

Report On
Human Resources Practice at Shopfront Limited

Submitted To:

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Date of Submission: September 27, 2020

Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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LETTER OF TRANSMITTAL

September 27,2020

To,

Mr. Jubairul Islam Shaown

Lecturer, BRAC Business School

BRAC University

Subject: Internship Report Submission.

Dear Sir,

I would like to convey to you my heartiest thanks for your precious guidance and support for me to prepare my internship report. With immense pleasure, I am submitting my internship report on Shopfront Limited which was assigned me as a part of my BBA Program. I have tried my level best to complete this report with the necessary information and suggested proposals that you have provided me with.

I hope that the report will meet your expectations and would really appreciate it if you would enlighten me with your thoughts and views regarding the report. I will be always available for answering any query related to this paper.

Thank you for your support and patience.

Yours Sincerely,

.....

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BRAC Business School

BRAC University

Acknowledgement

This report would have been impossible without the valuable contributions and limitless help of several individuals. I have been benefited by many people in the completion of this report. They have generously supplied insightful comments, helpful suggestions, and contributions all of which has progressively enhanced the quality of this report.

First, my thank goes to the Almighty Allah for giving me the grace to finish this report. I would like to thank all the authors of the journals, books and articles that are secondary sources from where we have collected necessary information regarding this project.

I would like to thank my respected supervisor Akif Raihan Rahman for giving me the opportunity to perform my internship program under his supervision in Shopfront Limited. I would also like to express my humble gratitude to all of the colleagues of my team who not only helped me to prepare this report but also helped me with their guidance and by sharing their valuable knowledge. During my preparation, I did not face any major difficulty rather I enjoyed my each & every moment.

I would like to express my deepest gratitude to my respected internship supervisor Mr. Jubairul Islam Shaown, Lecturer of BRAC Business School in BRAC University, for giving me the proper guidelines to prepare this Internship Report. Without your help, this report would not have been possible to complete properly. Your support and guidance gave me the courage to make this report.

Finally, thanks to BRAC University for arranging an excellent opportunity to make an internship course work where the students are getting the ultimate benefit to make their academic learning into the experience.

Non- Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Shopfront Limited and the undersigned student at BRAC University

Executive Summary:

Human resource management, growing concern of every organization. Human resource management refers to the strategic planning on how to effectively manage and utilize the most important resource within the organization, **human**. Human resource management is a continuous process of talent hunting, recruiting, retaining, training, developing, engaging them with the organization, maintaining fair employee relation, compensating and maintaining fair rules and regulations within the organization to ensure fair work environment. Human asset is the most important asset in the organization as the success of an organization depends on the efforts the human put. But management of the human resource is very conflictual task. As for the growing need of human resource management and complexity of it, the practical study on human resource management of an organization can give more insight on this issue. To gain practical knowledge on human resource management, I have worked with human resource department of Shopfront Limited. The most data collected for the report derived from mainly primary sources. The data was collected using interview and observation methods. The sample size is more than 200. It is the number of people get hired during my working as an intern. I have observed and worked with the teams directly involved for recruitment and selection of the employees. Besides, I have also gained practical knowledge on the other human resource practices of the organization. Currently, in Shopfront Limited (ShopUp) more than 950 employees are employed in various positions. The organization also operates its' business in Singapore and India. The corporate head office of the organization is in Bangladesh from where the business of two countries are regulated. Besides, the organization which initially starts as a pure click is transferring into brick-and-clicks. It is also expanding its' distribution business aggressively by signing as a distribution channel with giant multi-national companies. For which, the organization is going through massive expansions and requiring to hire a great number of employees to handle the expanding scopes of the organization and helps it in achieving the goals and objectives and to reach out the vision it wants to achieve. The human resource department is working tremendously for coping with this huge pressure. Besides, the department is also putting greater importance on how to make the workforce more engaged and effective in their efforts. Though the recruitment and selection process and other functions of Shopfront Limited (ShopUp) getting well-structured, it still need to focus on various other issues that might cause future threats for the organization.

For which it is suggested to ensure rechecking on the requirements on new employee hiring, performance appraisal of the newly hired employees. The most important one inspecting on employee satisfaction. Though the personnel working there are highly committed and customer centric, it is important to ensure employee satisfaction to ensure higher employee engagement.

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List of Acronyms:

HRM= Human Resource Management

CEO= Chief Executive Officer

CTO= Chief Technical/Technology Officer

CFO= Chief Financial Officer

COO= Chief Operational Officer

AGM= Assistant General Manager

IT= Information Technology

E-Commerce= Electronic Commerce

F-Commerce= Facebook Commerce

E-Business= Electronic Business

Chapter-1

Introduction:

Human resource management is a nonstop cycle of staff enlisting, choosing, situating, preparing, redressing, and assessing. An associations' prosperity generally relies upon its work force. Along these lines, securing and dealing with this most significant property of the association is an undertaking of renown with incredible trouble, as Sir Kenneth Robinson, a British creator, speaker and global consultant on instruction has stated, "HR resemble common assets; they're frequently covered profound. You need to go searching for them; they're not simply lying around on a superficial level."

In 2016, ShopUp, started its journey, which is growing very fast is also getting fat in number of employees. Though being an online startup, it has a well functioned human resource department continuously working for the betterment of the human resource practices in the organization. The internship program is a partial requirement for the degree of Bachelor of Business Administration (BBA). It is the practical implementation of theoretical knowledge. This program helped us to implement the theoretical knowledge into practical work environment which will ultimately increase the quality and effectiveness of students. This program also helped us a lot to learn the practical situation of an organization. In practical life, we applied our acquired theoretical knowledge. The theoretical knowledge will be meaningful if we apply it in practical life and for this implementation, an internship program is necessary. Our conceptual

understanding, learning will be successful if we apply that knowledge in our practical work environment, otherwise the knowledge we acquired will be meaningless. To make the customer satisfied with their service, ShopUp is continuously trying their level best to improve their service quality since their foundation. They have the highest level of integrity in service providing.

