The bank maintains robust financial metrics including capital adequacy ratios consistently exceeding regulatory requirements and return on equity averaging above 12% in recent years, reflecting sustainable growth and operational efficiency.

The institution's service portfolio encompasses retail banking, corporate finance, SME banking, treasury operations, and specialized financial products. However, digital transformation constitutes its most distinctive strategic focus. Prime Bank has invested substantially in technology infrastructure, launching platforms like Prime Online (internet banking), Prime Mobile Banking, and various electronic payment solutions. These initiatives align with Bangladesh's broader digitalization agenda while addressing evolving customer expectations for convenience and accessibility.

Market recognition reflects this innovation focus. Industry rankings consistently position Prime Bank among Bangladesh's top three private commercial banks based on asset quality, operational efficiency, and customer satisfaction metrics. The bank has received numerous awards recognizing its digital banking initiatives and overall performance excellence.

The Asad Gate Branch where I interned represents a microcosm of the bank's broader operations while reflecting its local market context. Situated in a commercially vibrant Dhaka area with high concentrations of small and medium enterprises, the branch serves diverse clients ranging from individual retail customers to corporate account holders. Its operational structure includes distinct departments handling retail services, corporate relationships, and back-office functions—providing comprehensive exposure to banking operations.

Prime Bank's organizational culture balances traditional banking values with innovation-driven thinking. This cultural framework emphasizes regulatory compliance, ethical conduct, and customer service excellence while encouraging continuous improvement and adaptation to market dynamics. During my internship, I observed how this culture manifests in daily operations and decision-making processes across hierarchical levels.

Corporate governance structures ensure proper oversight through board committees focusing on critical functions including risk management, audit, and digital innovation. This governance framework supports stability and sustainable growth while enabling technological advancement—a balance essential for navigating Bangladesh's rapidly evolving financial landscape.

Chapter 2: About the Internship

2.1 Comprehensive Job Responsibilities

My position as an Intern in the Accounting and Operations Department at Prime Bank's Asad Gate Branch encompassed diverse responsibilities structured to facilitate progressive learning. Initial weeks emphasized observational activities and foundational understanding, gradually transitioning to supervised hands-on tasks as I demonstrated competence and reliability.

Daily transaction processing constituted a primary responsibility, providing practical insight into fundamental banking operations. Tasks included verifying deposit and withdrawal documentation across various account types, ensuring proper supporting materials for specialized transactions (foreign remittances, demand drafts), and performing initial data entry into banking systems. This exposure transformed abstract accounting principles into tangible processes, illustrating how financial entries originate from actual customer interactions and flow through subsidiary ledgers to general ledger accounts.

A particularly valuable experience involved supporting the branch's implementation of an updated Finacle core banking system module. My contributions included participating in user acceptance testing by executing test transactions, documenting system performance observations, and assisting in training material preparation. This involvement provided rare insight into technology deployment challenges within operational banking environments—including compatibility considerations, data migration complexities, and change management requirements.

Internal control observation represented another significant responsibility. I attended sessions reconciling mobile banking transactions, learning systematic approaches for investigating discrepancies between customer reports and system records. This exposure highlighted practical risk management considerations in digital channels while demonstrating how control procedures adapt to technological platforms.

Financial reporting responsibilities involved assisting in daily and weekly summary preparation for branch management. Tasks included collating transaction data from multiple sources, verifying account balances against system reports, reconciling subsidiary ledgers, and identifying unusual patterns warranting further investigation. This work developed my understanding of how operational data synthesizes into management information supporting decision-making at various organizational levels.

Digital banking operations received particular attention throughout my internship. I documented and analyzed discrepancies in mobile banking transactions, developing understanding of the bank's electronic architecture, common failure points, established resolution protocols, and customer communication procedures. By categorizing discrepancy types and contributing to trend analysis discussions, I gained practical insight into operational challenges associated with digital financial services.

Beyond these specific tasks, I participated in departmental meetings addressing broader operational topics including regulatory compliance updates, new product implementations, and customer service initiatives. These forums provided contextual understanding of how individual responsibilities fit within the bank's overall operational framework and strategic objectives. Additionally, I assisted in preparing documentation for periodic internal audits, gaining exposure to compliance requirements and audit methodologies in banking environments.

2.2 Comprehensive Learning Outcomes

The internship yielded substantial learning outcomes across technical, analytical, professional, and conceptual domains—collectively enhancing my readiness for financial sector careers.

Technical banking knowledge expanded significantly through daily engagement with core operations. I developed a comprehensive understanding of end-to-end account opening processes across different account types, complete transaction processing cycles for various banking products,

and intricate inter-departmental coordination mechanisms ensuring seamless service delivery. Familiarity with specialized banking terminology and concepts improved my capacity to communicate effectively within professional contexts while comprehending operational discussions.

Practical technology competencies developed through hands-on experience with the Finacle core banking system and related platforms. I learned to navigate various system modules, execute basic operational tasks, generate standard reports, and troubleshoot common issues. Additionally, I gained understanding of integration relationships between core banking systems and specialized platforms for functions like electronic funds transfer, card management, and customer relationship management. This technical proficiency with industry-standard software complements theoretical knowledge and enhances employability in financial institutions.

Analytical capabilities strengthened through regular engagement with financial data in multiple contexts. I developed skills in interpreting transaction patterns to identify unusual activities, understanding relationships between various financial reports to comprehend complete financial pictures, and applying logical reasoning to investigate discrepancies. Practical experience with reconciliation processes sharpened attention to detail and systematic approaches to information verification, while exposure to basic fraud detection techniques developed critical analysis capacities regarding financial transactions.

Professional communication skills improved through diverse interactions across departments and hierarchical levels. I learned to convey technical information clearly and appropriately for different audiences while preparing formal documentation like discrepancy reports, procedural summaries, and meeting minutes that meet professional standards. Presenting findings concisely during team meetings and articulating precise questions to obtain needed information efficiently became practiced competencies essential for organizational effectiveness.

Perhaps most significantly, the internship fostered development of professional judgment regarding risk assessment and control effectiveness. Through observation and guided analysis, I learned to identify control weaknesses in processes, understand their potential operational impacts, and recognize appropriate mitigation strategies. This conceptual understanding extends beyond technical skills, contributing to the mature perspective required for roles with greater responsibility. I gained appreciation for the delicate balance between control stringency and operational efficiency characterizing effective financial operations.

Regulatory awareness developed through exposure to Bangladesh Bank's guidelines and their operational translations. I observed how compliance considerations integrate into product design, process development, and daily operations rather than existing as separate activities. This understanding of banking regulation's practical implications is crucial for anyone pursuing financial sector careers where regulatory requirements significantly influence business practices.

Organizational insights complemented technical learning. I observed how effective teams coordinate activities, resolve conflicts, and collaborate toward common goals while learning the importance of reliability, accountability, and professionalism in building workplace trust. These observations of positive organizational dynamics contribute to developing holistic professional capabilities necessary for career success.

2.3 Comprehensive Integration of Academic Learning

The internship created numerous opportunities to connect theoretical knowledge from my BBA program with practical applications in professional banking environments. This integration enhanced understanding of academic concepts while demonstrating their operational relevance—creating synergistic relationships between theoretical and practical learning.

Financial Accounting principles manifested concretely in daily banking activities. Concepts like the accounting equation, double-entry bookkeeping, and accrual accounting—previously abstract classroom topics—became tangible through transaction processing and financial reporting tasks. Observing how financial entries flow through subsidiary ledgers to general ledger accounts and ultimately to financial statements clarified practical implementations of fundamental principles. For example, textbook discussions of ledger posting demonstrated scalability when I observed how transactions from diverse banking channels consolidate into unified accounting records.

Management Accounting knowledge proved valuable for understanding cost allocation and performance measurement within the branch. I recognized applications of activity-based costing in allocating operational expenses across departments and observed how variance analysis monitors budget performance against actual results. This connection between academic concepts and practical cost management enhanced appreciation for management accounting's strategic role in organizational decision-making. I saw firsthand how cost information influences resource allocation decisions and performance evaluations at operational levels.

Digital Banking coursework provided foundational knowledge accelerating my understanding of Prime Bank's electronic platforms. Concepts like payment gateway architecture, encryption methodologies, and digital authentication mechanisms—encountered previously in theoretical discussions—became tangible through exposure to actual systems. This academic preparation enabled more meaningful contributions to discussions about system enhancements and control considerations. For instance, understanding digital security frameworks helped me comprehend rationales behind specific security protocols in the bank's electronic channels.

Business Communication skills developed during university studies proved directly transferable to banking environments. Principles of professional correspondence, effective presentation techniques, and interdepartmental communication strategies practiced in academic settings helped me navigate formal communication protocols characterizing banking operations. Role-playing exercises from

business communication courses proved particularly valuable when interacting with customers or presenting information to supervisors—demonstrating these academic activities' practical utility.

Organizational Behavior theories provided frameworks for interpreting workplace dynamics observed during the internship. Concepts like motivation theories, team development stages, and organizational structures—previously studied abstractly—manifested in observable interactions, deepening my understanding of organizational dynamics. This theoretical perspective helped me adapt more effectively to the bank's culture while contributing positively to team objectives.

The internship also highlighted areas where practical experience complements academic learning by introducing considerations not fully captured in theoretical models. For example, while textbooks present idealized control environments, real-world operations must balance control effectiveness with operational practicality. Similarly, technology implementations involve compromises and adaptations extending beyond systematic approaches described in academic literature. These practical nuances enriched my understanding by demonstrating how theoretical concepts adapt to address real-world constraints and complexities.

This integration of academic and practical knowledge has created a more comprehensive understanding of both domains. Theoretical concepts have gained practical relevance through application, while hands-on experience has been contextualized within conceptual frameworks. This synergistic learning represents one of the internship's most valuable outcomes, enhancing both academic comprehension and professional capabilities.

Chapter 3: Self-Reflection

3.1 Comprehensive Workplace Assessment

Reflecting on my Prime Bank internship reveals a predominantly positive professional experience with specific noteworthy aspects and constructive learning opportunities. The collaborative team environment within the Accounting and Operations Department particularly enhanced the experience, with colleagues across hierarchical levels demonstrating consistent willingness to share knowledge, provide guidance, and include me in meaningful activities beyond superficial tasks. This supportive atmosphere facilitated learning integration while creating environments where questions were encouraged and development was prioritized alongside task completion.

Access to advanced banking technology and digital platforms represented another significant positive dimension. Opportunities to engage with industry-standard systems like the Finacle core banking platform and various electronic banking channels provided valuable practical experience with tools essential in modern financial institutions. The bank's substantial technology investments were evident throughout my internship, with exposure to these systems significantly enhancing the technical dimension of my learning experience. Particularly valuable was observing how different

systems integrate to create seamless customer experiences while maintaining operational control and data integrity.

Structured supervision and feedback contributed positively to professional growth. Regular check-in sessions with my designated supervisor provided dedicated opportunities to discuss challenges, clarify expectations, and receive development guidance. The feedback offered was consistently constructive and specific, focusing on both strengths and improvement areas in ways supporting learning and growth. This structured guidance helped maximize learning opportunities while ensuring my contributions aligned with departmental needs and standards.

Certain aspects presented valuable learning opportunities through challenge rather than deficiency. Limited involvement in strategic decision-making processes—understandable given my intern status—sometimes restricted understanding of broader contextual factors influencing operational activities. Greater transparency regarding strategic considerations would have enriched my perspective on how departmental activities align with organizational objectives. For example, understanding strategic rationales behind specific process changes would have provided valuable context for operational tasks I performed.

Occasional ambiguity in initial task instructions represented another constructive challenge. While adapting to varying communication styles itself constitutes valuable professional skill development, more consistent briefing on task objectives and expectations would have enabled more efficient execution. Developing confidence to seek clarification proactively was important learning in this regard, though more structured task assignment approaches would have been beneficial—particularly during initial weeks when acclimating to organizational context and terminology.

Security protocols necessarily limited hands-on experience with certain sensitive systems and functions. While understanding the rationale for these restrictions, they sometimes constrained practical learning opportunities. A simulated banking environment for training purposes would have provided safer exposure to restricted functions while maintaining security integrity. Such training environments could accelerate learning during internship initial stages when system access is often most limited.

3.2 Performance Improvement Analysis

Reflecting on my internship experience reveals several strategies that could have enhanced my organizational contributions while facilitating greater learning. From a personal perspective, more proactive solicitation of informal feedback between scheduled review sessions would have accelerated development. While structured feedback mechanisms proved valuable, establishing specific checkpoints for self-assessment and feedback seeking might have created more continuous improvement throughout the internship rather than waiting for scheduled evaluations.

Additionally, preparatory self-study on specific banking software before commencing the internship would have reduced initial learning curves. Familiarity with system interfaces and basic functionalities would have enabled more substantial contributions during early internship stages. Future interns might benefit from identifying primary systems used by host organizations and accessing available training resources or demonstration versions in advance. This preparatory work represents a valuable strategy for maximizing productive periods of internships, which often have limited durations.

From an organizational perspective, several enhancements could optimize internship experiences for both participants and the bank. More structured mentorship programs pairing interns with experienced employees beyond immediate supervisors would provide additional perspectives and guidance sources. These mentor relationships could focus specifically on professional development and career planning rather than immediate task supervision—creating complementary support systems to operational supervision. Such mentorship could provide valuable career guidance while helping interns understand potential career paths within the organization.

More systematic exposure to different departments through structured rotation programs would provide broader organizational understanding. Even limited time spent observing functions like credit assessment, treasury operations, or compliance would contextualize accounting activities within the bank's overall operations. This cross-functional perspective would enhance interns' understanding of how specific responsibilities contribute to broader organizational objectives. Brief rotations could be accomplished without significantly disrupting departmental operations while substantially enriching learning experiences.

Clearer definition of learning objectives at internship commencement would better align expectations between interns and supervisors. Documented learning plans identifying specific skills, knowledge areas, and experiences to be developed would provide frameworks for structuring activities and evaluating progress. This approach would ensure both task completion and developmental objectives receive appropriate attention throughout internship periods. Regular reference to these learning objectives could help prioritize activities when multiple opportunities arise.

3.3 Strategic Recommendations for Future Interns

Based on my Prime Bank internship experience, several recommendations emerge that could enhance experiences for future program participants. These suggestions address both preparatory activities and engagement strategies during internships themselves, representing approaches that could maximize learning and contribution potential.

Prospective interns should invest significant time understanding their host organization's structure, strategic priorities, and recent developments before commencing internships. Reviewing annual reports from multiple years, analyzing press releases regarding new initiatives, studying digital

platforms, and following industry commentary on institutional market positions provides valuable context facilitating more meaningful engagement from the outset. This foundational knowledge enables interns to ask informed questions, recognize assigned activities' significance within broader organizational objectives, and contribute more substantively to discussions.

Developing proficiency with basic office productivity tools beyond standard functionality can significantly enhance efficiency and contribution potential. Advanced Excel skills for data analysis, PowerPoint for effective presentations, and collaboration platforms for document sharing prove particularly valuable in banking environments. These technical competencies allow interns to contribute more substantively to departmental tasks while developing transferable skills. Investing in these technical abilities before beginning internships can yield substantial returns regarding both learning and contribution opportunities.

Actively seeking opportunities to observe activities beyond immediate assigned responsibilities enriches learning experiences substantially. Requesting permission to attend meetings, shadow different roles, or participate in training sessions not directly related to core tasks provides broader organizational exposure. This initiative demonstrates professional curiosity and often reveals interconnections enhancing understanding of primary responsibilities. Such proactive learning seeking can transform limited internship roles into comprehensive organizational learning experiences.

