

Report On
HR Practices of Apex Footwear Limited

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School]
Brac University
June 2020

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Declaration

It is hereby declared that

1. The internship report submitted is my/our 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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Ruaida Maksud Muna

Student ID: 16104101

Supervisor's Full Name & Signature:

Mr. Syed Mahfujul Alam

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

19th June 2020

Mr. Syed Mahfujul Alam

Lecturer

BRAC Business School

BRAC University

Sub: Submission of Final Internship Report

Dear Sir,

I am submitting my internship report on “HR Practices of Apex Footwear Limited” with due gratefulness and admiration. This report was part of my assignment during my internship at Apex Footwear Limited. It is my pleasure to carry out the internship report under your supervision. As a requirement of preparing an internship report, I have selected “HR Practices of Apex Footwear Limited” as my core concentration. This report is based on my practical experience during my internship program. I have prepared the report through working with my supervisor (at AFL) and consulting with you as an academic supervisor. I will be grateful enough if you kindly accept my report. I would like to request you to accept my Internship report for further assessment.

Thank you for your kind consideration and guideline.

Yours sincerely,

Ruaida Maksud Muna

ID: 16104101

BRAC Business School

BRAC University

Non-Disclosure Agreement

This agreement is made and entered into by and between Apex Footwear Limited (AFL) and the undersigned student Ruaida Maksud Muna at BRAC University.

Student's Full Name & Signature:

Ruaida Maksud Muna

16104101

Supervisor's Full Name & Signature:

Asadujjaman Munna

Executive, Apex Footwear Limited

Acknowledgement

Achievement of the internship report is the result of the commitment and contribution of various individuals. Exceptional gratitude to the individuals who set aside the effort to share their direction and proposals to improve the report.

First of all, I would like to express my deepest appreciation to my honorable teacher and internship supervisor, **Mr. Syed Mahfujul Alam, Lecturer, BRAC Business School, BRAC University** for giving me her helpful guideline and valuable time. I am appreciative to him for his ceaseless help, persistence and criticism that helped me to sorted out the report appropriately.

Second, I express my sincere gratitude to **Apex Footwear Limited** and its employees who provide the platform to complete my internship successfully. Special thanks to, my in-line supervisor **Mr. Asadujjaman Munna**; Human Resource Executive, **Md. Jakaria Sumon**; Assistant Manager- Human Resources; and **Syed Ashiqul Alam** who has directly guided me during my internship and also in preparing this report. I would also like to express my gratitude to **Lutfun Nahar Joya** (Assistant General Manager HR) who has helped in my queries.

Last but not the list I am thankful to my institution **BRAC University** that helped me by providing good environment and facilities.

Executive Summary

Apex Footwear Ltd. is a well - realized association in shoe fabricating Industries in Bangladesh. Apex has accomplished a decent HR practice in both the corporate office and Factory. Official Members of Apex Footwear Ltd. have given due worry to the exercises of their representatives giving propelled preparing, detailing remuneration strategy, vocation opportunity and so on. Here I decided on this well-known association to make an investigative examination on its HRM practice so it enhances our hypothetical information on HRM with commonsense perspectives and working frameworks including HRM.

This report is separated into five parts. The primary part of this investigation manages presentation that presents the birthplace of the examination, the destinations, the noteworthiness and extent of the examination and restriction of the investigation. The subsequent section covers the company profile where I briefly talked about the company profile, its products, branches, CSR activities etc. The third section is about the hypothetical structure of the HR Practices of Apex Footwear Limited where I talked about recruitment and selection, training, compensation and performance appraisal process. So as to comprehend the association on which the investigation is continued, the fourth part of the examination manages the analysis and findings of Apex Footwear Limited. According to the findings, I tried to give some recommendations for those findings in the similar chapter as well. In the last chapter I wrapped up my whole investigation of the report.