1.1. Background of the Study:

E-commerce industry of Bangladesh is an emerging and a growing sector. By gaining practical knowledge on an organization belonging to the e-commerce industrial sector which is recently being transferred into brick-and-click, I am able to gather experience on how human resource practices changes frequently to be more efficient. Besides, the report “Human Resources Practice at Shopfront Limited” is prepared to fulfill the partial requirement of BBA program.

During my working as an intern, I got greater opportunity to get detailed practical knowledge on the human resource functions and how the department adapt changes frequently on its operations.

1.2. Objective of the Study:

The primary objective: of the study is to fulfill the partial requirement of BBA program to complete graduation from the department of Business Administration, BRAC University.

The secondary objective:

- To get practical knowledge on human resource management functions of an e-commerce business
- To get insight on how human resource management practices changes to adapt with frequent changes and tremendous growth in operations
- To find out the problems human resource department faces on its’ day to-day operations and its’ approach towards these problems
- To find out how they can improve their operations more effectively

1.3. Methodology of the Study:

This report is made on the basis of my practical knowledge which I acquired from my internship period. Both of my theoretical and practical knowledge I have applied to complete this report. Most importantly, some of permanent employees and my office supervisor help me in terms of gathering most of the secondary data and also provide me many important information through their experience and knowledge by which I got benefitted in preparing this internship report. So basically, I got and used the secondary data here, as some internal information are confidential and not available.

The report is fully a qualitative and descriptive research. I have tried to carry out all the human resource management practices operated at ShopUp in this

report. As there is no or very little information of the organization available as secondary data, I have to collect most of the data primarily.

1.4. Sources of Data:

The sources of data that have been used are:

1.4.1. Primary Source: The data collected for the report is mostly from primary source.

- The practical knowledge I gained while working as intern
- From other employees and upper management
- From observation of various organizational issues

1.4.2. Secondary Sources: As the organization has been launched very few years ago, there is very little information available on the internet. But I tried to collect many relevant information from various sources.

- Previous report on “Effect of Selection on Organization Development: Case of ShopUp”
- Previous report on “Effect of Selection on Organization Development: Case of ShopUp”
- Company website
- Other relevant internet sources

1.5. Sample Size: The sample size of the report is **200 (Two Hundred)** plus. While my working as an intern I have observed the whole recruitment and selection process of more than 200 employees.

1.6. Data Collection Method: Two types of data collection method I have used to collect primary data. These are:

- **Personal Interview Method:** To get more insight on the topic and the overall organization, I have carried out personal interview with Assistant Manager and other executives of human resource department of ShopUp.
- **Observation Method:** Most of the data collected are from my observation of the work the human resource department executed and also practical experience I gained there while working.

1.7. Scope of the Study:

This report covers the human resource management department of ShopUp. Though there is already an existing study on the human resource management practices at Shopfront Limited, the study is not well-structured, did not disclose various issues; as operations at the organization has gone through vast changes. This report will help to give more insight on the latest human resource practices at the organization and has a huge scope for future studies.

1.8. Limitations of the Study:

Though I got a greater learning opportunity from ShopUp, due to information being confidential there arose greater difficulty to prepare the report. Because, I had to maintain the fullest confidentiality in using the information I gathered while working in the organization. The limitations I faced while preparing the report:

- Due to matter of confidentiality, I could not share many resourceful information regarding the topic and the organization
- Due to lack of time, I was not able to gather detailed information on the operation of other departments
- As there was very poor amount of secondary data regarding the organization, I had to collect most of the information primarily

Chapter-2

Organization's Profile

2.1. Company Overview:

Shopfront Limited Aka ShopUp, the well-known name to all the micro-entrepreneurs in F-Commerce industry, stands as a brand name.

Shopfront Limited is the largest FinTech company in Bangladesh with a mission to enable millions of micro-entrepreneurs to grow. (Shopfront Limited, 2020) ShopUp, initially began with an aim to bring a revolutionary change in the F-Commerce industry of Bangladesh through providing the industry stakeholders access to finance along with a range of services which were exclusively designed for the stakeholders. But as the company grows with time, it had included various services for big giant organizations as well. ShopUp is now also working as a distribution channel for many big giant organizations. And it does not want to limit its' services to only for the F-Commerce merchants, it wants to spread all over Bangladesh. It wants to bring all the microentrepreneurs who are spread all over Bangladesh in one platform, to get all the resources needed to smooth their day to day business. It is Bangladesh's leading full-stack B2B platform for small businesses. ShopUp provides easy access to B2B sourcing, last-mile logistics, digital credit and business management solutions to small Businesses. ShopUp is currently supporting over 500k MSMEs to grow their businesses.

ShopUp is funded by **Sequoia Capital** and **Omidyar Network**.



Figure-1: Logo of Shopfront Limited

2.2. Startup History:

ShopUp started their journey in 2016 and the idea of ShopUp was from Afeef Zubair Zaman along with him there were Ataur Rahim and Sifat Sarwar. These are the people who established ShopUp in our F-commerce industry. From 2016 ShopUp has tremendous business growth and it is still developing day by day. As a startup company ShopUp creates a remarkable contribution in the e-commerce industry and providing Facebook online sellers a platform where they can run their business smoothly.

2.3. Company Achievements:

The best achievement for ShopUp from its' commencement period, is getting funded by Sequoia Capital, an American venture capital firm, as stated by one of its' cofounder Mr. Afeef Zubaer Zaman. But the achievements have not yet ended here. Recently, ShopUp has achieved the award of being, "The Best Startup of the Year-2019, Bangladesh".

Besides these achievements, ShopUp has also crossed the borders of the country of origin and spread over its' business in Singapore and India, recently. ShopUp has purchased Voonik, a giant online marketplace site based on Bengaluru, India.