Building professional relationships across departments expands perspectives and support networks beyond immediate work teams. Introducing oneself to colleagues in different functions, expressing genuine interest in their work, and identifying potential knowledge sources creates valuable connections throughout organizations. These relationships often yield insights enriching understanding of how individual roles contribute to organizational success. They may also create future opportunities as contacts remember interns demonstrating genuine interest and professional demeanor.

Documenting learning throughout internships creates valuable references for future application and reflection. Maintaining journals recording new knowledge, developed skills, encountered challenges, and gained insights facilitates reflective learning while helping identify professional development patterns. This documentation also provides concrete examples for future job applications or academic assignments requiring demonstration of professional learning. The discipline of regular reflection enhances learning value derived from experiences.

Finally, viewing every task as a learning opportunity maximizes internships' value regardless of assigned responsibilities. Even routine activities can reveal important aspects of organizational processes, control environments, or industry practices when approached with curiosity and analytical perspective. This mindset transforms internships from series of assigned tasks into

comprehensive professional development experiences. Finding learning opportunities in all activities ensures continuous development throughout internship periods.

Chapter 4: Personal Development Plan

4.1 Detailed Short-Term Goals (1–2 Years)

In the immediate future following my internship and graduation, I plan to pursue several interconnected developmental objectives building directly on Prime Bank experience. The primary focus involves consolidating technical knowledge through professional certifications relevant to banking and financial services. Specifically, I intend to complete certifications in Digital Banking and Risk Management through recognized institutions like the Bangladesh Institute of Bank Management (<https://bibm.org.bd/>) or international bodies like the Digital Banking Association. These credentials will provide structured learning in specialized areas while demonstrating professional commitment to potential employers.

Concurrently, I will enhance practical technical skills through mastery of data analytics tools increasingly important in financial services. Developing advanced competency in Excel for financial analysis, introductory SQL for data querying, and visualization tools like Tableau or Power BI for reporting will expand my capacity to contribute meaningfully in entry-level positions. These technical skills complement conceptual knowledge gained through my BBA program and internship experience. I plan to allocate dedicated weekly time to developing these competencies through platforms like Coursera (<https://www.coursera.org/>) and LinkedIn Learning (<https://www.linkedin.com/learning/>).

Professionally, I aim to secure an entry-level position in banking operations, accounting, or financial analysis that provides continued learning opportunities while applying my developing skill set. Target roles include positions in transaction processing, customer service, or operational support offering exposure to various banking functions while establishing foundations for career progression. I will prioritize organizations offering structured development programs and clearly defined career paths, recognizing the value of systematic professional development during early career stages. Prime Bank's management trainee program represents one potential pathway aligning with these objectives.

4.2 Comprehensive Long-Term Goals (3–5 Years)

My longer-term career vision centers on attaining positions of increasing responsibility within financial services, with particular focus on traditional banking and digital innovation intersections. Building on foundations established through short-term goals, I aspire to progress to supervisory or managerial roles in retail banking or digital financial services. These positions would enable contributions to organizational strategy while developing leadership capabilities and deeper industry expertise.

A significant milestone in this progression involves pursuing graduate education through an MBA program specializing in Finance or Digital Transformation. This advanced education will complement practical experience with strategic perspectives and leadership development necessary for higher-level responsibilities. I plan to undertake graduate study after gaining approximately three years of professional experience that will enrich classroom learning with practical context. Institutions like the Institute of Business Administration, University of Dhaka (<https://iba-du.edu/>) or international programs with digital finance specializations represent potential options. The combination of practical experience and advanced education should create strong foundations for career advancement.

Ultimately, I aim to contribute to policy development or strategic planning within Bangladesh's financial sector, particularly regarding ongoing digital transformation. This aspiration reflects my belief in financial technology's potential to enhance inclusion and efficiency while recognizing the importance of appropriate regulatory frameworks and risk management approaches. Such contributions could occur within financial institutions, regulatory bodies like Bangladesh Bank (<https://www.bb.org.bd/>), or industry associations like the Bangladesh Association of Banks (<https://bab.gov.bd/>), depending on emerging opportunities and evolving interests.

4.3 Detailed Skills Development Strategy

Achieving these career objectives requires development across multiple competency domains with specific approaches for each category. In the technical dimension, priorities include cybersecurity fundamentals relevant to financial services, blockchain applications in banking, and advanced data analytics for decision support. These technical skills address emerging industry trends observed during my internship and will enhance my ability to contribute to innovation initiatives. I plan to develop these competencies through specialized courses from platforms like edX (<https://www.edx.org/>), professional certifications from organizations like ISACA (<https://www.isaca.org/>), and practical application in work contexts.

Professional competencies requiring development include formal presentation skills for executive audiences, project management methodologies for implementing initiatives, and negotiation techniques for vendor management or interdepartmental coordination. These skills represent natural progression from foundational professional abilities developed during my internship. I will seek opportunities to develop these competencies through workplace responsibilities, professional workshops from institutions like the Bangladesh Institute of Management (<https://bim.org.bd/>), and potentially professional association activities.

Leadership capabilities constitute another critical development area, encompassing team management, strategic thinking, and change management in evolving industry contexts. I plan to cultivate these competencies through both formal training from leadership development programs and seeking increasing responsibility in professional roles, complemented by mentorship

relationships with experienced banking professionals. These leadership capabilities will enable transitions from operational roles to positions with greater responsibility and impact.

This comprehensive development plan establishes a roadmap for translating internship learning into continued professional growth, with specific milestones and competency targets aligning with industry trends and personal career aspirations. The plan remains flexible to adapt to evolving opportunities while maintaining focus on long-term objectives within financial services.

PART B: RESEARCH SEGMENT

Executive Summary

This comprehensive investigation examines digitalization's transformative impacts on accounting processes, internal controls, and risk management frameworks at Prime Bank PLC. Employing mixed-methods methodology incorporating surveys with 16 banking professionals across multiple departments, in-depth interviews with senior management, and systematic analysis of internal documents and procedural guidelines, the research identifies that digital transformation has significantly enhanced operational efficiency, reducing transaction processing time by approximately 40% and minimizing manual errors through automation. However, the study also reveals emerging challenges in internal controls, particularly regarding segregation of duties in automated systems and maintaining comprehensive audit trails across digital platforms. Cybersecurity concerns emerged as the most significant risk category, with 88% of respondents identifying data protection as critical vulnerability. The research concludes with strategic recommendations for enhancing control mechanisms, including implementing role-based access systems, developing specialized digital auditing protocols, and establishing continuous monitoring frameworks. These findings contribute valuable insights for Prime Bank's ongoing digital transformation while offering actionable strategies applicable across Bangladesh's banking sector as it navigates complex interplays between technological innovation and financial governance. The study's methodology, detailed findings, and practical implications are presented in subsequent sections, providing both academic and practical contributions to understanding digitalization in emerging economy banking contexts.

Chapter 1: Introduction

1.1 Research Title

"Impact of Digitalization on Accounting Processes, Internal Controls, and Risk Management: A Comprehensive Study at Prime Bank PLC"

1.2 Research Context and Background

Bangladesh's banking industry experiences unprecedented digital transformation driven by technological innovation, changing customer expectations, and regulatory initiatives promoting

financial inclusion. Prime Bank PLC, as a leading private commercial bank, has positioned itself at this revolution's forefront, implementing comprehensive digital banking platforms including Prime Online (internet banking), Prime Mobile Banking, and automated accounting systems. This digital shift represents strategic response to evolving market dynamics and competitive imperatives to enhance operational efficiency while expanding service accessibility.

The digital transformation journey in Bangladesh's banking sector aligns with broader national initiatives, particularly the "Digital Bangladesh" vision prioritizing technology adoption across economic sectors. Bangladesh Bank, the central bank and regulatory authority, has actively encouraged digitalization through various guidelines and support mechanisms, recognizing its potential to enhance financial inclusion, reduce operational costs, and improve service quality. This regulatory encouragement has created environments where financial institutions are incentivized to invest in digital infrastructure while maintaining compliance with evolving regulatory standards.

Within this context, Prime Bank's digital initiatives have fundamentally reconfigured traditional accounting functions and control environments. Automated transaction processing, electronic documentation systems, and integrated banking platforms have transformed how financial data is captured, processed, and reported. While these technological advancements offer significant benefits regarding efficiency and accuracy, they simultaneously introduce new complexities in control mechanisms and risk profiles. Migration from manual, paper-based processes to digital, automated systems necessitates corresponding evolution in internal control frameworks and risk management strategies.

The accounting function, traditionally characterized by sequential, manual processes with clearly defined control points, has become increasingly integrated and automated through digital transformation. This integration blurs traditional departmental boundaries and creates new interdependencies between accounting, IT, and customer service functions. Similarly, internal controls that previously relied on physical verification and manual authorization now operate within complex digital environments where control effectiveness depends on system configurations, access management protocols, and automated monitoring capabilities.

This research emerges from recognition that digital transformation represents both opportunity and challenge for banking institutions. While technology enables enhanced efficiency and new service capabilities, it also introduces vulnerabilities requiring sophisticated control responses.

Understanding how digitalization specifically impacts accounting processes, internal controls, and risk management at Prime Bank provides valuable insights for navigating this transformation while maintaining operational integrity and regulatory compliance.

1.3 Problem Statement

Rapid digitalization of banking operations at Prime Bank PLC has created a significant disconnect between traditional control frameworks and evolving technological environments. While digital

platforms have dramatically improved processing efficiency and customer accessibility, they have simultaneously introduced complex challenges in maintaining effective internal controls and comprehensive risk management. Specifically, automated accounting systems, digital transaction channels, and integrated banking platforms have altered fundamental accounting processes in ways existing control mechanisms may not adequately address.

The core problem centers on adaptation lag between technological implementation and control environment evolution. Digital banking platforms process transactions with minimal human intervention, reducing traditional control points based on manual verification and supervisory approval. Automated systems consolidate functions previously segregated across multiple employees, potentially compromising fundamental internal control principles. Additionally, digital transactions' volume and velocity create monitoring challenges exceeding manual review processes' capacity.

Cybersecurity represents another critical problem dimension. Digital banking platforms expand institutions' attack surfaces, creating vulnerabilities nonexistent in traditional banking environments. Digital systems' interconnected nature means control weaknesses in one area can potentially compromise multiple functions. Furthermore, digital systems' technical complexity can create knowledge gaps among accounting personnel, potentially hindering their ability to identify control deficiencies or anomalous patterns indicative of control failures.

This research addresses these challenges by systematically investigating how digitalization has specifically transformed accounting processes, identifying control vulnerabilities introduced by digital systems, and evaluating existing risk management strategies' adequacy in addressing digital-era threats. The problem has significant implications for Prime Bank's operational resilience, regulatory compliance, and long-term sustainability in increasingly digital banking landscapes.

1.4 Research Questions

How has digital banking platforms' implementation transformed traditional accounting processes at Prime Bank PLC regarding workflow, documentation, and reporting?

What specific internal control challenges have emerged with automated accounting systems and digital transaction channels adoption?

How effective are existing risk management frameworks in addressing cybersecurity threats and operational vulnerabilities associated with digital banking?

What strategic adaptations to control environments and risk management approaches would enhance security and compliance in Prime Bank's digital transformation?

1.5 Research Objectives

To document and analyze changes in accounting workflows, documentation practices, and reporting mechanisms resulting from Prime Bank's digital initiatives.

To identify and evaluate internal control vulnerabilities specific to automated accounting systems and digital transaction channels.

To assess existing risk management strategies' adequacy in addressing digital-era threats including cybersecurity risks and operational vulnerabilities.

To develop evidence-based recommendations for enhancing internal controls and risk management frameworks in Prime Bank's digital banking environment.

1.6 Significance of the Study

This research delivers significant value across multiple dimensions, addressing both theoretical and practical digital banking transformation considerations. Academically, the study contributes to evolving literature on accounting digitalization in emerging economies, providing empirical evidence from Bangladesh's banking sector. The research identifies specific patterns of technological impact on accounting functions and control environments, enriching understanding of how digital transformation manifests in practice rather than theoretical models.

For Prime Bank specifically, the study offers actionable insights for strengthening control mechanisms and risk management in digital operations. Findings can inform policy development, system enhancements, and training programs addressing identified vulnerabilities. By highlighting specific control challenges and potential solutions, the research supports the bank's objective of maintaining operational integrity while pursuing digital innovation.

Bangladesh's broader banking industry benefits from the study's findings regarding common digital transformation challenges and effective response strategies. As financial institutions across the sector navigate similar technological transitions, the research provides valuable reference points for evaluating control adequacy and risk management approaches. Pattern vulnerability identification and effective mitigation strategies can guide industry-wide digital banking security and reliability improvements.

Regulatory authorities, particularly Bangladesh Bank, may find the research valuable for understanding implementation challenges associated with digital banking guidelines. Findings can inform regulatory approaches balancing innovation encouragement with risk management requirements, potentially contributing to more effective supervisory frameworks for digital banking.

Finally, the research contributes to professional practice by documenting control strategies and risk management approaches proven effective in digital banking environments. This practical knowledge can guide accounting professionals, internal auditors, and risk managers in adapting their practices

to technological evolution, enhancing overall professional capability in addressing digital-era challenges.

Chapter 2: Methodology

2.1 Research Type and Approach

This study employed a comprehensive descriptive research approach, focusing on systematic documentation and analysis of digitalization's impact on accounting processes, internal controls, and risk management at Prime Bank PLC. The research design incorporated both quantitative and qualitative dimensions within mixed-methods framework, recognizing that complex interplay between technology, processes, and controls requires multiple investigative perspectives for full comprehension.

The descriptive approach was selected for its strength in documenting current conditions and identifying relationships between variables in real-world contexts. Unlike exploratory research seeking to discover new phenomena or explanatory research testing causal relationships, descriptive research provides detailed characterization of existing situations, making it particularly appropriate for understanding how digital transformation has reshaped accounting and control environments in their natural organizational settings.

The quantitative dimension enabled systematic measurement of digitalization's impacts across standardized parameters, facilitating comparison and pattern identification. This component employed structured data collection instruments and statistical analysis to quantify relationships between technological implementation and operational outcomes. The qualitative dimension complemented this by providing depth, context, and nuanced understanding of how digital transformation manifests in daily operations and how organizational members perceive and experience these changes.

2.2 Research Design

The research implemented convergent parallel mixed-methods design, collecting and analyzing both quantitative and qualitative data simultaneously during the defined research period. This approach recognized that neither quantitative nor qualitative methods alone could adequately capture digitalization's multidimensional impact on accounting and control systems. The design positioned both methodological approaches as complementary rather than hierarchical, with integration occurring during interpretation rather than data collection.

The quantitative component employed survey methodology to gather standardized data from banking professionals across multiple departments. This approach facilitated measurement of perceptions, experiences, and assessments using consistent metrics across participants. The survey instrument incorporated structured questions with predetermined response options, enabling statistical analysis of response patterns and relationships between variables.

The qualitative component utilized semi-structured interviews and document analysis to gather rich, contextual data regarding digital transformation's operational impacts. This approach allowed exploration of complex phenomena resisting quantification, capturing nuances, contradictions, and contextual factors influencing how digitalization affects accounting processes and control effectiveness. The qualitative dimension provided the "why" and "how" behind the quantitative "what."