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List of Acronyms:

AFL- Apex Footwear Limited

AAFL- Apex Adelchi Footwear Limited

IFS- Industrial and Financial Systems

CEO- Chief Executive Officer

COO- Chief Operating Officer

Chapter-01

Overview of Internship

1.1 Student Information:

Name: Ruaida Maksud Muna

ID: 16104101

Program: Bachelor of Business Administration

Major: Human Resource Management

Minor: Finance

1.2 Internship Information:

Period: 9th December,2020- 19th March,2020

Company Name: Apex Footwear Limited

Department: Human Resources Department

Address: House 6, Block-SE(D), Road no-137, Gulshan-01, Dhaka.

1.2. Internship Company Supervisor's Information:

Name: Asadujjaman Munna

Designation: Executive Department:

Department: Human Resources Department

Job Scope:

Job Responsibilities: Since I was assigned in the Human Resources Department of Apex Footwear Limited, I did work with the HR team in the payroll and recruitment sector mostly. My first task was there to put the newly recruited employees general and payroll information to the IFS software. The hardcopies of these files came to me from another sector, then from those files, I needed to put information there. Besides, I regularly needed to put the leave/absence datas to the IFS Software. One fun task that I was given to was writing business letter. The letters were mostly written in Bangla. We had learned how to write business letters in one of our courses but it was something different.

For the recruitment session, I solely announced internship opportunity to some of Facebook groups and then the interested candidates sent CV's to me. My supervisor told me to sort these CV's for him and I did that according his instructions. Besides on February 11th, I went to a career fair hosted by Independent University. There I represented Apex Footwear Limited with one of HR Executives, Mehnaz Alim. That was one of the most fun experiences because I was answering all of their queries about job and internship opportunities of the association.

1.3 Internship Outcomes:

Student's contribution to the company: While being a part of the HR team of Apex Footwear Limited, I got the opportunity to contribute a lot in the HR activities. For example: I did take part in the recruitment session by sorting the CV's for my supervisor, also I did co-ordinate the candidates while my supervisor was interviewing them. Since my main task was to put the employee information to the IFS Software, I did my work in time efficiently so my boss did not have to recheck them. Besides, I did take part in the career fair hosted by Independent University on February 11th. There I represented Apex Footwear Limited with one of HR Executives, Mehnaz Alim. On that day, we collected hundreds of CVs of those candidates who were interested for the upcoming positions.

Benefits to the student: While in my internship period, the activities that I was assigned helped me in many ways both personally and professionally. Professionally I did understand how a footwear company of Bangladesh work. Since I practically worked with the HR team in the payroll and recruitment session, I got to know how these works. I got a brief training in Microsoft Word and Microsoft Excel, conducted by my supervisor. After the training, I did learn various technical works on Microsoft excel and Word. Besides, I did get to know how the recruitment and selection process happens, how to work under pressure, how to brush my skills as a HR employee etc.

Problems/Difficulties faced during the internship period: I did not have to face much problems because of how cooperative my supervisors used to be. Other than that, the main problem that I faced during my internship period was their server problem. Since most of the time I had to work on the IFS Software, sometimes it did not work well. Few times, the server went down while I was putting the employee information. Because of that, I had to reenter that information.

Another problem that I faced was my previous intern did extend his internship period and because of that I had to join while my final exam was happening.

Recommendations: For students who are looking for internships in future, I would say that AFL would be a great choice. Not taking too much pressure would be a recommendation from me.

Because internship is a first step of our professional life so there should be a mixed balance of learning and fun. Another recommendation for the organization would be keeping the internship period for strict three months; not more or less than that.

Chapter-02

Organizational Part

2.1 Introduction:

I have done my major in human resource management the board from BRAC University. There I have finished four years of the hypothetical part of the graduation. Presently the remainder of the reasonable part I have finished from Apex Footwear Ltd. at the HR department. As a piece of my internship program for my BBA, I got the chance to do entry level position in a footwear producing organization named Apex Footwear Ltd.

Objectives of the Report:

There were two objectives behind making this report. The two objectives are

- General Objective
- Specific Objective

General Objective: The principle goal of this report is to have an evaluation about overall performance of Apex Footwear Limited's Human Resource department. I would be talking about its overall training and development session, compensation, Performance appraisal etc.