2.4. Services Provided:

ShopUp initially started with services exclusively designed for only F-Commerce merchants. As it is growing up, it is including service for big giant organizations as well. And it has also opened up the exclusive F-Commerce services for the merchants who are not directly involved in F-Commerce industry. Services provided by ShopUp,

- Delivery services for merchants, both who are directly or indirectly involved with F-Commerce

- Promotion and boosting for F-Commerce merchants
- E-Loan facilities for F-Commerce merchants
- Product sourcing for merchants, both who are directly or indirectly involved with F-Commerce
- Free website facility to source and sell products
- Distribution facilities for F-Commerce merchants, merchants who are not directly involved with F-Commerce industry and for giant organizations

2.5. Vision:

ShopUp does not have any publicly stated vision statement but it has an augmenting inner vision shared with the personnel to make them more connected with it. Though ShopUp has a great intrinsic value and a passion for smoothing out a wide range of complexity in the day-to-day business of the micro-entrepreneurs, it has the simplest vision of being a **“Unicorn”**.

A unicorn is a privately held startup that valued over \$1 billion. (Wikipedia, 2020)

As there is no “Unicorn” in Bangladesh yet now, ShopUp wants to be the first one in Bangladesh.

2.6. Mission:

The underlined missions of ShopUp are:

- To enable the micro-entrepreneurs to grow faster and better
- To make it easy for entrepreneurs to get access to a wide range of services
- To establish a bridge between big giant organizations and micro-entrepreneurs
- To act as a superior distribution channel for big giant organizations
- To create a great positive impact in the economy through youth empowerment and financing

Besides above all general missions, it also has shared missions within individual teams and departments for execution of the general ones.

2.7. Slogan:

“One stop platform for small business”.

2.8. Shared Values at ShopUp:

At ShopUp, co-founders, higher management and all employees put a greater importance towards the organization’s shared values. Values here are:

- Merchant First
- Think 10x.
- Pace Over Perfection
- Own Your Number
- Disagree & Commit

2.9. Organizational Structure:

The current organizational structure or chain of command at ShopUp is as follow:

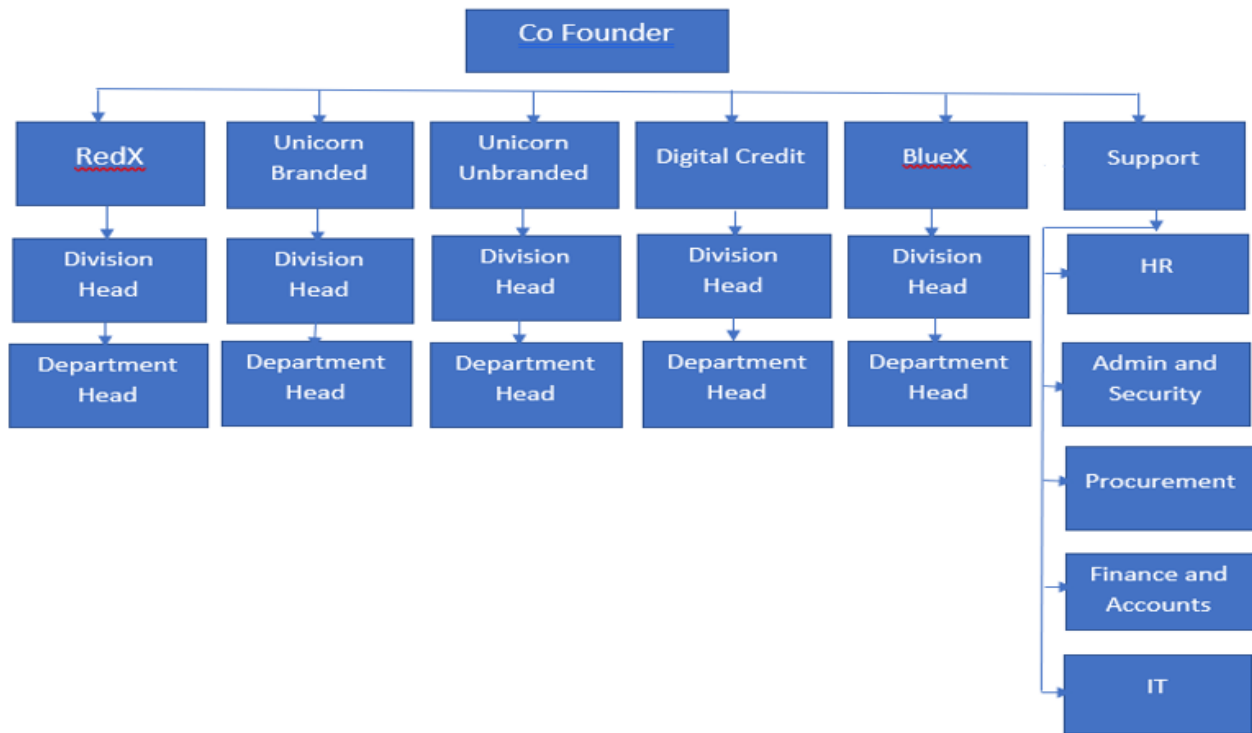


Figure 2: Organizational Structure of Shopfront Limited

Above figure shows the general hierarchy of ShopUp which may change from individual departments' functional hierarchy. At ShopUp, there are twelve (12) departments working right now. These departments are:

- Fulfillment
- Logistics
- Retail Distribution
- Commerce- Supply
- Commerce Demand Online
- Commerce Demand Offline
- Credits
- Finance & Accounts
- Human Resource
- IT
- Admin & Procurement

2.10. Organizational Culture:

ShopUp has a great organizational culture. The work culture at ShopUp is very friendly and employee engaging. The personnel working there are highly committed towards the work and organization. Anyone can talk to the chief officers without hesitation. The chain of command and flow of information is very smooth. Though there exists a hierarchy, the organizational culture evolves flat organization where flow of information is very fast and smooth.

The values, the organization established, are inherited in the culture of the organization. The work culture here is very merchant centric. The upper management and the employee uphold a friendly-relations; so that employee can feel encouraged to share his/her creative ideas

2.11. Different Wings of Shopfront Ltd.:

- **ShopUp E-loan:**



Digital Credit (DC) Unit works for financial inclusion of CMSMEs by providing embedded nano credit using digital platform. Some of the ongoing initiatives of DC: Scorecard based financing for online merchant Embedded retailer financing for FMCG retailers Supplier financing initiative Distributor based retailer financing for Unicorn Branded.