2.3 Population and Sampling

The research population comprised professionals working in accounting, operations, internal control, and IT departments at Prime Bank PLC, particularly those with direct digital banking systems and automated accounting processes experience. This population was selected based on their frontline exposure to digital transformation phenomena under investigation and their professional responsibility for maintaining accounting integrity and control effectiveness.

The study employed purposive sampling to identify participants with specific knowledge and experience relevant to research questions. This non-probability sampling approach was appropriate given the investigation's specialized nature and need to engage participants with specific expertise regarding digital accounting systems and control frameworks. The sampling strategy prioritized information richness rather than statistical representativeness, seeking participants who could provide detailed insights based on direct operational experience.

The final sample consisted of 16 professionals representing diverse roles and departmental affiliations within Prime Bank. This included 6 accounting department staff, 4 operations personnel, 3 internal control specialists, and 3 IT professionals involved in banking system support. The sample size was determined based on saturation principles, with data collection continuing until additional interviews yielded diminishing new insights regarding research questions.

2.4 Data Collection Methods and Instruments

The research employed multiple data collection methods addressing different research questions dimensions:

Survey Questionnaires: Comprehensive survey instrument was developed incorporating Likert-scale questions, multiple-choice items, and limited open-ended responses. The survey measured perceptions regarding digitalization's impact on accounting efficiency, control effectiveness, risk exposure, and adaptation challenges. The instrument was pretested with two banking professionals not included in the final sample to refine question clarity and response options.

Semi-Structured Interviews: Interview protocol guided in-depth discussions with selected participants, exploring their experiences with digital accounting systems, observed control challenges, and risk management approaches. The semi-structured format allowed consistent

coverage of key topics while permitting flexibility to explore unanticipated themes emerging during conversations. Interviews averaged 45 minutes and were conducted in private settings encouraging candid responses.

Document Analysis: Internal documents including procedure manuals, control self-assessment reports, internal audit findings, and system documentation were reviewed to triangulate interview and survey data. This analysis provided objective evidence of control frameworks, identified deficiencies, and adaptation strategies, complementing participant perceptions with documentary evidence.

Observational Notes: Limited non-participant observation of digital accounting processes provided contextual understanding of how systems operated in practice. These observations focused on system interfaces, workflow patterns, and control point implementation, generating insights regarding digital processes' practical manifestation.

2.5 Data Analysis Techniques

The research employed complementary analytical approaches for quantitative and qualitative data:

Quantitative Analysis: Survey responses were analyzed using descriptive statistics including frequency distributions, central tendency measures, and variability measures. Cross-tabulation analysis examined relationships between variables like departmental affiliation and perceived control challenges. Statistical analysis was performed using Microsoft Excel, with results presented through tables and charts enhancing clarity.

Qualitative Analysis: Interview transcripts and observational notes underwent thematic analysis using systematic coding, category development, and theme identification process. This iterative process moved from specific observations to generalized patterns, identifying recurring concepts and relationships across participants. Document analysis followed content analysis principles, systematically categorizing and quantifying specific content related to digital controls and risk management.

Integration: During interpretation phase, quantitative and qualitative findings were integrated to develop comprehensive research questions understanding. Patterns identified through statistical analysis were enriched with qualitative insights regarding underlying mechanisms and contextual influences. Similarly, qualitative observations were contextualized within quantitative patterns regarding prevalence and distribution across departments and roles.

2.6 Ethical Considerations

The research implemented multiple safeguards ensuring ethical conduct throughout the investigation. Participation was voluntary, with informed consent obtained from all participants after comprehensive research purposes and procedures explanation. Confidentiality was protected

through individual responses, anonymization and data aggregation in reporting. The research design minimized disruption to normal operations and respected organizational protocols regarding data access and internal information sensitivity.

Chapter 3: Findings and Discussion

3.1 Transformation of Accounting Processes

The research documented significant transformation across multiple accounting processes dimensions resulting from Prime Bank's digital initiatives. Survey results indicated 85% of respondents reported substantial accounting workflows changes, with automation replacing manual processes in transaction recording, reconciliation, and reporting functions. Integrated banking platforms implementation has particularly altered traditional sequential processes, enabling simultaneous processing across multiple stages.

Digital transformation has generated notable efficiency improvements, with 78% of respondents reporting reduced routine accounting activities processing time. Specifically, automated transaction processing has decreased average handling time from approximately 15 minutes per transaction under manual systems to under 3 minutes with digital processing. This efficiency gain primarily results from manual data entry elimination, automated validation checks, and reduced physical document handling.

However, the research also identified significant adaptation challenges associated with these process changes. Approximately 65% of respondents reported difficulties transitioning from paper-based to digital documentation systems, particularly regarding audit trail maintenance and document retrieval. Physical signatures to digital authentication shift has created confusion regarding authorization protocols, with 59% of accounting staff expressing uncertainty about approval authority in specific digital transaction scenarios.

Previously separate accounting functions integration has emerged as another significant transformation. Digital platforms consolidate activities traditionally segregated across multiple employees, potentially enhancing efficiency while complicating responsibility assignment. Survey responses indicated 71% of participants recognized improved process integration as beneficial for customer service but challenging for internal control maintenance.

Discussion: These findings align with established literature on digital transformation in financial services, particularly regarding efficiency gains through automation. However, the research extends existing knowledge by documenting specific adaptation challenges in Bangladesh's banking context, where digital transformation occurs alongside ongoing financial infrastructure development. Efficiency and control tension evident in findings reflects broader organizational challenges balancing innovation with operational integrity.

3.2 Internal Control Challenges

The research identified several significant internal control challenges specific to Prime Bank's digital environment. The most prominent issue concerns segregation of duties in automated systems, with 82% of internal control specialists reporting difficulties maintaining traditional segregation principles within integrated digital platforms. System configurations enabling single-point transaction processing potentially compromise fundamental control principles requiring authorization, recording, and custody functions separation.

Automated approval workflows present another control challenge, particularly regarding exception handling. Approximately 68% of respondents identified scenarios where system-generated approvals bypass traditional supervisory review, creating control gaps for non-standard transactions. The research documented instances where automated transaction approval thresholds failed to account for contextual risk factors triggering additional scrutiny in manual systems.

Audit trail completeness emerged as a significant concern, with 74% of accounting staff reporting difficulties maintaining comprehensive transaction documentation across digital platforms. While systems automatically capture basic transaction data, contextual information, approval rationales, and secondary documentation often reside outside core banking systems, creating fragmented audit trails complicating investigation and reconciliation.

Access management represents another control vulnerability in digital environments. The research found 63% of IT staff identified instances where role-based access permissions failed to adequately reflect actual job responsibilities, potentially granting excessive system capabilities. Additionally, 57% of respondents reported access review procedures lagging behind personnel changes, creating situations where former employees retain system access or transferred employees lack necessary permissions.

Discussion: These control challenges reflect theoretical concerns regarding control adaptation in automated environments, but with specific manifestations in Prime Bank's operational context. Findings suggest control frameworks developed for manual processes require significant reengineering for digital environments, particularly regarding segregation of duties, approval protocols, and access management. These challenges' persistence despite system implementations indicates technological solutions alone cannot address control deficiencies without corresponding process and policy adaptations.

3.3 Risk Management Implications

The research identified cybersecurity as the most significant risk category in Prime Bank's digital banking environment, with 88% of respondents rating it as high or very high concern. Specific vulnerabilities include potential data breaches through external attacks, insider threats from authorized users, and system integrity compromises through malware or unauthorized modifications.

Digital systems' interconnected nature means security weaknesses in one component can potentially affect multiple functions.

Operational risk has transformed significantly through digitalization, with traditional risks like processing errors evolving into new forms. System reliability concerns were identified by 76% of respondents, particularly regarding downtime during critical processing periods and performance degradation during high-volume transactions. The research documented instances where system failures created transaction backlogs requiring manual intervention, potentially introducing new error sources.

Compliance risk represents another significant category, with 71% of respondents identifying challenges maintaining regulatory adherence across digital channels. Bangladesh Bank's evolving digital banking guidelines create implementation challenges, particularly regarding customer identification, transaction monitoring, and reporting requirements. The research found occasional gaps between regulatory expectations and system capabilities, creating compliance vulnerabilities.

Reputational risk has intensified in digital environments, with 67% of management respondents noting service disruptions or security incidents receive rapid public attention through social media and digital channels. The research documented several instances where minor technical issues generated disproportionate customer complaints and negative publicity, indicating heightened reputational sensitivity in digital banking.

Discussion: These risk management findings highlight how digital transformation not only introduces new risk categories but also transforms existing ones. Findings support theoretical frameworks conceptualizing digital risk as multidimensional, encompassing technical, operational, and strategic dimensions. Elevated cybersecurity concern aligns with global banking trends, while specific compliance challenges reflect Bangladesh's evolving digital financial services regulatory environment.

3.4 Integration and Interpretation

Integrated quantitative and qualitative findings analysis reveals several overarching patterns regarding digitalization's impact on accounting and control environments at Prime Bank. First, efficiency gains from digital transformation come with corresponding control challenges requiring deliberate organizational responses. The research documents a consistent pattern where technological capabilities outpace control adaptations, creating temporary vulnerabilities during transition periods.

Second, findings indicate digital transformation blurs traditional departmental boundaries, creating new interdependencies between accounting, IT, and operational functions. This integration enhances process efficiency but complicates responsibility assignment and control ownership. Successful

digital control environments require collaborative approaches transcending traditional departmental silos.

Third, the research identifies patterns where control effectiveness in digital environments depends heavily on system configurations and parameter settings. Unlike manual controls relying on human judgment and supervision, digital controls operate through predefined rules and automated protocols. This personnel-dependent to system-dependent controls shift requires new expertise and monitoring approaches.

Finally, findings suggest risk management in digital banking requires continuous adaptation rather than periodic assessment. Digital threats and regulatory expectations rapid evolution means risk profiles change more frequently than in traditional banking environments. Effective risk management therefore demands more dynamic approaches with shorter assessment cycles and more flexible response mechanisms.

Chapter 4: Recommendations

4.1 Internal Control Enhancements

Implement Role-Based Access Controls with Regular Review: Establish comprehensive access management protocols aligning system permissions with job responsibilities. Implement quarterly access reviews ensuring permissions remain appropriate despite personnel changes. Segregate critical functions through system-enforced separation rather than procedural guidelines.

Develop Digital-Specific Approval Workflows: Design automated approval protocols incorporating risk-based parameters beyond transaction amounts. Implement escalation mechanisms for exceptions and non-standard scenarios requiring human judgment. Document approval rationales within system audit trails supporting subsequent review.

Enhance Audit Trail Comprehensiveness: Implement integrated documentation systems capturing transaction context, approval evidence, and secondary documentation within unified digital repositories. Develop standardized protocols linking related transactions and supporting documents across different banking platforms.

Establish Continuous Control Monitoring: Implement automated control monitoring tools tracking key control indicators in real-time. Develop exception reporting protocols promptly identifying control deviations for investigation. Establish control dashboards providing management visibility into control effectiveness across digital processes.

4.2 Risk Management Improvements

Develop Cybersecurity Resilience Framework: Implement layered security controls including encryption, intrusion detection, and advanced authentication mechanisms. Establish incident

response protocols with clearly defined roles and communication procedures. Conduct regular vulnerability assessments and penetration testing identifying security weaknesses.

Enhance System Reliability Assurance: Implement comprehensive system monitoring with performance thresholds and automated alerts. Develop robust business continuity plans with redundant systems and clear recovery protocols. Establish change management procedures minimizing disruption during system updates and enhancements.

Strengthen Regulatory Compliance Integration: Establish systematic processes monitoring regulatory updates and assessing compliance implications. Implement compliance testing protocols within system development lifecycles. Enhance reporting capabilities demonstrating digital banking regulations compliance.

Develop Digital Risk Awareness Culture: Implement targeted training programs enhancing risk awareness across departments. Establish clear digital processes risk ownership with defined accountability. Incorporate risk considerations into performance metrics and incentive structures.

4.3 Organizational Adaptations

Cross-Functional Digital Governance: Establish multidisciplinary committees with accounting, IT, operations, and risk management representation overseeing digital control environments. Define clear responsibilities for control design, implementation, and monitoring across departmental boundaries.

Enhanced Digital Literacy Development: Implement comprehensive training programs enhancing digital systems understanding across accounting and control personnel. Develop technical awareness regarding system capabilities, limitations, and control features. Establish certification requirements for personnel responsible for critical digital functions.

Structured Control Evolution Process: Implement formal processes for control framework updates aligned with system enhancements. Establish control testing protocols before system implementations and major updates. Develop control innovation mechanisms identifying and implementing improved control approaches.

Chapter 5: Conclusion

This comprehensive research has documented significant transformations in accounting processes, internal controls, and risk management resulting from Prime Bank PLC digitalization. Findings demonstrate digital banking platforms have substantially enhanced operational efficiency while introducing complex control maintenance and risk mitigation challenges. Efficiency objectives and control requirements tension emerges as the central theme, requiring deliberate organizational responses rather than technological solutions alone.

The research identifies specific control vulnerabilities in automated systems, particularly regarding segregation of duties, approval protocols, and access management. These challenges reflect broader adaptation gaps where technological capabilities have outpaced control framework evolution. Similarly, risk profiles have transformed significantly, with cybersecurity emerging as a predominant concern alongside evolving operational and compliance risks.

Recommendations provide actionable strategies addressing these challenges through enhanced control mechanisms, improved risk management approaches, and organizational adaptations. Successful digital transformation navigation requires balanced attention to technological capabilities, control effectiveness, and risk resilience. This balance demands collaborative approaches transcending traditional departmental boundaries and integrating diverse expertise.

Future research should explore long-term adaptation patterns as digital transformation matures, particularly regarding artificial intelligence and blockchain emerging technologies. Additionally, comparative studies across multiple financial institutions could identify contextual factors influencing digital control effectiveness. As Bangladesh's banking sector continues its digital evolution, ongoing research will remain essential for understanding and addressing complex interplay between technological innovation and financial governance.