Specific Objective: The specific objective was to understand how the HR operations of a footwear manufacturing company works.

Methodology:

I have done a qualitative research based on the objectives in mind which means I only took the non-numerical data while conducting the research. For the primary data, I took the help from Apex Footwear Limited's website along with different HR related data's that my supervisor gave me. And for the secondary data, I took the help from the internet as well as I wrote based on my experiences while being as an intern in that company.

2.3 Significance of the Report:

We can know the subtleties of the HR practices and procedures of Apex Footwear Limited. This is an extraordinary chance to know how the Human Resources Department runs their projects and how their methods work, all things considered. Some hugeness of the investigation is given underneath.

2.4 Scope of the Report:

This report is titled “HR practices of Apex Footwear Limited” which will cover the Human Resources (HR) practices of the association explicitly, the enlistment and determination system. The principle motivation behind the study is examined and how this report will be of help to any individual with respect to business or non-business foundation. The goals of this investigation and the confinements in regards to the assortment of the information have additionally been talked about in this section. The examination will assist with learning the down to earth techniques followed by the main footwear fabricating associations.

2.5 Limitations of the Report:

This internship report is my first task which was done for completing my undergraduate. Before finishing the institutional experience useful presentation in the conventional stages become troublesome. So, in playing out this report absence of my legitimate pragmatic information is extraordinarily affected right now. Other than above need to confront some different restrictions are:

- Time is a significant imperative
- Various private issues, structures, reports, were very much confidential which can not be revealed outside.
- Some procedures of business and activity were confined to conveyance.
- Reluctant to give the company’s secret data.

2.1 Corporate Profile:

Apex Footwear Limited (AFL) is the leading manufacturer and exporter of leather footwear in Bangladesh. AFL set up the fare of significant worth included completed items trade in the cowhide part of Bangladesh what's more, is likewise engaged with the neighborhood footwear retail business with the second biggest shoe retail organize in this country. Apex is the nearby assembling and retail wing of Apex Footwear Limited. While AFL has for the most part earned both basic and business acclaim through fare of excellent cowhide footwear in the universal field, Apex utilize that ability to give high caliber, chic footwear to the Bangladeshi customers. With more than 220 possess retail outlets and 380 approved affiliates, Apex guarantees across the country inclusion of its different scope of footwear for its buyers.

Apex offers different kinds of shoes like boots, sandals, sneakers, heels, and moccasins for both male and female. Through its nine inner brands, to be specific Venturini, Sprint, Maverick, Moochie, Nino Rossi, Sandra Rosa, Twinkler and School Smart and one global brand for example Dr. Mauch.

Apex has spearheaded the export of completed merchandise in the cowhide segment of Bangladesh. The organization has around own 252 retail outlets, 217 discount sellers and ultimately 347 retail vendors spread out all through the nation. In the wake of beginning in 1990, Apex has consistently strived and cut its way into turning out to be the biggest shoemaker in the subcontinent. The organization holds an enormous 15% portion of leather footwear fare of Bangladesh.

2.2 Vision:

The vision of Apex Footwear Limited is "Honest Growth".

2.3 Mission:

- Responsible corporate citizen.
- Ensure sustainable growth.
- Vendor of choice for our customers.
- Shareholders value creation.
- Compliant with best global practices & standards.
- Responsible corporate citizen.
- Ensure sustainable growth.

2.4 Values:

The values of Apex Footwear Limited includes:

- Respect
- Integrity
- Urgency
- Empowerment
- Courage

2.5 Products and Services:

Apex Footwear Limited offers both footwear and non-footwear products for their client. They have products for different age groups starting from kids to old men, ladies, men. Initially, they offered only leathered goods such as shoes, boots, sandals, bags etc. But later on, they added few more leathered goods such as moneybag, belt and non-leathered goods such as socks, accessories etc. And some of their non-footwear items includes like earrings, bracelets etc.

Businesses

Apex Footwear Limited has the following sister concerns which has been associated with its businesses.