- **REDX:**



One-stop solution providing countrywide logistics support using technology. REDX not only ensures maximum delivery mileage, but also makes fulfillment, invoicing, live

tracking and other necessary tools a matter of few clicks. As a Tech-first logistics partner for the businesses, it offers:

1. Countrywide logistics support 24/7
2. Real time order tracking
3. Next Day Payment - Get direct payment through
4. Bank/Bkash on the next day of a successful delivery.

• **ShopUp Store:**



ShopUp store is the ultimate platform for MSMEs, the main goal of which is to help businesses succeed. It covers several parts and arenas of small businesses, including- Sourcing and Catalog Management, Marketing, Social Media & Customer Management, Finance & Accounting, Technology development & Integrations, Data, Report & Analytics.

• **Unicorn:**



1. Branded: Unicorn Distribution Limited (UDL) is the tech first Distribution Company for FMCG retailer Distribution. The main goal of UDL is to develop an efficient distribution channel for Manufacturer Companies and for end retailers. Retailers can order from the Mokam app from various manufacturers in a single platform according to their needs. UDL is designed

with a 360 Degree solution for retailers with financing solutions for the retailers in order to drive sales growth by pushing the right products to the right retailers at the right time.

2. **Unbranded:** Unicorn Unbranded team is a market place partner between buyer and seller. Unbranded team is working with all open sourced grocery products. This team is reaching out wholesaler, retailer, corporate client to sell grocery products. Unbranded team is introducing Mokam App (retailer's buying platform of ShopUp) to retailers and getting orders from them through it.

• **BLUEX:**



BLUEX is a reseller dropship business ecosystem where the resellers can choose from the wide range of products of various wholesalers and generate sales for those. With the effective and efficient operations and logistics support, BLUEX then processes those orders and delivers to end customers.

Chapter-3

Conceptual Framework

3.1. Human Resource Management:

In the easiest word, HRM (Human Resource Management) is a vital methodology of how to successfully oversee human asset of an association. HRM idea can be broken into three sections, human, asset and the executives to clarify it all the more obviously.

3.2. **Human:** refers to the skilled workforce in an organization.

3.3. **Resource:** refers to limited availability or scarce.

3.4. **Management:** Management refers how to optimize and make best use of such limited or scarce resource so as to meet the organization goals and objectives. (whatishumanresource.com, N. D.)

From the above statement, we can realize how much human resource management is important to make an effective use of the scarce and the most potential resource.

In short, HRM is a persistent cycle of gaining, preparing, redressing, assessing and creating human asset; keeping up reasonable relations with representatives and guaranteeing worker wellbeing and government assistance in consistence with material work law.

3.5. Importance of Human Resource Management:

Human resource management exerts strategical role in managing personnel, work environment and organizational culture. Effective utilization of human resource practices in the organization can put a greater contribution in the effective utilization of the human resource and accomplishment of overall organizational goals and objectives.

The importance of human resource management practices in any organization can be listed with the below points:

- To hire the best potential talent for the required job positions
- To secure high employee retention rate
- To ensure personnel working can provide high potentiality
- To develop employee potentiality
- To control labor costs
- To maintain effective work environment and good organizational culture
- To maintain labor law and to avoid legal action for any discrimination
- To ensure employee safety
- To avoid unfair labor practices

If human resource is compared with blood of an organization, then human resource management can be said to be the procedure to ensure smooth circulation of blood.

3.6. Human Resource Management Functions:

Generally, human resource management is concerned with hiring, motivating and maintaining employee within the organization. But more precisely human resource management practices include more than these functions. The human resource management functions are described more precisely below:

3.6.1. Human Resource Planning:

Human resource planning is the initial step in human resource management. It refers to the planning of future demand for and supply of the potential human resources. The function ensures that right type and number of employees are available to accomplish the organizational goals.

The human resource planning steps includes two things, demand forecasting and supply forecasting.

A demand is forecasted on quality and quantity of people required to meet the job needs. The demand is forecasted using either of the below methods:

- **Trend Analysis:** Trend analysis refers to the technique used in technical analysis based on recent or past trend and predicts the future need of employees. Employee turnover ratio and retention rate trends are two of the most common analyzed tools.
- **Work Study Techniques:** Work study techniques refers to the work measurement, workload analysis and techniques on either how to increase employee productivity or to forecast the employee need.
- **Delphi Method:** Delphi method is a technique where forecast and judgements on employee need or on productivity from group of selected experts, are gathered and summarized to forecast the future human need.
- **Managerial Judgements:** This method includes two types of approaches; bottom-up approach and top-down approach. In bottom-up approach, lower-level managers send the departmental requirements of human resource.
 - In top-down approach, the higher-level managers forecast the overall human resource requirements within the organization and of various departments.

These are most commonly used tools to forecast human resource demand.

Supply forecast helps to analyze whether the human resource demand will be externally or internally sourced or it can be solved by any other means (such as- training or use of modern technology to automate a function).

3.6.2. Job Analysis:

Job analysis refers to the study and collection of various important information on the job position for which personnel is needed. The immediate products of job analysis are job description which includes job responsibilities, reporting relationship, working conditions and supervisory status and other related issues regarding the post, and job specification which refers to skills, knowledge and ability to carry out the job prepared based on the job description. Job analysis is the most important part among human resource functions as it is used almost in every function.