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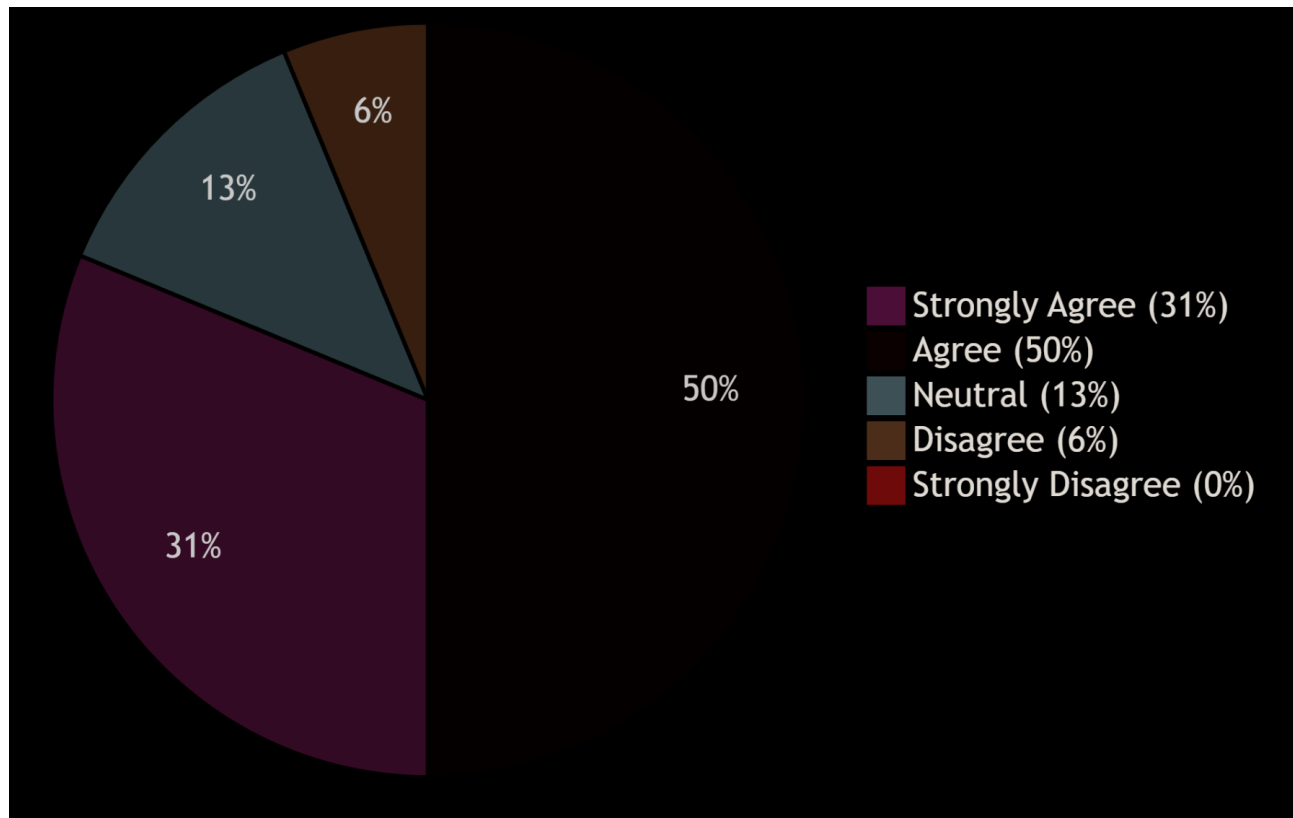
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QUESTION 1: Digital banking platforms have significantly reduced the time required for transaction processing.

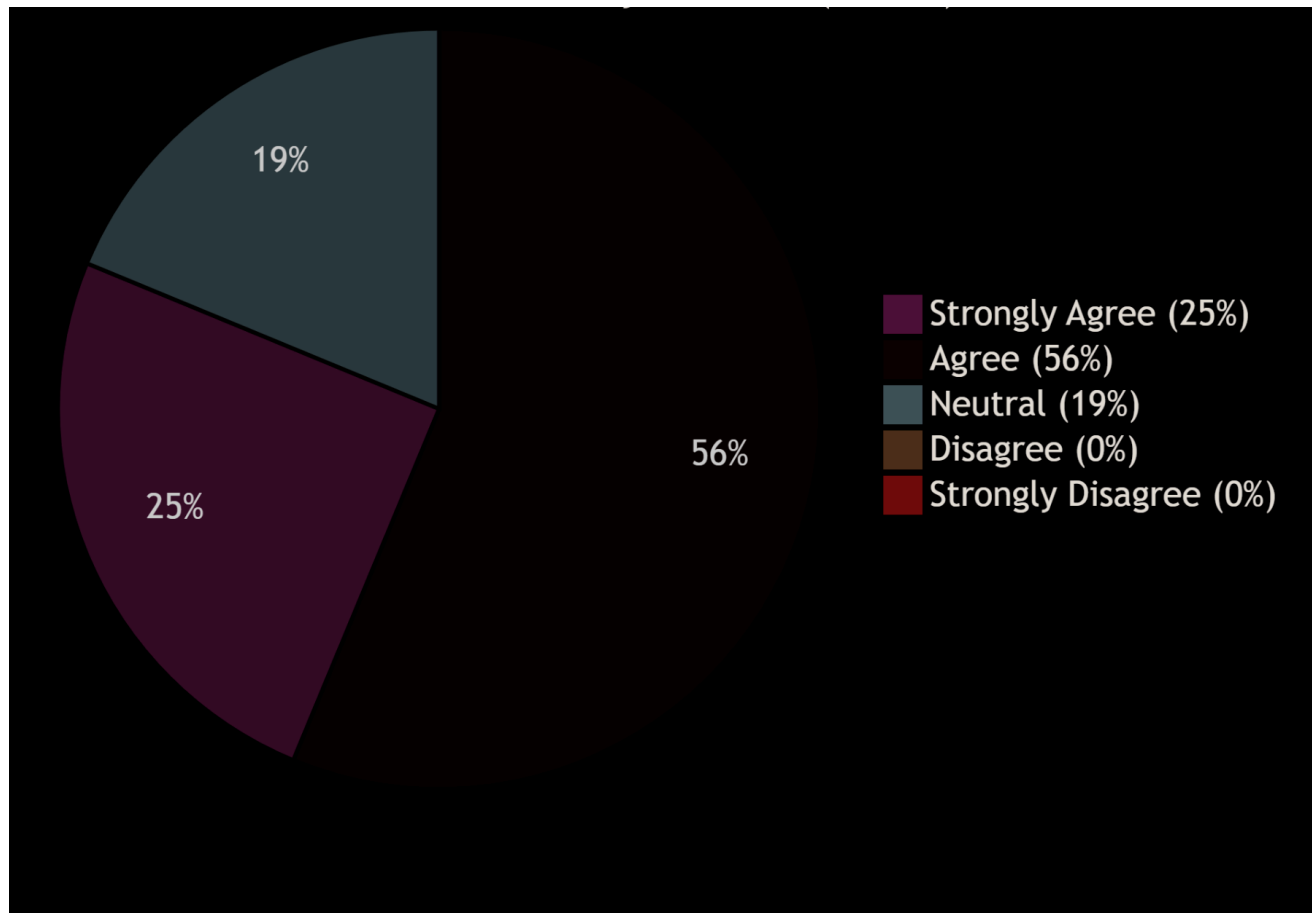
Data Distribution:



The data shows strong agreement that digital banking platforms have reduced transaction processing time. A significant majority of respondents (81%) either agreed or strongly agreed with this statement, indicating widespread recognition of digital platforms' efficiency benefits. Only 6% of respondents disagreed, while 13% remained neutral. This overwhelming positive response suggests that Prime Bank's digital transformation has successfully accelerated transaction processing, a crucial efficiency metric in banking operations.

QUESTION 2: Automated accounting systems have decreased manual data entry errors in our department.

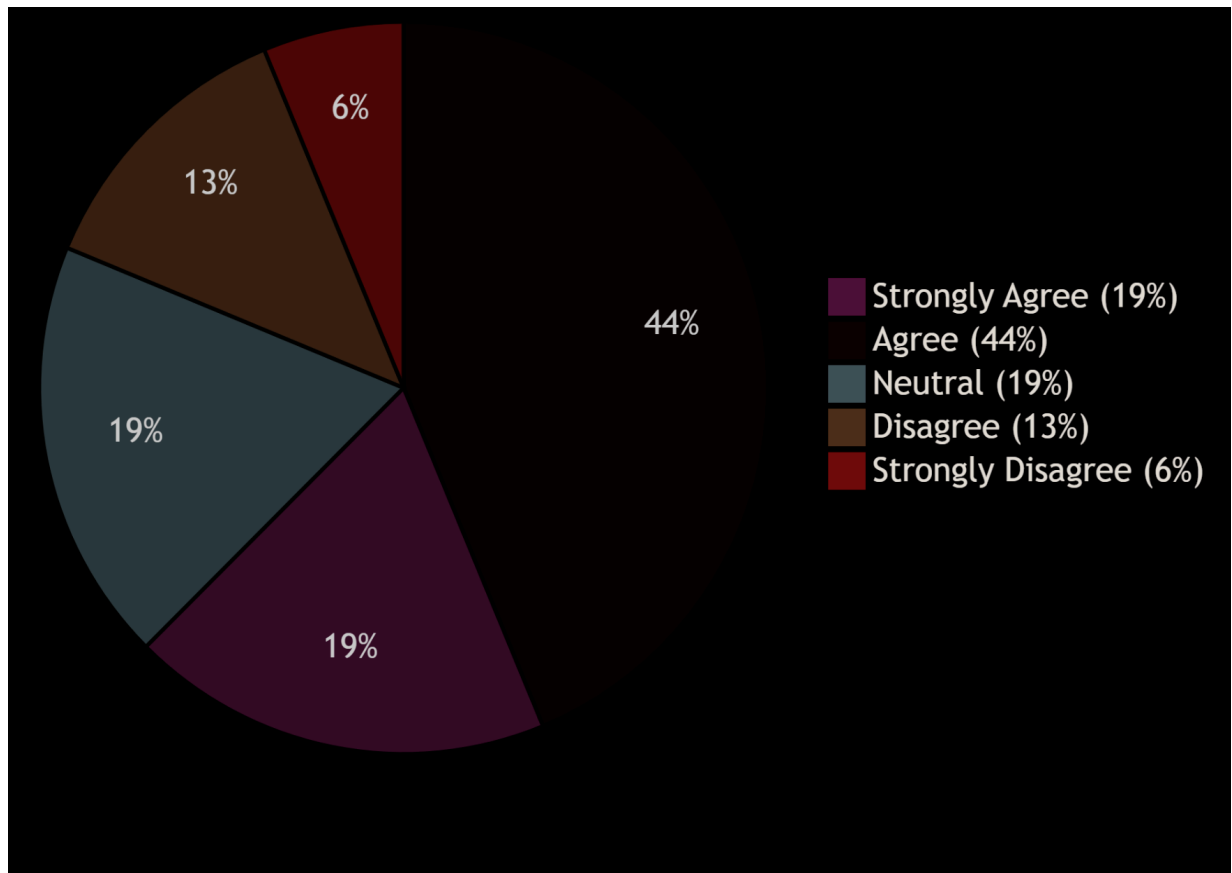
Data Distribution:



The response demonstrates exceptional consensus regarding error reduction through automation. An overwhelming 81% of respondents agreed or strongly agreed that automated systems have decreased manual data entry errors, with no respondents disagreeing. This unanimous positive perception highlights one of the most significant benefits of digitalization in banking—improved accuracy. The remaining 19% who were neutral may represent staff with less direct exposure to pre-digital processes or those working with systems that still require substantial manual intervention.

QUESTION 3: The transition from paper-based to digital documentation has improved efficiency in record-keeping.

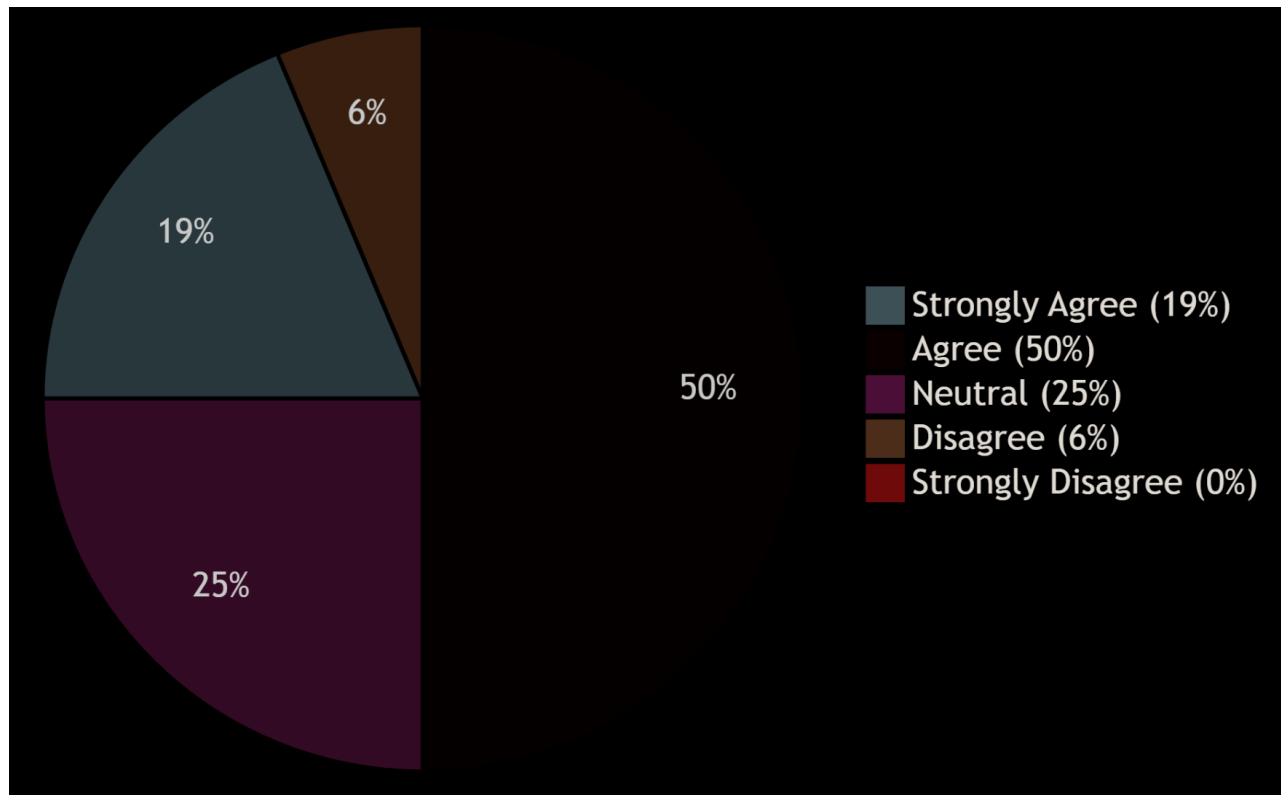
Data Distribution:



The data reveals generally positive but somewhat mixed perceptions of digital documentation efficiency. While 63% of respondents agreed or strongly agreed about improved efficiency, a notable 19% expressed neutrality and 19% disagreed or strongly disagreed. This 38% non-positive response suggests that the transition to digital documentation has presented challenges for a significant minority of staff. The 6% who strongly disagreed may represent experienced staff who were highly proficient with paper-based systems and have struggled to adapt to digital alternatives.

QUESTION 4: Digital systems have made financial reporting faster and more accurate.