1. Apex Footwear
2. Apex Pharma
3. Grey Dhaka
4. Apex Tannery Limited
5. Blue Ocean
6. Landmark
7. Quantum

Local Brands:

Apex Footwear ltd. works for the following local brands.

1. Apex
2. Venturini
3. Maverick
4. Nino Rossi
5. Moochie
6. Sprint
7. Twinkler
8. School Smart

Venturini: Venturini brand comprises of a rich assortment of easygoing shoes. This brand is committed to men who appreciate achievement.

Maverick: Maverick is an easygoing footwear brand that is intended for loose and gutsy spirits. The configuration centers around advancement and solace.

Sprint: Sprint speaks to an energetic way of life brand that is intended for youths.

Nino Rossi: Nino Rossi is a female brand that speaks to beauty and style. It is accessible in different hues also, styles.

Moochie: Moochie is a top-notch brand offered for females. It speaks to tastefulness and intended to draw in consideration.

Sandra Rosa: Sandra Rosa is intended to draw in young ladies who have an interesting feeling of style. It is created to show a young way of life.

School Smart: School Smart offers a wide scope of kids' shoes which are made out of materials that mix comfort and Durability.

Twinkler: Twinkler is intended for dynamic, carefree children of the new age. It offers a wide scope of popular, agreeable and sturdy footwear for kids.

International Brands:

The International Brands of this company are:

1. Dr. Mauch
2. Police
3. Clarks
4. Cross
5. Ipanema

Recognition and Awards:

1. Apex has won the "Macy's 5 Star Award" for back to back five years (starting from 2010-2014) for having excellence in client service and assistance.
2. AFL Receives the prestigious WRAP (Worldwide Responsible Accredited Production) Gold Certification
3. Apex Footwear has set up a new product development center; which is in Taiwan, which has a long history of manufacturing shoes.
4. Apex has accomplished the HSBC Exporter of the Year 2010 and Best VAT Payer for 2010-11 and 2012-13.
5. Apex Footwear Limited received the prestigious MCCI Award

2.8 CSR Activities:

1. Safe Drinking Water Campaign: To serve the 2017 flood casualty network, Apex Footwear Limited has gotten together with Safety Assistance for Emergencies (SAFE) in a post-flood bolster crusade for "Safe Drinking Water". The battle will initiate from October and proceed till December 2017, during which 15 groups will cover around 15 areas.

The key undertaking of this crusade will introduce tube-wells in remote regions, raising the overwhelmed tube wells on a higher ground, and marking them to guarantee that the network doesn't get influenced by utilizing debased water and consequently sparing them from different potential water-borne illnesses too.

2. Adopt A Library: On 8 May 2019, APEX FOOTWEAR LIMITED supported 'Embrace A-LIBRARY' program held at Shafipur where free books have been disseminated among the understudies of three schools. The motivation behind this activity was to urge understudies to focus on their standard examination and become an informed resident of the country.

3. Distributing Free Shoes to Disabled People: In mid-September 2017, Moyeen Foundation sorted out "Jaipur Foot Camp" for the third time at the National Institute of Traumatology and Orthopedic Rehabilitation Hospital. The current year's "Jaipur Foot Camp" is fueled by Apex's destined to-be-propelled brand FLY and is sans giving shoes to all the 700 handicapped individuals who have enlisted during that year's camp.

2.9 Management Practices:

The overall management practice of AFL contains almost all the major criteria that are required to operate any organization efficiently. The chain of command for this specific department follows the exact procedure that any organization should follow. Most of the decisions of the organization are taken with proper communication and discussions with the related authorities and the root levels. The components of the managerial process of AFL are to be mentioned then it would include: Planning, Recruiting, Organizing, Decision Making, Training, Leading, Motivating, Controlling and Communicating and all these components are prevalent in the managerial practices of AFL. The HR department is consist of the Manager, Assistant General Manager, Deputy Managers, Manager, Assistant Managers, Executives and two interns. And the Administration department is single handedly conducted by one deputy manager. The HR department is divided by recruitment and selection, payroll, training and development, performance appraisal and compensation sector to make their tasks easier.