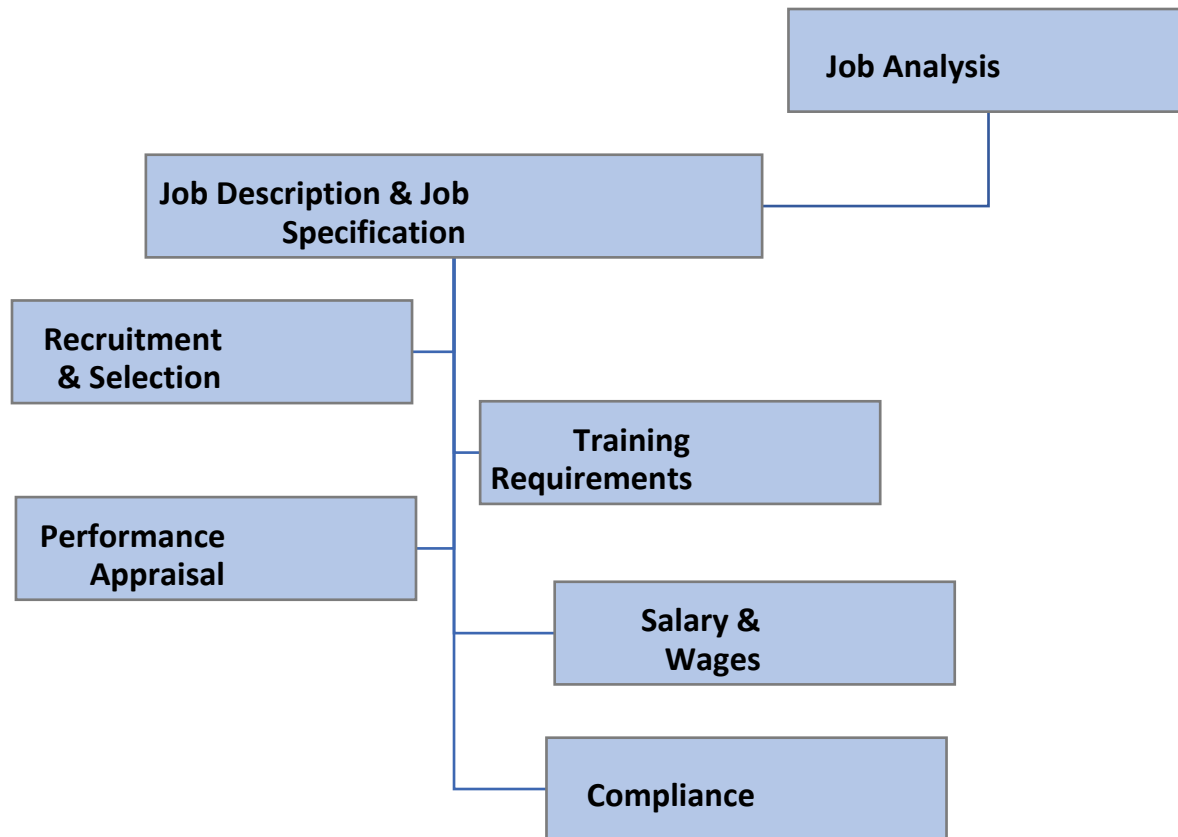


Figure-3: Flow of job description and job specification

3.6.3. Recruitment and Selection:

Recruitment is a positive process of finding and attracting potential applicants for a job position; on the other hand, selection is a negative process of selecting one or few candidates from thousands and sometimes millions of applicants.

Recruitment includes three (3) steps. These are:

- Deciding whether to recruit internally or externally
- For internal recruitment, publicizing of the job post to the internal employees or rehiring employee who left
- For external recruitment, job posting using external source. Job is publicized externally wither using internet, advertisements, hiring employment agencies or college recruiting
- Creating candidates' pool

Selection process is the opposite of recruitment process. In recruitment, it is ensured to include as much candidates as possible. On the other hand, in selection process, it is ensured to select the most desired candidate excluding all the candidates below expectations of the organizations.

Selection includes the following seven (7) steps:

- **Preliminary Interview:** An initial interview is taken for various job positions. For some positions only initial screening is enough to decide whether to hire or reject a candidate.
- **Selection tests:** There are many test tools available to test employee ability, attitude, personality and aptitude. In modern time of technology, almost every selection test is held online or taken automatically using software tools.
- **Employment Interview:** After screening out few potential candidates for the job position, another interview takes place where salary is negotiated and potential candidates are communicated various important issues regarding the job.
- **Selection Decision:** After screening out of all the potential candidates, final decision is taken on which candidate to hire.
- **Medical Examination:** For many job positions, medical examination is taken. It is specially very important for government job positions.
- **Job Offer:** Finally, job is being offered to the potential selected candidate(s).
- **Employment Contract:** An employment contract is prepared and signed by both the parties, authority of the organization and hired employee.

3.6.4 Performance Appraisal:

Evaluation of employee performance is very important task in human resource management. There are several methods available for performance appraisal. These are:

- **Graphic rating Scale Method:** It is the simplest and most popular method of performance appraisal. In this method, several job dimensions are listed in a graphical scale ranging from below expectation to outstanding traits. Supervisor scaled each subordinated based on his/her competency.
- **Peer Review:** In peer review, employee with similar job responsibilities give a review report or feedback on each other's performance.
- **360-Degree Feedback:** It is the most popular modern appraisal tool. In 360-degree feedback method, each and every employee in the organization appraises his/her manager, peers/teammates, customer, suppliers and also does a self-evaluation.
- **Behaviorally Anchored Rating Scale (BARS):** Behaviorally anchored rating scales (BARS) helps to bring out both the qualitative and quantitative issues in a performance appraisal process. In BARS, employee performance is compared with specific behavioral examples that are anchored to numerical ratings, and thus an employee is appraised.

Besides, the above-mentioned tools of appraising, there are various other tools that are used, alternate ranking method, forced distribution method, assessment center method, essay method and other psychological appraisal tools.

3.6.5. Training and Development:

Training and development are one of the most important function to make employees more skilled and potential; so that they can provide better result. This function allows employees to acquire new skills and knowledge to perform their job effectively. It also helps employees for higher level responsibilities.

There are various types of training methods:

- On-the job training
- One-to-one mentoring
- Internal or external training sessions
- Videoconferencing
- Computer-based training

3.6.6 Compensation Administration:

Compensation is the both cash and non-cash benefits that are provided to the employees in exchange of their efforts. Though the value of the efforts of employees is hard to determine, human resource department determines a justifiable pay scale for various job positions. Salary, incentives, bonus and other related cash and non-cash benefits are part of compensation policy.

3.6.7 Employee Health and Safety:

Various employee safety and health related issues are maintained in an organization. It is important in each and every organization to maintain employee health and safety issues while working.

In Bangladesh, employee health and safety measures are determined by “Bangladesh Labor Law (Amendment) 2013” which are strictly applicable for all the organization.