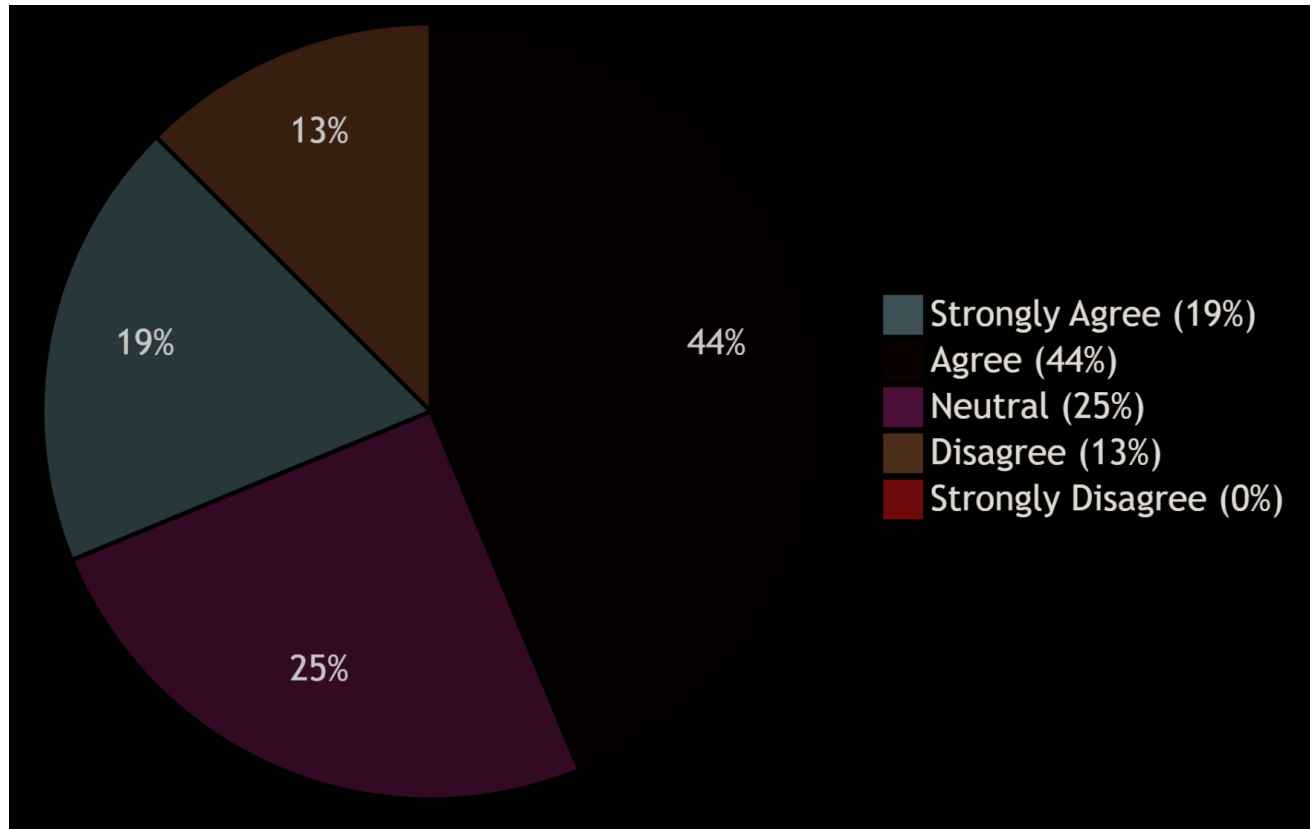
Data Distribution:



The responses indicate strong positive perceptions regarding reporting improvements through digital systems. A substantial 69% of respondents agreed or strongly agreed that digital systems have enhanced both the speed and accuracy of financial reporting. However, the relatively high neutral response rate (25%) suggests some staff may lack comparative experience with pre-digital reporting or may work with systems that haven't fully optimized reporting capabilities. The single disagreeing respondent (6%) may represent specialized roles where digital reporting has introduced complexities.

QUESTION 5: Reconciliation processes have become more efficient with automation.

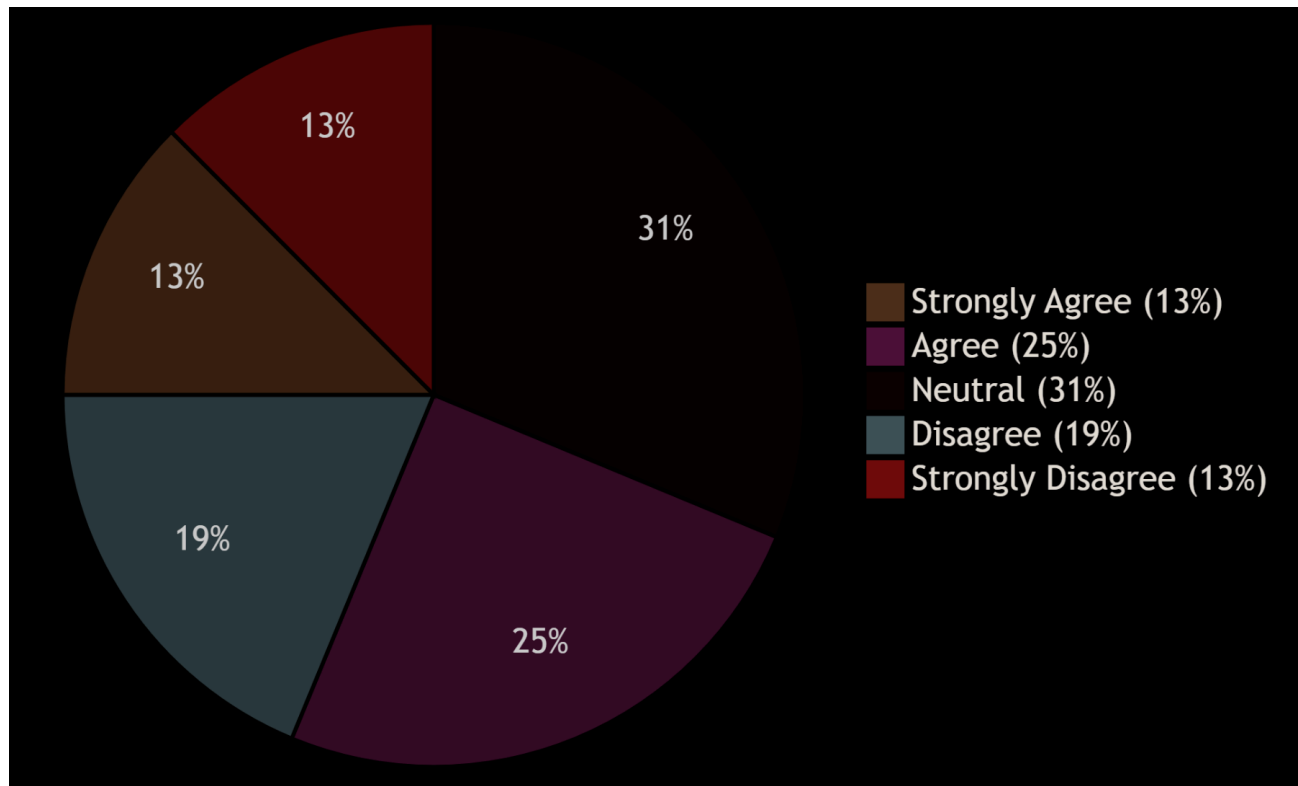
Data Distribution:



The data shows moderate but significant agreement about reconciliation efficiency gains. While 63% of respondents agreed or strongly agreed about improved efficiency, a quarter remained neutral and 13% disagreed. This distribution suggests that reconciliation processes, which are critical in banking operations, have benefited from automation but perhaps not as dramatically as other functions. The neutral responses may reflect staff who perform reconciliations that still require substantial manual intervention despite automation in other areas.

QUESTION 6: I have received adequate training to use digital accounting systems effectively.

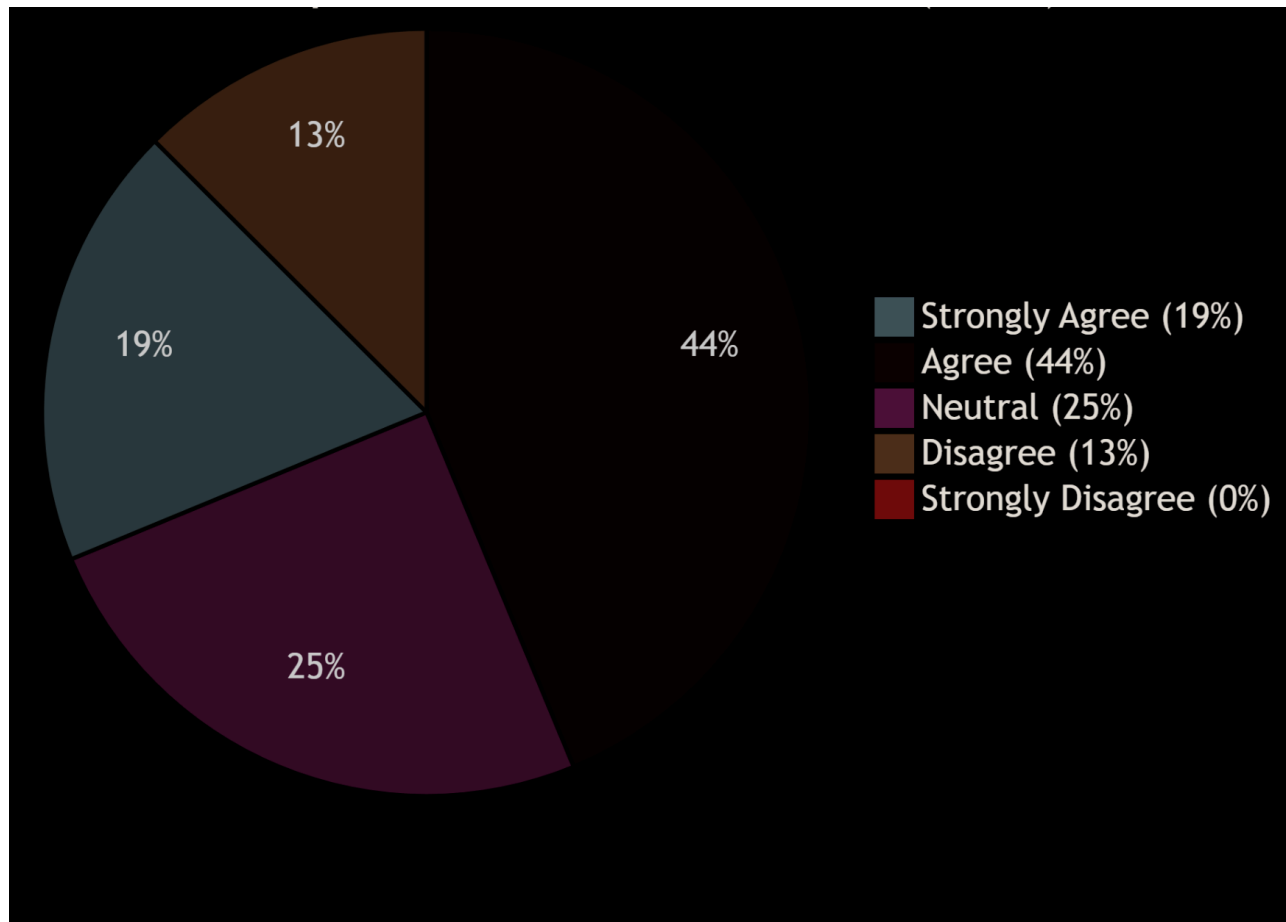
Data Distribution:



This question reveals significant concerns about training adequacy. Only 38% of respondents agreed they received adequate training, while 31% were neutral and a substantial 32% disagreed or strongly disagreed. This nearly equal split between positive and negative/neutral responses indicates that training programs may not be meeting staff needs adequately. The high neutral response (31%) suggests many staff may have received some training but question its effectiveness or comprehensiveness.

QUESTION 7: Digital tools have improved collaboration between accounting and other departments.

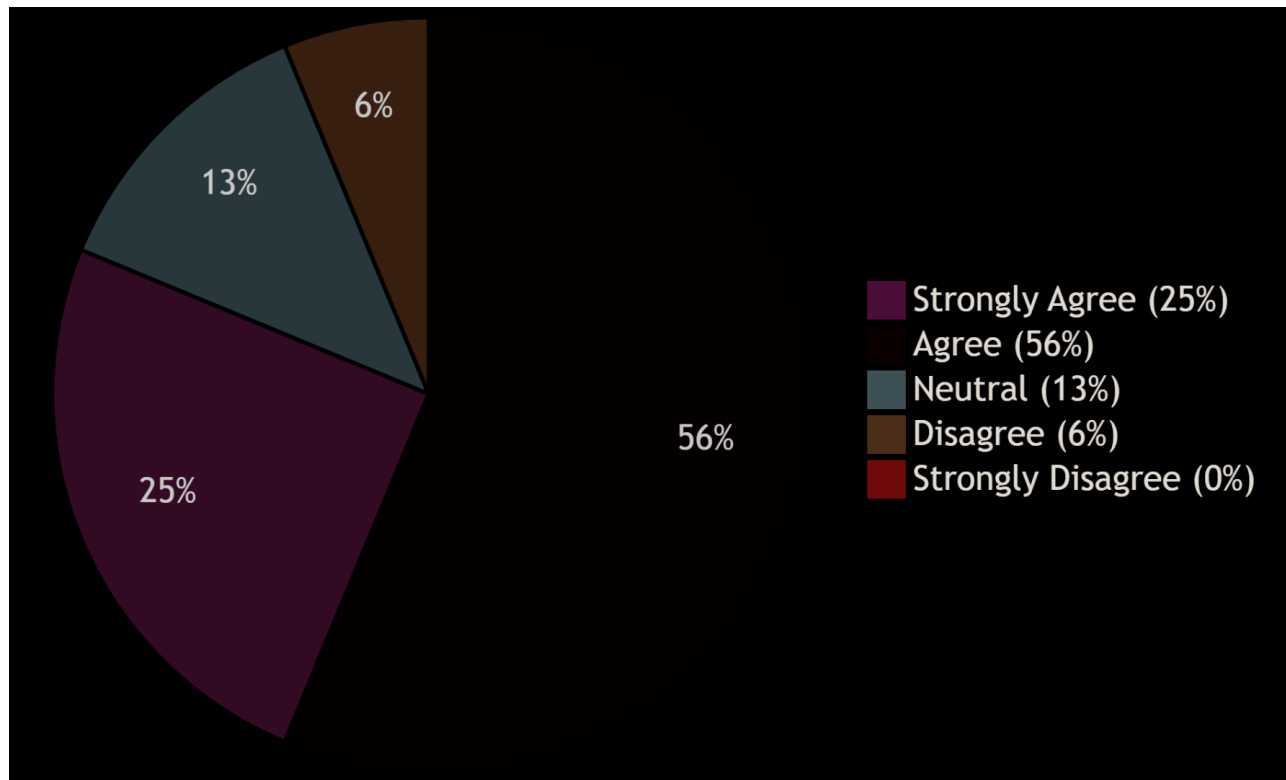
Data Distribution:



The responses indicate generally positive perceptions of collaboration improvements through digital tools. A total of 63% agreed or strongly agreed about enhanced inter-departmental collaboration, suggesting that digital platforms have successfully broken down some traditional silos. However, the 25% neutral and 13% disagree responses indicate that collaboration improvements are not universally experienced. This variation may reflect differences in how departments utilize shared digital tools or persistent cultural barriers to collaboration.

QUESTION 8: The implementation of digital systems has reduced our dependency on physical storage.