2.10 Marketing Practices:

Being one of the leading footwear brands in Bangladesh, AFL tries its best to carry its marketing practice effectively within time. Apex does its branding in both online and offline medium to catch different diversified client. They go to different universities and organizations to promote their brand as well as collect CV's of freshly graduated students.

As a part of their online advertising, they do all kinds of online advertising for their different products. They have different advertisements for different social platforms. Besides, they offer discounts and promos for those who shop from online. Recently, they have started their social media projects in Instagram and Snapchat where they can get promo code from their favorite bloggers/models.

Star	Question
Nino Rossi, Sprint	Moochie
Cashcow	Dog
Sandra Rosa	Twinkler, Apex Pharma

Here is the BCG Matrix of different products of their nine branches.

2.11 Financial Practices:

As its already been said that AFL have been doing business very successfully throughout these years and being one of the leading shoe manufactures directs straight towards its profit making. Here is the annual report of the past 4 year's financial performance of AFL:

	2018-2019 (July-June)	2017-2018 (July-June)	2016-2017 (July-June)	2015-2016 (July-June)	2015 (Jan-Dec)
Authorized Capital	500.00	500.00	500.00	500.00	500.00
Issued, Subscribed & Paid up Capital	112.50	112.50	112.50	112.50	112.50
Sales	15,808.82	15,947.54	14,209.32	12,247.51	11,660.99
Gross Profit	3,492.92	3,332.95	2,832.52	2,467.88	2,214.51
Profit before Tax	217.94	243.77	204.02	186.29	147.41
Profit after Tax	122.77	129.83	81.13	77.47	52.34
Non-Current Assets	4,446.24	4,096.81	3,276.61	2,889.81	2,724.33
Current Assets	10,713.98	10,256.31	10,602.99	10,375.17	10,150.05
Shareholders' Equity	2,810.58	2,749.68	2,676.11	2,477.50	2,627.80
Non- Current Liabilities	1,651.27	1,400.73	924.77	1,101.41	825.68
Current Liabilities	10,698.37	10,202.70	10,278.73	9,686.06	9,420.91
Net Current Assets	15.61	53.60	324.26	689.10	729.15
Current Ratio (Times)	1.00	1.01	1.03	1.07	1.08
Quick Ratio (Times)	0.31	0.28	0.33	0.34	0.16
Return on Shareholders' Fund (%)	4.37	4.72	3.03	3.13	1.99
Interest Coverage Ratio (Times)	1.32	1.40	1.39	1.34	1.26
Earnings Per Share (Taka)	10.91	11.54	7.21	6.89	4.65
Cash Dividend Per Share (%)	55.00	55.00	50.00	-	50.00
Market Value Per Share at year end (Taka)	295.90	360.90	344.20	319.40	347.03
Net Asset Value Per Share (Taka)	249.83	244.42	237.88	220.22	233.58
Net Operating Cash Flow Per Share (Taka)	86.29	81.50	76.33	55.27	28.44
Price Earning Ratio (Times)	27.12	31.27	47.73	46.38	74.63

Like any other company- AFL also had some ups and downs. But if we compare these 4 years, then we can see significant growth in the Earnings Per share and Return on Shareholder's Fund. Overall financial growth of this company was quite good.

2.12 Operations Management and Information System Practices:

Among all the departments of AFL, the operations Department is one of the major functional department as this is the department responsible for making the products. However, there are several other sub-functions and departments which are interconnected and who report to their respected head of department.

2.13 Industry and Competitive Analysis:

There are many shoe manufacturing companies in Bangladesh and over the past few years the numbers are going higher. Among them, currently Bata holds the number one position in this industry. After that Apex holds the second position. Then there comes Bay, Jennice, Orion, Crescent etc. From the new comers, if we compare with each other- Orion is doing quite well and researchers think that after some years it might achieve the top position because of its high quality and better customer management. Both Bata and Apex has been doing businesses from quite a long time and so they have got some loyal customers in the industry. If they cannot change its policy over time, it might lose its position.

SWOT Analysis:

SWOT centers around the organization quality, shortcoming, openings and dangers if these elements are being broke down then it is effective to maintain the business for the since quite a while ago run.