3.6.8 Personnel Record:

In the personal recording, all the employee related information including employment contract, employment history, important personal documents are recorded and maintained for future need and to avoid any other legal actions.

It is very for every organization to keep a track of the employees employed in their organization. In modern HRM practices, various personal recording software is used for this purpose which popularly known as HRIS (Human Resource Information System).

3.6.9 Employee Engagement:

Employee engagement refers to the measurement of the extent to which an employee feels passionate towards the jobs and committed to the organization.

Though employee engagement was not a fundamental human resource functions, organizations are putting higher importance on employee engagement.

Higher employee engagement ensures:

- Higher productivity
- Higher retention
- Lower absenteeism
- Higher customer satisfaction
- More structured working environment
- Ultimate rise in the profitability level

3.7. Challenges in Execution of Human Resource Management Practices:

The challenges human resources department most commonly faces are:

- Hiring the best candidate within the budgeted compensation package
- Engaging employees with their jobs, organizational values and culture
- Managing fair employee relations
- Enabling employees to embrace changes
- Making employees accustomed with new policies and practices
- Strategic planning on employee development for making them future oriented These are the most common HR challenges human resource department faces while conducting HR practices.

3.8. E-Commerce:

E-commerce or Electronic commerce refers to the trading of products and services using technology. It is a broadened concept which also includes, f-commerce, mobile commerce, electronic funds transfer, online transaction processing, internet marketing and other related modern electronic commerce. E-commerce business may include all or some of the following:

- Websites for online shopping for both retail and wholesale buyers
- Business-to-business buying and selling using online platforms and transaction
- Online marketing services using various online platforms
- Gathering demographic data using various online platforms
- Providing online or digital payment services

3.9. F-Commerce:

F-commerce which stands for the term “Facebook Commerce” is the one of the most popular business domain right now. F-commerce refers to the facilitating or executing of sales transaction using Facebook platform.

In Bangladesh and throughout the world, the popularity of F-commerce is growing. As it is very easy to start a f-commerce site due to high technological advancement in digital payment systems, digital transactions system, easy access to logistics services within and across borders.

3.10. E-Business

E-Business stands for Electronic business which refers to the use of the web, internet, intranets, extranets or combination of various platforms in conducting business. E-business and e-commerce may seem similar in terms, but e-business goes beyond the simple buying and selling of products and services online. It exerts a much wider range of businesses processes, such as supply chain management, digital payments, electronic order processing and customer relationship management.

3.11. Pure Click:

Pure click refers to the business which conduct the business purely online; does not have any offline presence

3.12. Brick-and-Clicks:

Brick-and-Clicks refers to the business that operates both online and offline. The organization have both online and offline presence. In recent times most pure click organization turns into brick-and-click while expanding. It depicts the expansion stage of many pure click businesses

Chapter-4

Findings and Analysis Human Resource Practices of ShopUp

4.1 Human Resource Department of ShopUp:

Human resource is the most important property within any organization as the success and image of any organization depends on it. To handle this most important property and smoothen out the execution of human efforts, Human Resource department plays an important role within any organization. At ShopUp Bangladesh, the Human Resources department consists of 11 personnel

who are assigned to handle the recruitment and selection process, training and development, compensation and appraisal, employee engagement and human resource policies. As ShopUp has been launched few years ago and is a growing company, the Human Resource department is becoming more structured in their operation recently. And the department is undergoing through various significant changes in its' operational activities recently.

The Human Resource department in Shopfront Limited Bangladesh also oversee the human resource practices of its' India wing until full hand over of the task to the designated personnel assigned to handle the Human Resource department of India.

4.2 Human Resource Department Functional Structure:

The functional structure of Human Resource department of ShopUp is as follows:

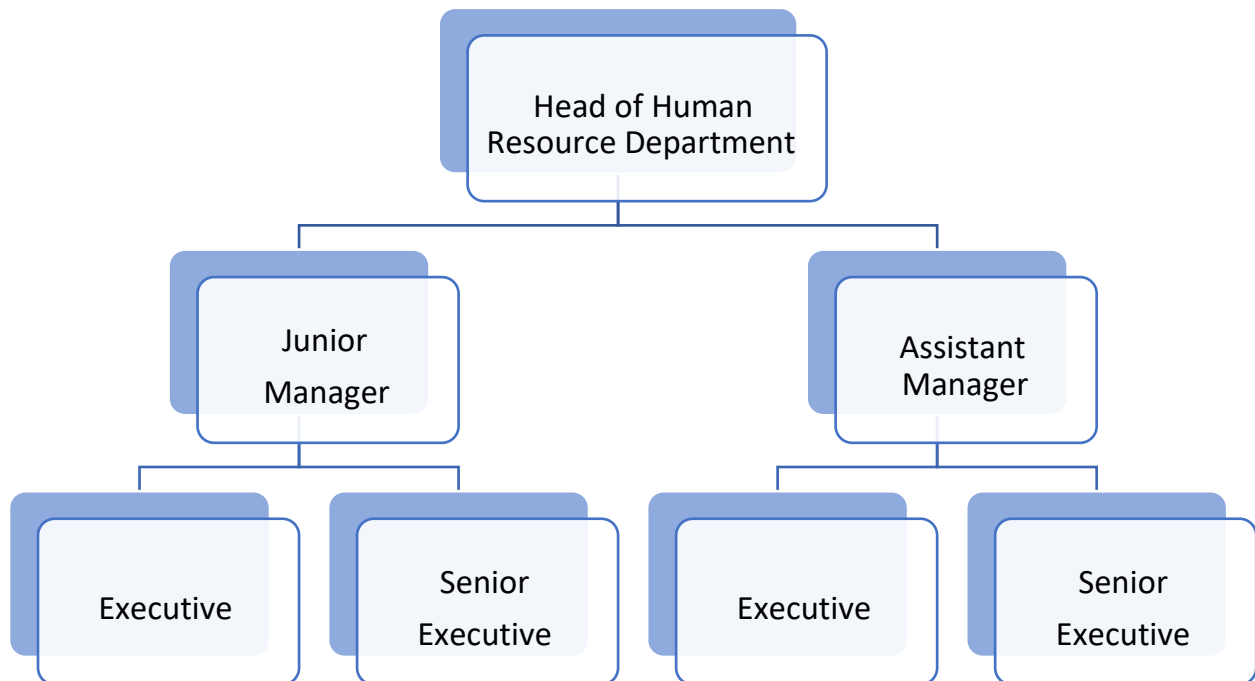


Figure-4: Human Resources Department Functional Organogram

4.3 Human Resource Management Functions:

ShopUp has been launched few years ago and is growing with a great velocity. Many significant changes are taking places within every departments, as well as in human resource department. The functions that are employed in the human resource practices at ShopUp are:

- Recruitment and selection
- Compensation
- Performance appraisal

- Training and development
- Ensuring employee engagement

These practices have been described precisely in the subsequent sections.