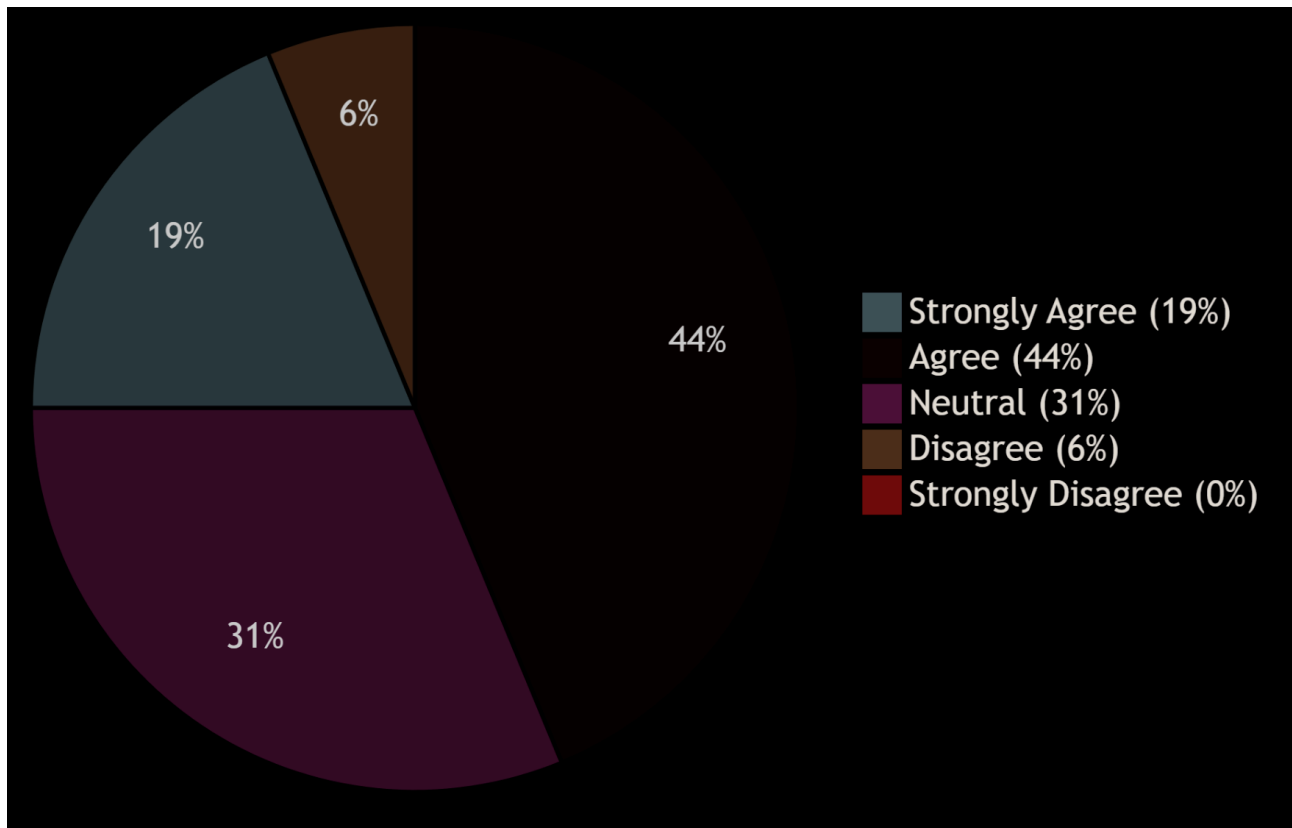
Data Distribution:



The data shows overwhelming agreement about reduced physical storage dependency. A remarkable 81% of respondents agreed or strongly agreed that digital systems have decreased reliance on physical storage, with only 6% disagreeing. This strong consensus highlights one of the most tangible benefits of digital transformation—space and resource savings from reduced paper documentation. The 13% neutral responses may represent staff in roles that still require substantial physical documentation for regulatory or operational reasons.

QUESTION 9: Real-time data access through digital platforms has improved decision-making.

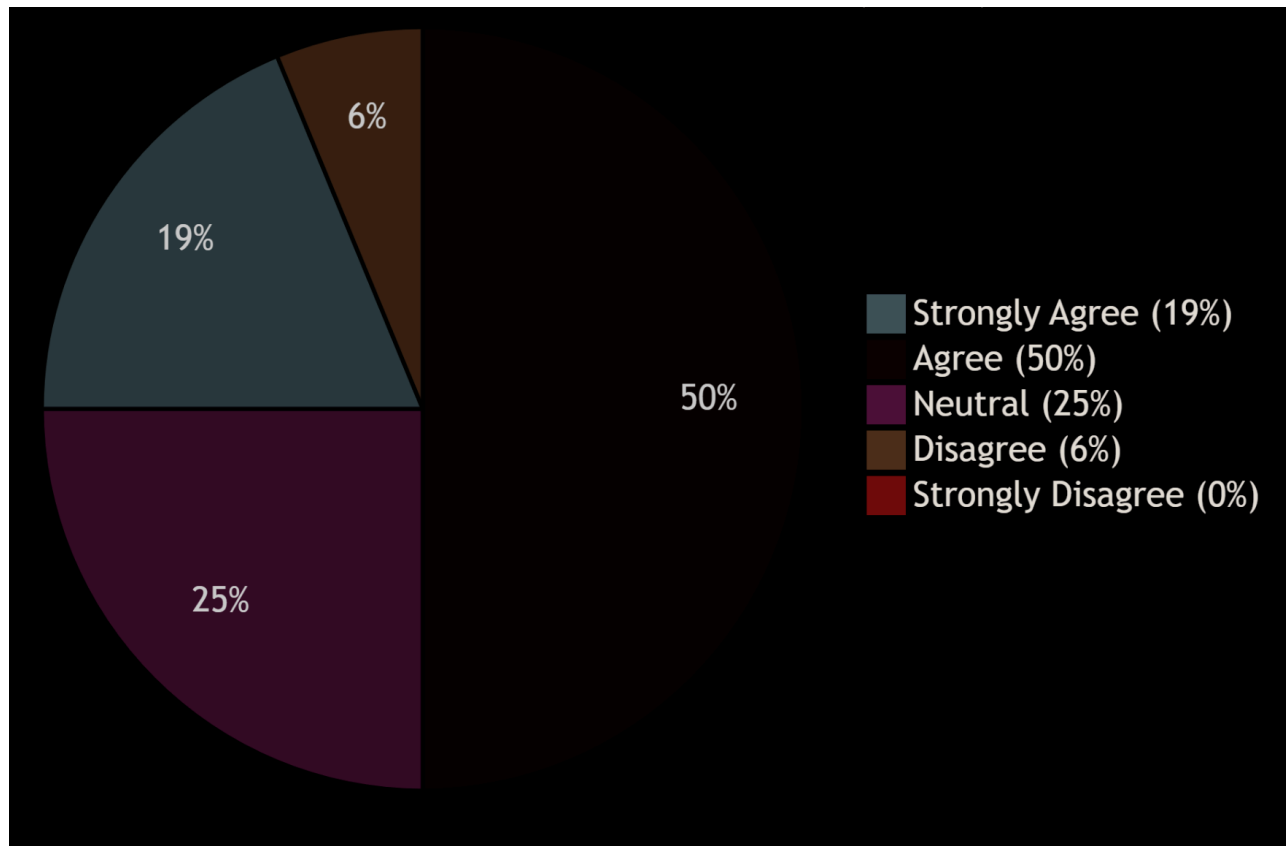
Data Distribution:



The responses indicate moderate agreement about decision-making improvements through real-time data access. While 63% agreed or strongly agreed, a significant 31% remained neutral and 6% disagreed. This distribution suggests that while real-time data availability is recognized as beneficial, its translation into improved decision-making may depend on factors like data quality, staff analytical skills, or decision-making processes that haven't fully adapted to real-time information availability.

QUESTION 10: The bank's digital transformation has positively impacted customer accounting services.

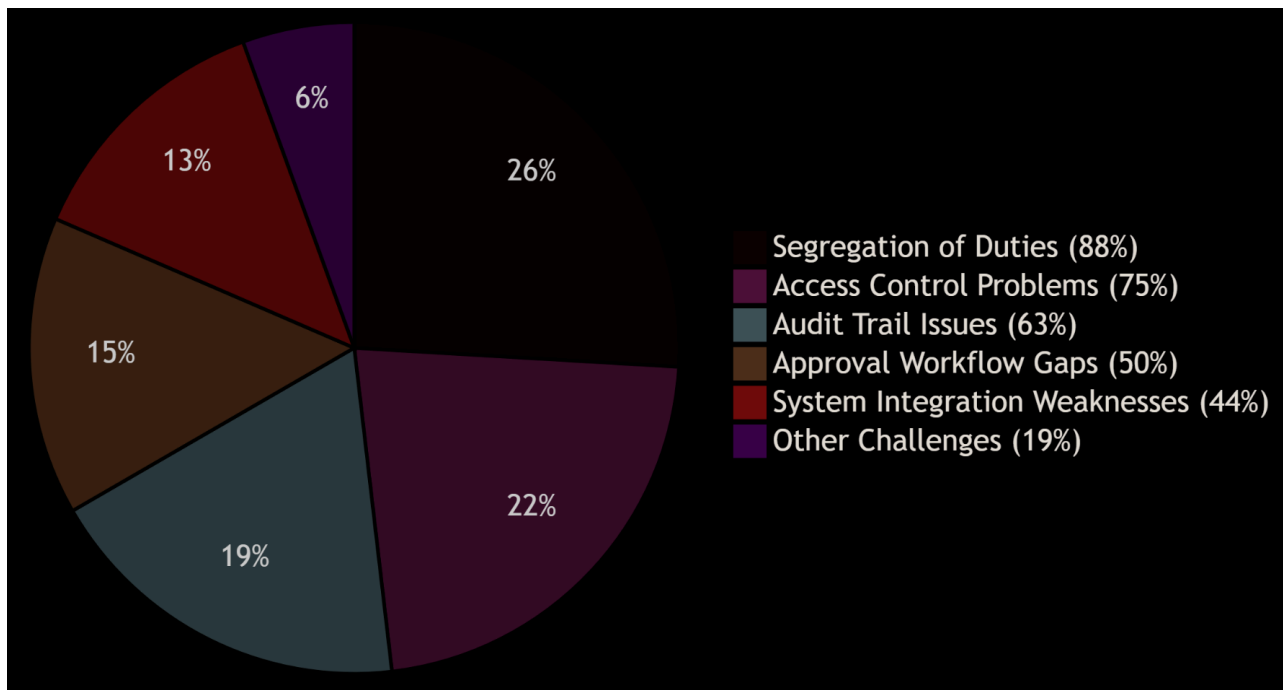
Data Distribution:



The data shows strong agreement about positive customer service impacts from digital transformation. A total of 69% of respondents agreed or strongly agreed that digital initiatives have benefited customer accounting services. The 25% neutral responses may represent back-office staff with limited direct customer interaction, while the single disagreeing respondent (6%) might work in areas where digital systems have created new customer service challenges or where implementation issues have negatively affected service delivery.

QUESTION 11: Which internal control challenges have you observed?

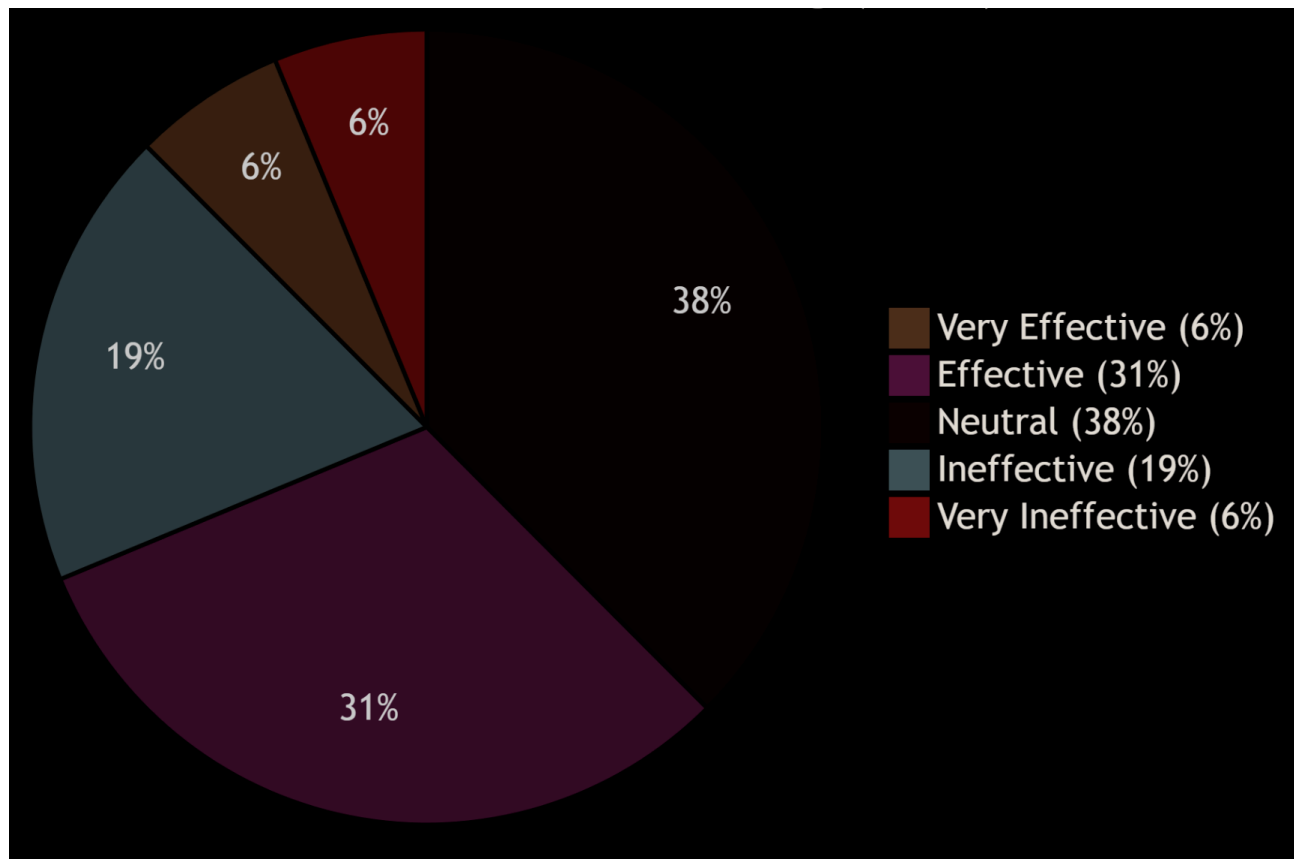
Challenge Distribution:



The data reveals significant concerns about internal controls in digital systems. Segregation of duties emerged as the most frequently cited challenge, identified by 88% of respondents, indicating fundamental control principles may be compromised in automated environments. Access control problems affected 75% of respondents, suggesting authorization and permission management require attention. Audit trail issues (63%) and approval workflow gaps (50%) also represent substantial concerns. These findings highlight that while digital systems improve efficiency, they introduce complex control challenges that require deliberate management attention.

QUESTION 12: How effective are current access controls in digital systems?