Strength	Weakness
<ol style="list-style-type: none">1. Secured second position in the footwear industry2. Product Diversity3. Unique packaging and good quality provider	<ol style="list-style-type: none">1. Absence of Experienced HR Personnel
Opportunities	Threat
<ol style="list-style-type: none">1. Builds In benefit bundle may diminish turnover rate.	<ol style="list-style-type: none">1. New growing competitors

2.14 Summary and Conclusions:

To conclude this chapter, we might say that Apex has created a well-known brand name in Bangladesh in the shoe industry. AFL do not compromise with its employee's safety as well as do not compromise with their customer needs and satisfaction. Moreover, it is definitely a pride for them for being one of the highest tax-paying organizations and it shows their compliance as a responsible organization.

To conclude, I would like to show my gratitude to AFL and all the people involved for giving me an opportunity to work as an intern and learn a lot about the organization. I hope and wish they keep on growing as an organization, keep on doing better works and making sure there are more communication with different departments.

2.15 Recommendations:

1. In this 2020 pandemic, they should make sure the employees and worker's safety. For this, they can give personal safety products such as gloves, masks, hand sanitizer and they should keep and deliver the products in a way to keep everyone safe.
2. Strong branding is highly recommended to grab the attention of the new generation besides keeping the loyal customers.

They should not open more branches to their product because 9 branches are already too much. Rather they should maintain quality over quantity. Lately they are having hard time in focusing so many branches altogether.

Chapter-03

Project Part

3.1 Introduction:

Human Resource Management is another idea which offers significance to the general representative's administration. The HRM oversees representatives so that fills in as an upper hand to the associations. Being one of the leading shoe manufactures in the country, Apex's HR policies are top notch and luckily, I had the opportunity to work directly with the HR department. With more than 250 retail outlets and 380 approved affiliates, AFL makes sure it is across the country inclusion of its different scope of footwear for its clients. In order to make the HR related tasks easier, Apex divided the whole department into 5 sectors and these are Recruitment and Selection, Compensation, Performance Appraisal, Training and Development and Payroll. I believe their structured HR policies are reflecting their success.

3.2 Objectives:

The primary objective of this report is to meet the requirements of the internship program offered by BRAC Business School. But the objective behind choosing this topic is being an HR intern it has been a delight for me to work in a top employer organization like AFL. Besides other objectives would be:

- To give an overall overview of my internship journey about how the HR department works at AFL.
- To see the exact transition and difference between academic knowledge and implication about how HR policies actually work in a footwear industry.
- To measure the micro/macro activities that they do in the organization which ensures the end result.

3.3 Significance:

Since this is my first step towards my professional life, I had a great experience and this has created significant growth which would help me building my career. Firstly, I feel very amazed to work in one of the leading shoe manufacturing companies in Bangladesh. While making this research, I could know a lot about the organization and its HR policies. It increased my knowledge about how a shoe industry's HR works to a great extent. Then, it has helped me to brush my skills in the HR sector even more. Previously I had only bookish knowledge about HR policies and this specific report and experience has helped me come out of that.

3.4 Methodology:

In order to write this report, I did mostly qualitative research as mentioned above. This means I had to go through with non-numerical data. For the subjective research, I had to go through both primary and secondary resources in order to get the desirable sources.

Primary Data: For primary data collection I took direct interviews to my HR supervisors and other interns. Besides, my supervisor has helped me by giving many hard copies of the training and development, recruitment issues etc. Apart from interviewing them, I learned from my experience there which helped me to write this report initially.

Secondary Resource: For collecting secondary data, I used many online and social platforms. I went through their official website, news, career page, annual report, previous reports etc.