The human resource practices at ShopUp is not well-structured right now. But the human resource department is working tremendously to make the functions more structured and include other human resource practices required to help employee to adapt the changes within the organization and to ensure employee performance efficiency.

4.3.1 Recruitment and Selection Process:

Among all the functions of the Human Resource practices, recruitment and selection part is the most significant one. As selecting the best candidate out of a pool of best candidates highlights the future success of the organization.

The recruitment and selection process of ShopUp consist of several stages that magnifies the importance of the process. The steps involved in the before hiring process are:

- **Employee/Personnel Requisition:** Employee or personnel requisition from departments, created by either replacement, resignation or due to expansion of operational scope is the first stage of recruitment and selection process which encompasses the human resource planning stage.
 - At this stage, ShopUp Human Resource department maintains an “**Employee Requisition Form**” for new hiring from the respective departments.
 - In employee requirements forecasting, both bottom-up and top-down approaches of managerial judgements and trend analysis tools are used.
- **Job Description Preparation:** A **JD (Job Description)** is prepared for the respective job need created. To prepare JD, assigned HR personnel do a job analysis on the job position. For which the assigned do a discussion session with the supervisor of the job position or similar personnel working at the position. Job description also helps personnel assigned in every stage to screen out the effective candidates for the position. A job description includes:
 - Job responsibilities
 - Key Performance Indicator (for internal use only)
 - Supervisor
 - Requirements for the position
- **Job Post Publication:** A job post is published in various job posting platforms. ShopUp uses various platforms for job post publication. **Smart recruiters** are the main platform used for job posting. Besides, **BD Jobs, Career jet** and **Glassdoor** are also used as job posting platform. Recently, **LinkedIn** is also being used.

Social media platform (such as-Facebook) is also used for job post publication to connect to young generation. ShopUp has both career site and Facebook-career page through which anyone can get information about the available job.

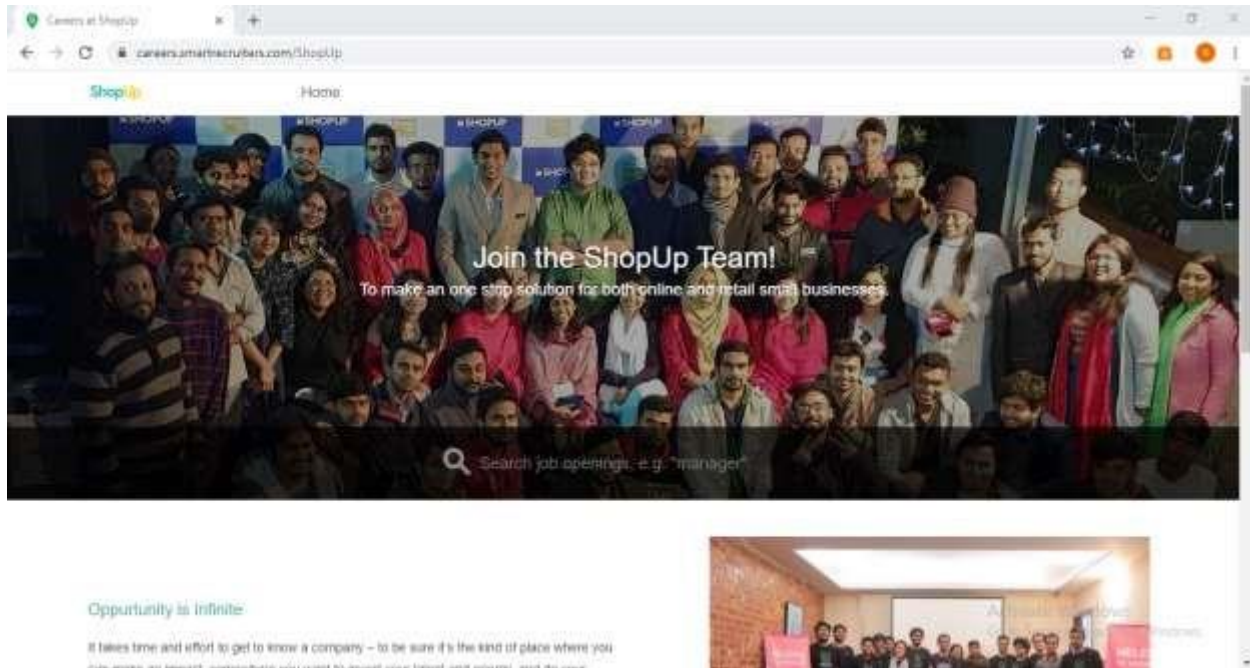


Figure-5: ShopUp Career-Site (Smart recruiters)



Figure-6: ShopUp Career-Page (Facebook)

- **CV Pool Creation:** A CV pool is created through collecting CV from various job platforms.
- **Initial Screening:** Initial screening is done by CV sorting by designated human resources personnel. At this stage job description plays a significant role for initial screening as it helps to guide in understanding the role the candidate will play in the organization.
 - The human resources department follows a structured process for initial CV screening and thus, they can find out the best potential candidates' pool for the respected position. They put importance on four (4) things, experience and relevant experience, education, relevance with the organizational values and expectations of the particular candidate. Shortlisted CV pool is then sent to the respective departments for further screening.
- **Initial Interview:** Initial interview is done either by Assistant Manager or Head of Human Resources department or Senior Manager of the respective departments.