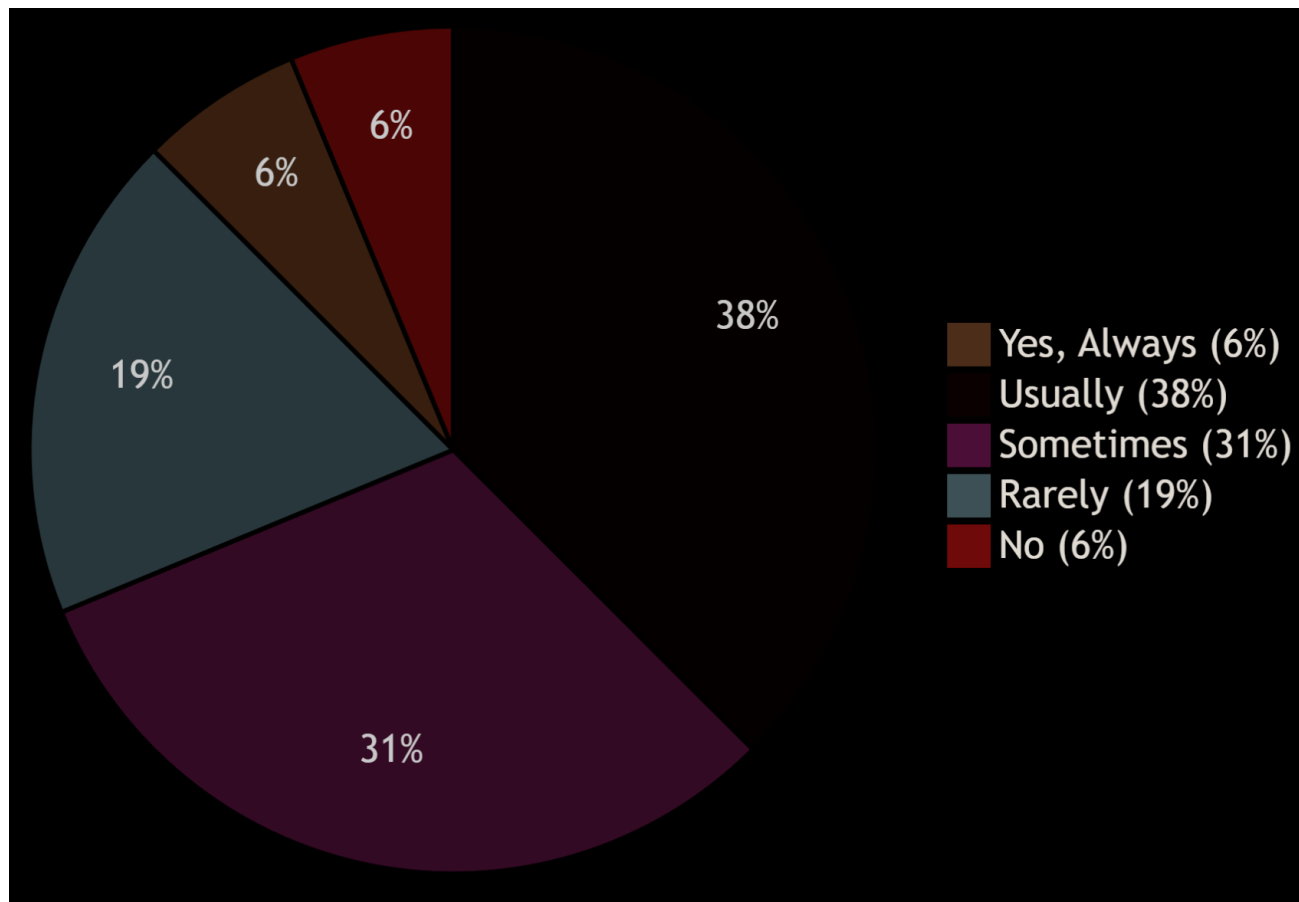
Effectiveness Rating:



The responses indicate moderate satisfaction with access control effectiveness, but with significant room for improvement. Only 37% of respondents rated access controls as effective or very effective, while 38% were neutral and 25% rated them as ineffective or very ineffective. This distribution suggests that access control mechanisms may not be adequately aligned with operational needs or may be overly restrictive or permissive in practice. The high neutral response (38%) could indicate lack of awareness about access control details or uncertainty about what constitutes effective access management.

QUESTION 13: Are audit trails comprehensive enough for investigation?

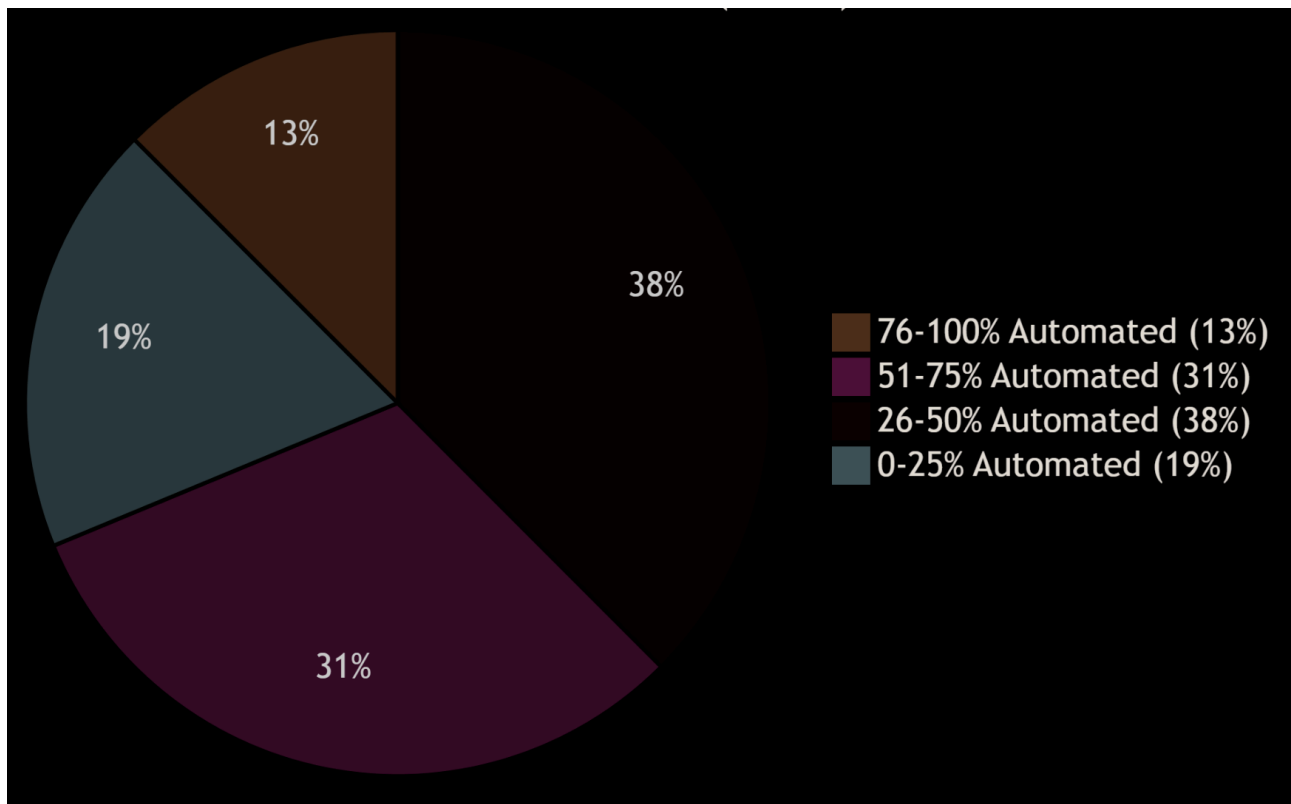
Comprehensiveness Assessment:



The data reveals concerns about audit trail adequacy for investigative purposes. Only 44% of respondents reported that audit trails are usually or always comprehensive enough, while 50% indicated they are only sometimes or rarely adequate, and 6% said they are never sufficient. This suggests that digital audit trails, while automatically generated, may lack important contextual information or may be difficult to interpret during investigations. The gap between system capabilities and investigative needs represents a significant control vulnerability.

QUESTION 14: What percentage of control activities are automated?

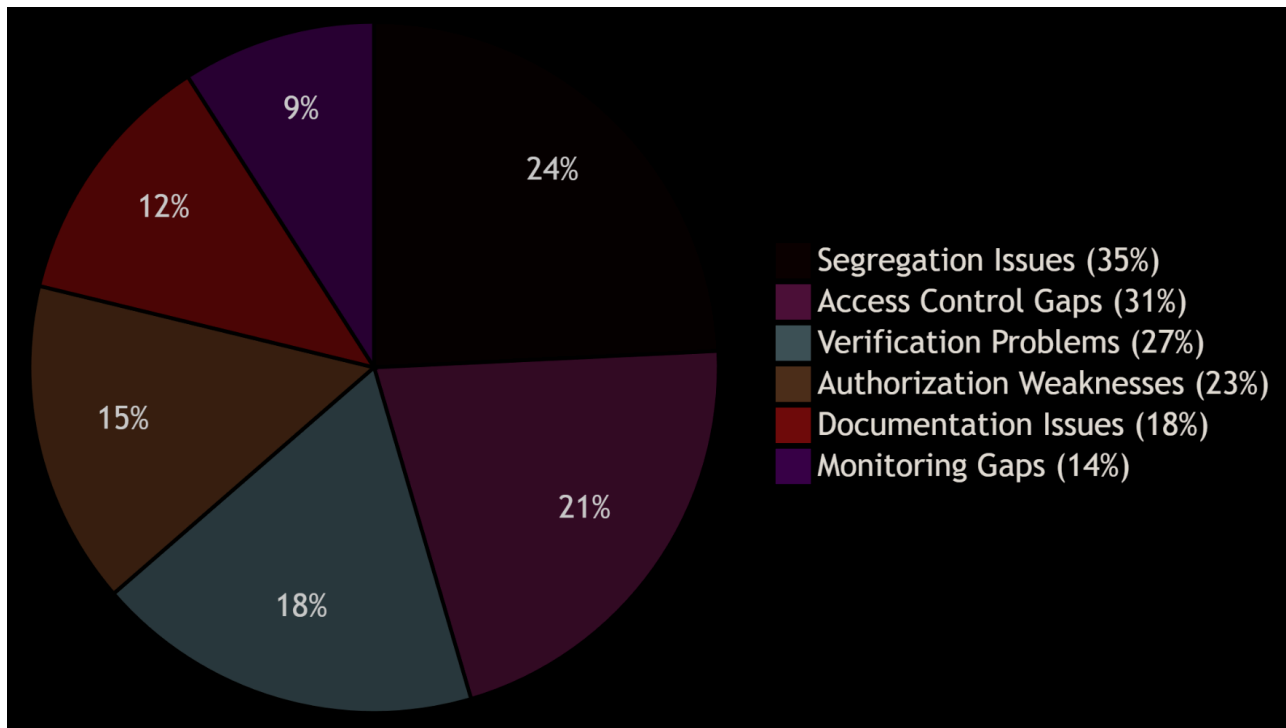
Automation Level Distribution:



The responses indicate moderate levels of control automation across the organization. The largest group (38%) reported 26-50% automation, suggesting many control activities still involve substantial manual intervention. Only 13% reported high automation levels (76-100%), while 19% reported minimal automation (0-25%). This distribution reflects the transitional nature of digital transformation in banking controls, where automation is progressing but many critical controls remain manual or semi-automated due to complexity or risk considerations.

QUESTION 15: Describe one specific internal control weakness.

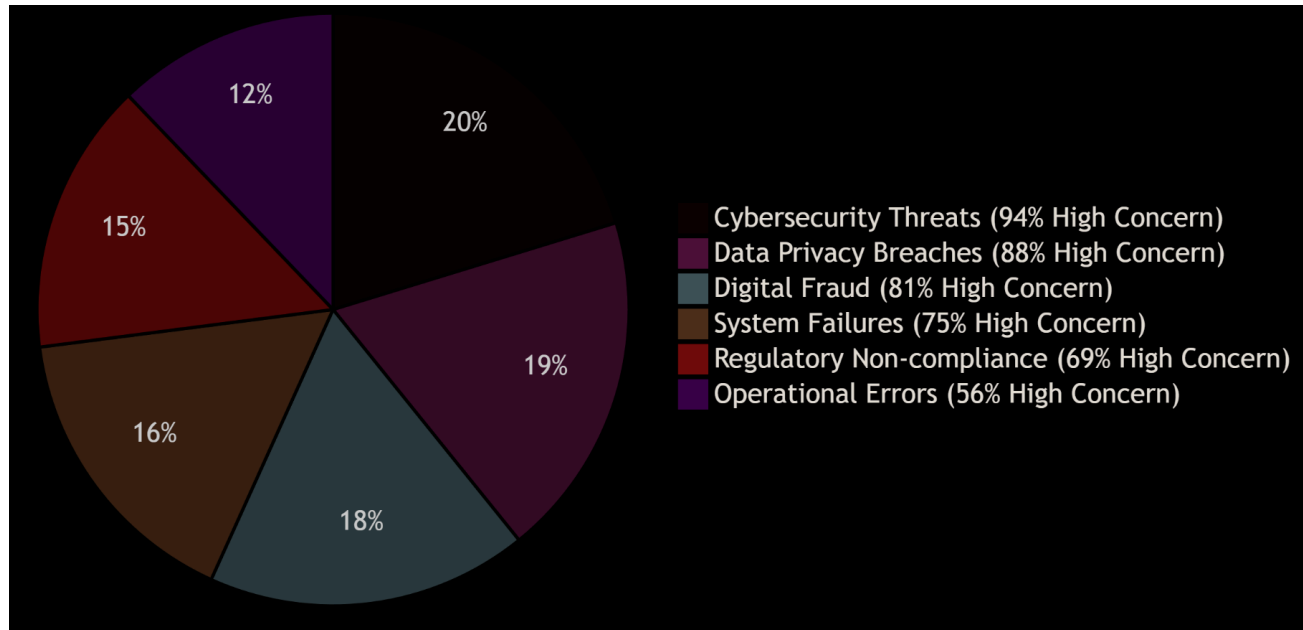
Weakness Categories:



The qualitative responses reveal consistent patterns in control weaknesses, with segregation issues emerging most frequently (35% of specific weaknesses mentioned). Access control gaps (31%) and verification problems (27%) also featured prominently. These findings align with the multiple-choice responses in Q11 but provide more specific examples of how control principles are compromised in practice. The diversity of weakness categories suggests that digital control environments require comprehensive rather than piecemeal improvements.

QUESTION 16: Rate the following risks in terms of concern level.

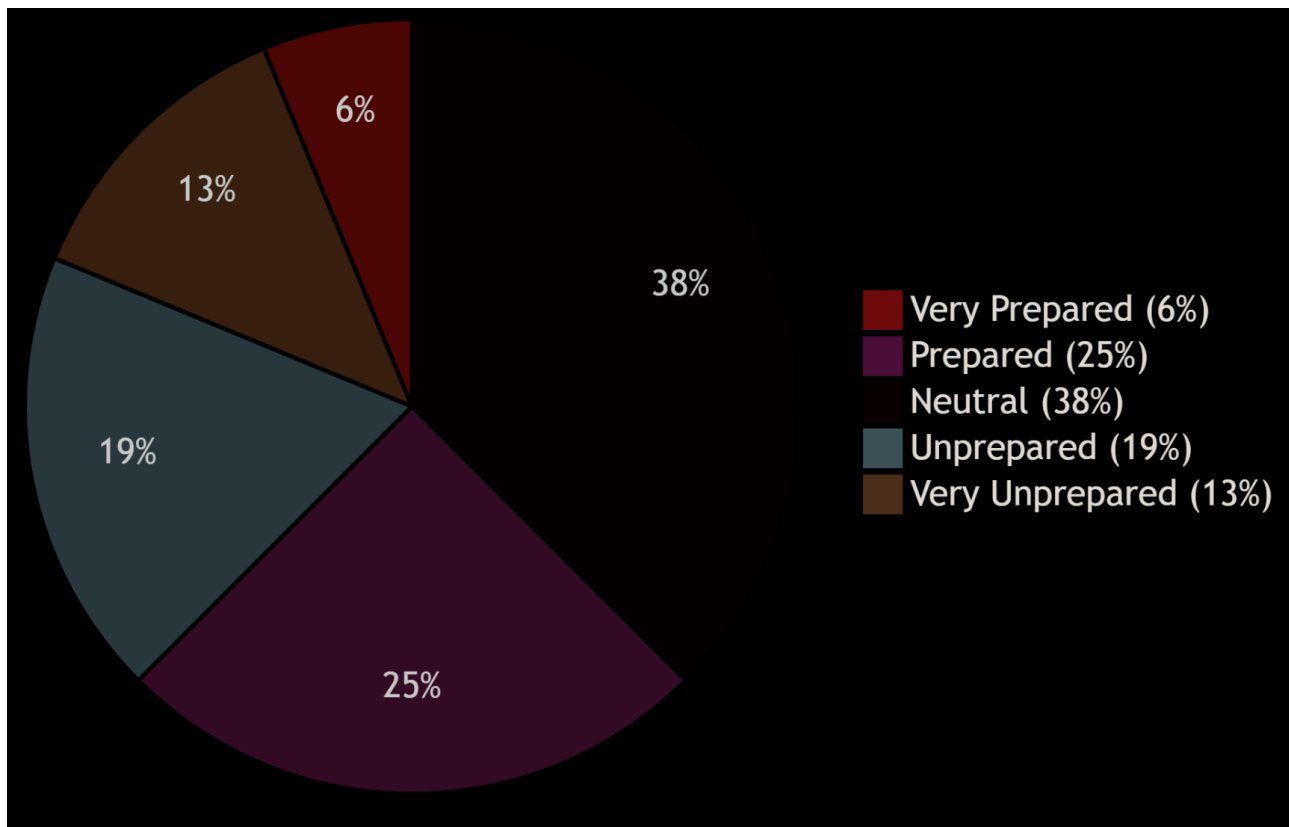
Risk Concern Analysis:



Cybersecurity threats emerged as the highest concern, with 94% of respondents rating them as high or very high concern. Data privacy breaches followed closely at 88%, reflecting growing awareness of data protection requirements. Digital fraud (81%) and system failures (75%) also represented significant concerns. The lower concern for operational errors (56% high concern) may reflect confidence in automated error prevention or recognition that human errors have been reduced through automation, though they haven't been eliminated.