3.5 Literature Review:

Since I did my major on Human Resource Management, I tried to look for my internship opportunity where I can be in the HR department. Luckily, I got to work one of the top shoe manufacturing companies where I worked in the payroll and recruitment sector of the specific department. The HR of this company is well structured with five different sectors. At Apex, they focus on our natural obligation to keep up and drive dynamic manageable footwear fabricating practice. To ensure striking ecological wellbeing and forestall contamination, their authoritative mandates are genuinely founded on the worldwide benchmark. This remembers centering for creation forms that have less effect on the earth, squander treatment and circulation forms. The HR of AFL is trying to get better day by day and as a result it got introduced with performance appraisal system in order to motivate the employees. The five sectors of these departments work as a team to ensure top notch quality in this department.

3.6 How a HR of a Footwear Company Works:

As mentioned above, AFL has divided its HR policies into 5 different sectors which are:

1. Recruitment and Selection
2. Training and Development
3. Performance Appraisal
4. Compensation
5. Payroll

1. Recruitment:

The recruitment procedure starts with the arranging where in the empty employment positions are examined and afterward the exhaustive occupation draft is readied that incorporates: work details and its temperament, abilities, capabilities, experience required for the activity, and so forth. Here, the enlistment council settles on the number and the kind of candidates to be reached. In this way, the organization has an adequate number of contenders to pick among them. Then they need to make a strategy for the whole recruitment process. After that, they need to search for the perfect candidates for the available position. They follow both online and offline medias for searching. For online searching they use their official website and different social media platforms like LinkedIn, Facebook etc. And for offline searching, they collect from different talent hunt programs and university career fairs etc. And then comes the screening where they shortlist the candidates. The final procedure comes with the interview where the candidates are being selected via this procedure finally. There can be phone interview at first where some of the candidates gets eliminated. The physical interview is the final procedure.

Selection:

After recruitment, here comes the selection process which is quite lengthy and complex as it involves a series of steps before making the final decision. Every organization designs its selection process, keeping in mind the urgency of hiring people and the prerequisites for the job vacancy. The process includes preliminary interview, receiving and screening the applications, cross checking the referrals, making appointment letter for them etc. This process takes most of the time.

Training:

Training and development are the critical piece of the association. Peak falls under help giving industry so it needs to prepare their workers habitually. Apex footwear ltd. follows the procedure dependent on five stages. These are:

1. Needs Assessment: The most importantly part of preparing and advancement is Needs examination or Needs appraisal. Through this the hole between abilities of the workers and his exhibition is being broke down.

The preparation needs can be perceived however following sorts of examination:

Hierarchical Analysis: The Organizational investigation includes breaking down the association itself. These incorporates long haul and momentary objectives, authoritative destinations, by and large condition of the workplace and so forth.

Operational Analysis: This incorporates investigation of the operational side of the association at that point dependent on that what is to be instructed is resolved.

Individual Analysis: This includes discovering of the worker's shortcoming, information level, aptitudes required for the activity and so forth.

2.Determining the preparation objective: Apex footwear ltd. decides the goal of the preparation so that satisfies the hole between genuine execution and expected execution through their preparation and improvement process.

3.Designing the preparation program: In view of the results of the requirements examination AFL plans the instructional courses. It must be kept in the psyche of coach that this program must build up the hole found in the representative's exhibition.

4. Training Implementation: Here real preparing is directed. The coach gives preparation about the whole instructional courses. It is basic to explain to the worker about the instructional meetings. The teacher or mentor ought to be clear in explaining the substance. The training session happens before their joining in the head office of Apex Footwear Limited.

5.Evaluation: In this progression, the effectiveness of preparing program is estimated. The input produced through development, will help to uncover shortcomings. In the event that any issues are discovered, at that point Apex Footwear Limited takes the fundamental restorative activity.

How Apex Designed Its Training Program:

- **Structuring Training Program:** In view of the results of the requirements examination AFL plans the instructional courses. It must be kept in the psyche of coach that this program must build up the hole found in the representative's exhibition.
- **Training Implementation:** This is known as the activity period of preparing. Here genuine preparing is directed. The mentor gives instructions about the whole instructional courses. It is fundamental to explain to the worker about the instructional courses. The teacher or coach ought to be clear in explaining the substance
- **Evaluation:** A definitive period of a training and development program is 'evaluation'. This is one of the most critical stages as far as ascertaining whether the mentor really learned and goal of the preparation program was met or not.