For lower positions which do not influence the strategic decisions of the organization, only initial interview is the last stage of the recruitment and selection process.

- **Assessment:** Assessment was initially done for fewer positions. Recently, for many positions influencing strategic decisions either directly or indirectly assessment is becoming compulsory.
 - Various types of assessment practices are followed at ShopUp. Typing speed test, GLA (Leadership Growth Assessment), personality test, aptitude test, excel test, case study, group-discussion and role-play are some of the assessment tools used in ShopUp.
- **Final Interview:** Candidates passing out the assessment are set for the final interview with respective department head and CEO (Chief Executive Officer).
- **Selection:** Finally, candidate crossing all the stages and proving his/her potentiality is get selected for hiring.

After hiring process steps are:

- **Offer Letter:** An offer email is sent to the selected candidate with an “**Applicant Information Form**” to fill out the form with his/her required information for joining.
- **Confirmation and Other Required Task:** After getting confirmed from the respective candidate, it is informed to every required departments (such as- IT, Admin & Procurement) to know about the joining of the new hired personnel; so that they can ensure the asset and other requirements needed for the new hired personnel.

- Contract/appointment paper signing, documents collection and making acquaintance of the newly hired personnel to his/her respective department.
- Personal employee file recording with the information provided by the personnel.
- **Orientation:** For every newly hired personnel, orientation program is held to let him/her know about the organization thoroughly; so that he/she can get more insight on the organization affairs. Through this full rigorous-process a new employee is hired.

4.3.2 Compensation Policy:

At ShopUp, personnel are paid on grade basis. A salary grade is a predetermined compensation level for a given position within an organization (Mighty Recruiter, 2020). The compensation level depicts a salary range that is set within each organization. The salary grade of one organization differs from other. A sample salary grade followed at ShopUp is:

Grade	Track
A	Assistant Manager
B	Deputy Manager
C	Manager
D	Senior Manager
E	Assistant General Manager
F	Deputy General Manager
G	Additional General Manager
H	General Manager
I	Director
J	Executive Director
K	Managing Director/CEO/CFO/CTO/COO

Figure-7: Sample Salary-Grade at ShopUp

4.3.3 Performance Appraisal System:

Performance appraisal provides every employer to get insight on the performance of every individual employee. Recently, ShopUp has included the appraisal system in its' human resource practices. Very recently the Human Resource department has concluded their first employee performance appraisal successfully. At ShopUp, performance appraisal is done on half-yearly basis; so that they can keep a track on employee performance more frequently. Two methods have been used in the recent performance appraisal. The methods they followed are: KPI (Key Performance Indicator)-based system and peer-to-peer review system.

- **KPI-Based Appraisal System:** For every job position, some predetermined quantifiable metrics are set as KPI (Key Performance Indicator) for the responsibilities that are executed in each position. These metrics are expressed in percentage. During appraisal, individual predetermined KPI's are checked against the actual outcome of his/her performance. Thus, individual employee is appraised on the basis of his/her performance. Here in this process, three steps are followed:
 - First, some quantifiable metrics are set against the key responsibilities/performances that are executed on individual job position
 - Second, individual employee performance is compared with these KPI set earlier
 - Third, feedback is given towards the individual employee and either reward is given or other necessary measure is taken as per the result
- **Peer-to-Peer Review System:** Here in this process one or more peer of an individual employee within a work team review his/her behavior and other ethical issues. Thus, it helps to evaluate that individual employee's personality at work.
- Besides these two methods of appraisal, human resource department at ShopUp also celebrates value-week monthly. Wherein individual employee is appraised against the values of the organization; how well each employee inherits these values is measured and reward is also given. The value-week is held monthly to make the value more connected with every employee working in the organization.

4.3.4. Training & Development:

Till now from the commencement date of the organization, there is no formal training sessions have been arranged for the personnel. Rather they are provided on-the-job trainings and get chances to have one-to-one mentoring from their respective supervisors.

But, ShopUp Human Resources department has a future plan for employee training and development which is confidential.

4.3.5. Employee Engagement:

Employee engagement is far difference and from employee satisfaction. While employee satisfaction depicts an employee's contentment, employee engagement depicts an employee's motivation level, connection with and commitment towards the organization.

At ShopUp, employee engagement is put high importance. As human resource practices are undergoing through significant changes recently. Human resource department is establishing various employee engagement practices for the personnel who are tremendously working for the growth of the organization to connect them more with organizational shared vision, mission and values it upholds. Annual picnic to reenergize personnel from monotonous work life, values-week to connect personnel with organizational shared values, quarterly held townhall to share organizational updates are some of the tools the human resource department uses to ensure high employee engagement within the organization.



Figure-8: ShopUp Annual Picnic



Figure-9: Values-Week Rewards for Employees

Chapter-5

Conclusion & Recommendation:

5.1 Conclusion:

From my observation of 45 days working at ShopUp, it is realizable that the greatest strength of the organization is the highly committed workforce who are highly customer centric. And there exists a strong relationship between the work force and the organization. The human resource department tremendously works for more employee engagement and more efficiency of the human resource practices. Recently, the department has started working on making the practices more structured and employee friendly.

The internal mission of the human resource department is to make the personnel more connected with the organizational values; so that they can best serve the customers and also to ensure fair - play policy and friendly work culture; so that the personnel can easily share their innovative ideas.

5.2 Recommendations:

As ShopUp has become the largest FinTech company in Bangladesh and along with this, it is also moving to become one of the largest distribution-channel for the giant organizations in the country, the number of personnel is also increasing to accomplish the augmented mission of ShopUp. From my observation while working with ShopUp as an intern, I would make some recommendations for the organization which are as follows:

- To recheck before they go for hiring whether the need for personnel has been actually created or it is due to negligence or any other technical issue
- To make monthly or at least quarterly inspection on the employee getting hired; to ensure that the personnel getting hired are actually fulfilling the needs required to fulfill by them
- Though the personnel working there are very committed and connected with the organization; still evaluating employee satisfaction and feedback on improvements on half yearly basis or at least yearly basis may make the connection stronger and will help to improve the functions effectively

Chapter-6

Appended

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