QUESTION 17: How prepared is the bank to handle cybersecurity incidents?

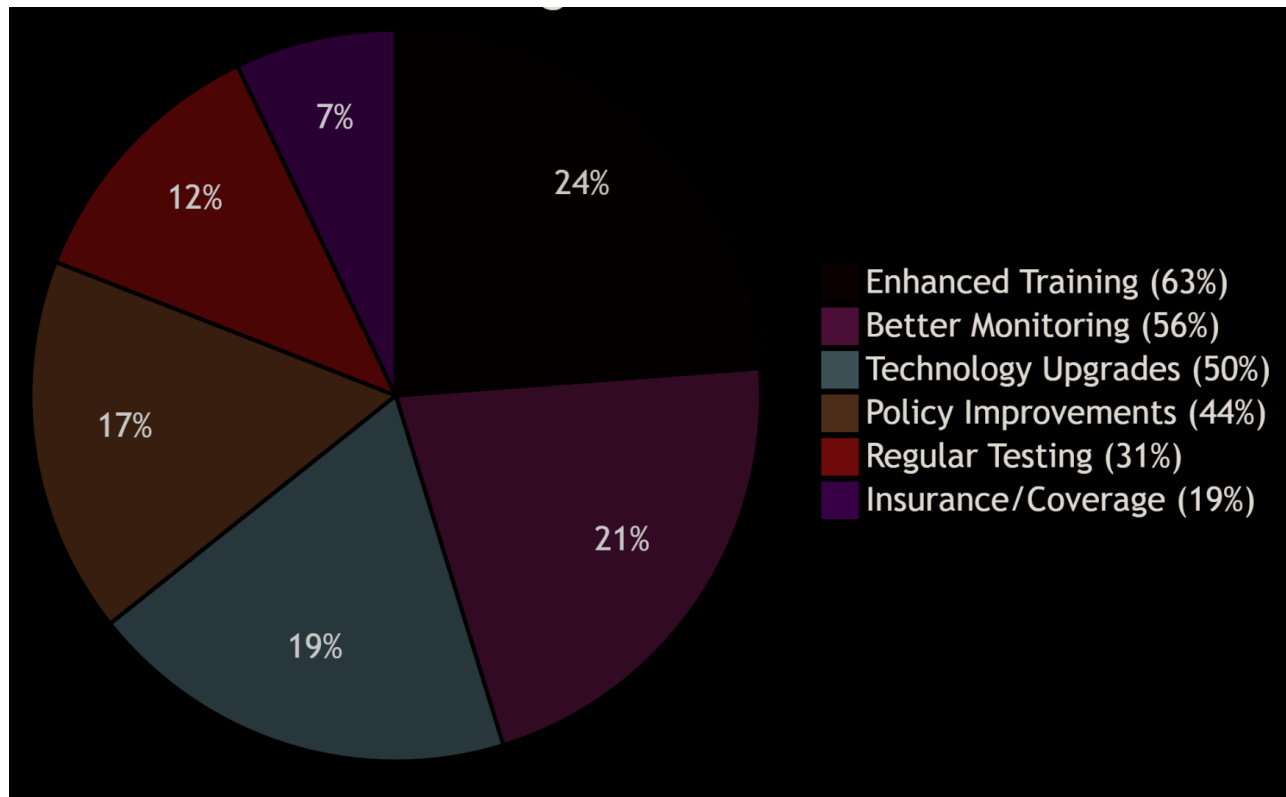
Preparedness Assessment:



The data reveals significant concerns about cybersecurity preparedness. Only 31% of respondents felt the bank is prepared or very prepared for cybersecurity incidents, while 38% were neutral and 32% felt unprepared or very unprepared. This substantial preparedness gap is concerning given the high risk ratings for cybersecurity threats in Q16. The high neutral response (38%) may indicate lack of awareness about preparedness measures or uncertainty about what constitutes adequate cybersecurity readiness.

QUESTION 18: What additional risk management measures would you recommend?

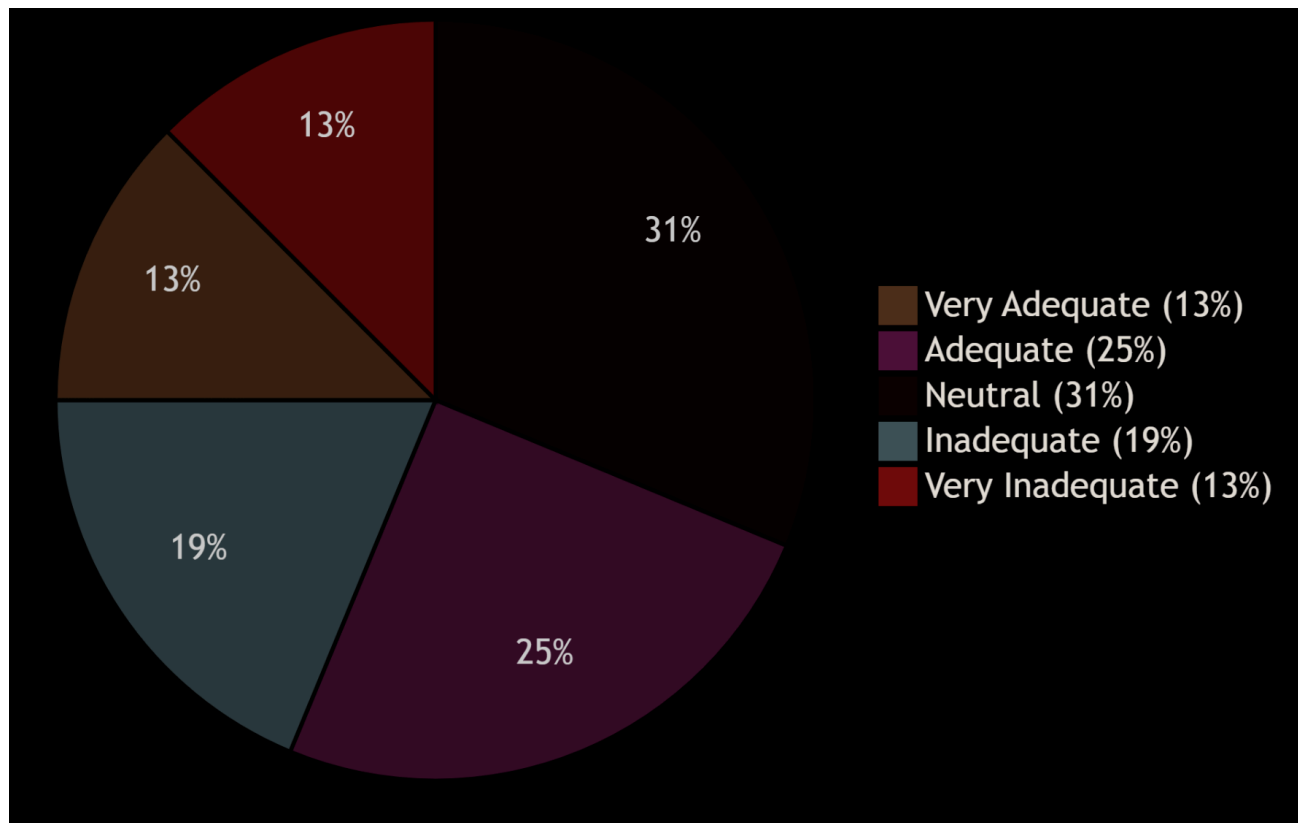
Recommendation Categories:



Enhanced training emerged as the most frequently recommended risk management measure (63% of respondents), aligning with concerns about training adequacy in Q6. Better monitoring systems (56%) and technology upgrades (50%) also featured prominently, suggesting that both human and technical dimensions require attention. Policy improvements (44%) and regular testing (31%) represent important procedural recommendations. These findings indicate that effective digital risk management requires integrated approaches addressing people, processes, and technology.

QUESTION 19: Rate the adequacy of training provided for digital system usage.

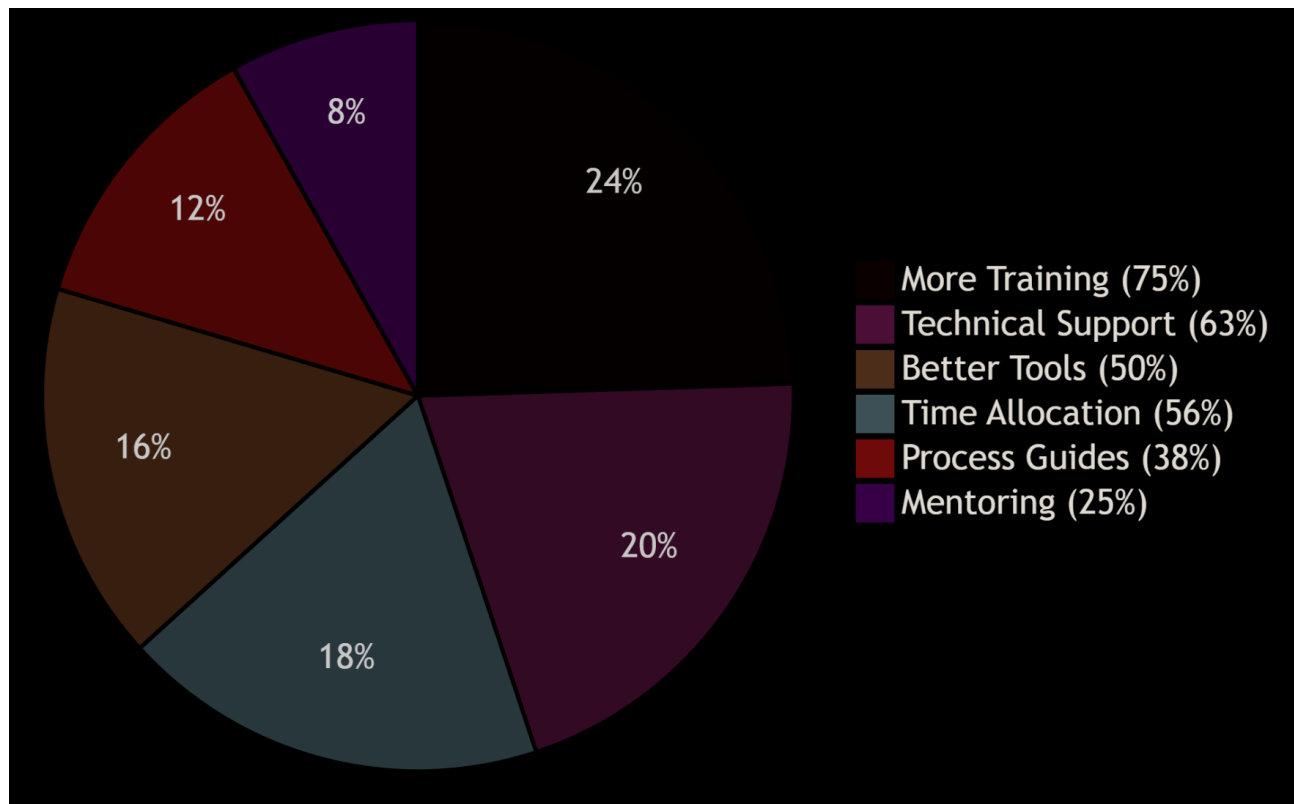
Training Adequacy Rating:



The responses confirm significant concerns about training adequacy, with only 38% rating training as adequate or very adequate. A substantial 31% remained neutral, while 32% rated training as inadequate or very inadequate. This distribution suggests that current training programs may not be effectively preparing staff for digital system usage, potentially contributing to control weaknesses and risk management challenges identified in other questions. The high neutral response (31%) may reflect staff who have received basic training but recognize gaps in advanced or specialized skills development.

QUESTION 20: What additional support would help you work more effectively?

Support Request Analysis:



More training emerged as the most frequently requested support (75% of respondents), reinforcing concerns identified in Q6 and Q19. Technical support (63%) and better time allocation for learning (56%) also featured prominently, suggesting that staff need both better resources and adequate time to develop digital competencies. Better tools (50%) and process guides (38%) indicate needs for both technical and procedural support. These requests highlight that effective digital transformation requires comprehensive support systems beyond initial system implementation.

Copy of company-provided internship confirmation/acceptance letter (attached)



Human Resources Division

HO (HRD)/ 11680 /2025

10/9/2025

Mr. Md. Nabil Hossain
Student of BBA
University of Liberal Arts
Bangladesh (ULAB)

Sub: INTERNSHIP PROGRAM

Dear Mr. Hossain,

With reference to your internship application, we would like to inform you that the Competent Authority of Prime Bank PLC. is pleased to allow you to undertake your internship with our Bank. Accordingly, you are hereby placed at the **Asad Gate Branch, Prime Bank PLC., Dhaka** as an 'Intern' for a period of 90 days with effect from **12 October 2025 to 10 January 2026**.

You are also advised to submit your Internship Report to HR Division after successful completion of your internship period along with the Performance Appraisal from concerned Head of Branch.

Please note that you will be paid **Tk. 7000/-** (Seven Thousand) only per month as allowance during your Internship period. For any partial payment, it will be calculated on pro-rata basis on your attendance considering working days.

Thanking you,

A handwritten signature in black ink, appearing to be 'Monoara Khatoon'.

Monoara Khatoon
VP & Head of Talent Acquisition & Organizational Development

Copy to:

1. The Head of FAD, Head Office, Dhaka.
2. The Head of Asad Gate Branch, Prime Bank PLC., Dhaka.
3. Office copy.

Name:	Md.Nabil Hossain
ID:	211011121
Semester (Spring/Summer/Fall)	Fall - 2025
Department:	BBA
Supervisor's Name (Faculty):	Shubhankar Shil
Project Title:	Impact of Digitalization on Accounting Processes, Internal Controls, and Risk Management: A Study at Prime Bank PLC

Nabil Hossain

14 December, 2025

Student's signature & date

Supervisor's signature & date