Performance appraisal:

Performance appraisal is a methodical way to deal with judge a representative's exhibition at the work. It is a developmental mechanical assembly used for all round progress of the agent and the affiliation.

Among different types of methods, Apex Footwear limited follows KPI and BARS appraisal.

Apex Footwear Limited do performance appraisal twice a year:

June-July- Field Force (Sales Person, Shop Assistants, Store Managers etc.)

December- Officer to above

Who does the Appraisal:

The appraisal process is done mainly by the supervisors. Both direct and indirect supervisors and both seniors and juniors can conduct the appraisal. Sometimes the employees whom they are supervising are also being used in the Performance appraisal session.

Compensation:

Compensation is the entirety of all fiscal and non-money related advantages gave to workers in return for their eagerness to work. This is how AFL has broken down their compensation system:

Compensation	%
Gross Salary	60%
House Allowance	30%
Medical Allowance	10%
Mobile Bill	10%
Food Allowances	10%
Bonuses	Festive Bonus (Eid, Puja etc)
Provident Fund	As per company policy, which only employees get
Transport Allowance	10%

Among these, gross salary, food allowance, Provident fund and medical allowance is for all employees including the officers, factory workers, clerks etc. And the transport allowance, mobile bill, housing allowance these are for the officers.

Payroll:

Payroll sector is where all the payment data gets entries. Whenever an employee or worker joins to the company, their general data along with all payroll related information needed to put in the software. If anyone faces any sort of problems while getting their salaries, they can contact with this sector. Since payment policy is highly confidential, so much information could not be given to the report.

3.7 Findings:

have worked three months in Apex Footwear Limited

1. **Recruitment Issue:** At times Apex face issues in enlisting proper individual as deals power. Due to not have a particular hotspot for deals power enrollment they experience the ill effects of this issue. In running retail business Apex needs countless deals power. Be that as it may, as of late high turnover makes issue for the business.
2. **Training:** The training session kept up in peak are most certainly not adequate for the more current representative to pick up information.
3. **Weak communication:** The communication between one department with another is low.
4. **Weak IFS Software:** The IFS which has been used for keeping employee data, information etc. seem not to work very often. The IT Department should be working faster than now.
5. **Absenteeism rate:** Most of the employees have a tendency to miss office very often and the rate is very high. I could see that those who were engaged in clerical jobs, they miss very often. The administration seems to take it as a light issue.
6. **Nepotism rate:** Nepotism rate was really high because while I did work in the recruitment part, I could see those who have previous connections with one of the working employees, seem to get the job and benefit even more.
7. **Performance Appraisal:** The performance appraisal has been introduced very recently to the company. The manpower is very low in this specific sector. Manpower and performance appraisal methods needs to be raised in order to motivate the employees.

3.8 Summary and Conclusion:

From this investigation on the HR Practices and procedure of Apex Footwear Limited it uncovers that the association is going with a wide appropriation of notice for enrollment, training and development, compensation, performance appraisal session. The association is getting the perfect individual for the correct activity to meet the associations necessities and to hold the workers.

Recommendation:

Since I have found some issues while working for the company, I will be giving some recommendations for those:

1. **Lessen Communication Gap:** In order to lessen communication gap, team works should be given to them even more. This would bring stronger relationship with the employees.
2. **Reduce Absenteeism rate:** To reduce absenteeism rate, they should track the number of employees who are absent very often and take serious measures against them. The administration department can work solely against it.
3. **IT department:** The IT department should work harder to keep the IFS Software updated since most employees need to use that software to conduct their day to day work.
4. **The training session:** The training session should be stronger for the new employees. For example, they can make the old employees conduct the training so that they can give real life examples.
5. **Minimize the turnover rate:** They should minimize the turnover rate by hiring the right candidates, give credits and compliments after their projects being done successfully, and the work schedules could be flexible.
6. **Reduce Nepotism Rate:** In order to overcome nepotism, they should make the recruitment and selection policy stronger. For instance, they can introduce a written policy where each employee would be selected and treated fairly.

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