

Report On
Improvement of the Existing Recruitment Process of
AkijBashir Group

By

Nabila Jirat
17104060

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
17 May, 2023

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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:

Nabila Jirat
17104060

Supervisor's Full Name & Signature:

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Assistant Professor, BRAC Business School
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Letter of Transmittal

17 May, 2023

M. Nazmul Islam Ph.D.

Assistant Professor,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

It is my pleasure to inform you that I have written the report on “Improvement of the Existing Recruitment Process of AkijBashir Group” after successfully completing my internship at AkijBashir Group where I was provided with the opportunity to work in the Group HR department under the supervision of honorable HR Director.

I have put in my best effort in completing the report with the essential data and recommended proposition within due time in a significant compact and comprehensive manner as possible.

I strongly believe that the report will meet the criteria and therefore, I pray and hope that you will accept the report and oblige thereby.

Sincerely,

Nabila Jirat

17104060

BRAC Business School

BRAC University

Date: May 17, 2023

Non-Disclosure Agreement

This agreement is made and entered into by and between AkijBashir Group and the undersigned student at BRAC University.

Nabila Jirat

ID: 17104060

Acknowledgement

I would like to take the opportunity to thank those without whom, the preparation and completion of the internship report would have been challenging to complete in due time. First and foremost, all credit goes to the almighty for giving me sufficient strength and patience to complete the internship report.

I would like to express my sincere gratitude to M. Nazmul Islam Ph.D., Assistant Professor, BRAC Business School, BRAC University for providing guidance, supervision and constructive advice in the preparation of the report.

The report has been prepared on “Improvement of the Existing Recruitment Process of AkijBashir Group”. I wish to express my appreciation to Dilruba Sharmin Khan, HR Director of AkijBashir Group and her team for providing necessary guidance, cooperation and opportunity for the achievement of practical working experience in the organization during the internship period of three months.

Last but not the least, I would like to extend my heartfelt gratitude to my fellow inmates for the assistance and valuable suggestions they have given me for the completion of the report.

Executive Summary

The internship report reflects my three months long experience as an HR intern in AkijBashir Group. The company officially launched its operations since 6 March, 2023 with the joint effort of a team of experienced and highly skilled professionals with the aim of publishing new standards in the industry. The team is created under the Managing Director, Sk. Bashir Uddin's inspirational guidance.

The objective of the report is to analyze the existing recruitment and selection process of ABG, identify the areas that need improvement and provide recommendations applying academic learnings. Both primary and secondary data is used for the preparation of the report. The source of primary data is my observation and personal experience during the internship at the company as well as the detailed discussions I had with the HR Director and Communications Coordinator of the company. Rest of the data is extracted from secondary sources such as company website and annual report, newspaper articles and scholarly journal articles.

The findings of the report indicate that the current recruitment and selection process is extremely lengthy due to old fashioned HR practices and lack of manpower. Based on the findings, necessary recommendations have been provided for the improvement of the existing recruitment and selection process.

Keywords: Recruitment; Selection; Portfolio Analysis; Recruitment Approval Document; Manpower Planning; Onboarding.

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List of Acronyms

ABG	AkijBashir Group
JJML	Janata Jute Mills Ltd.
SJIL	Sadat Jute Industries Ltd.
ACRL	Akij Ceramics Ltd.
ABWL	Akij Bath Ware Ltd.
ACRLTW	Akij Tableware
APAL	Akij Paints and Adhesive Ltd.
APBML	Akij Particle Board Mills Ltd.
ABFL	Akij Biax Films Ltd.
AGIL	Akij Glass Industries Ltd.
APIL	Akij Polymer Industries Ltd.
HRIS	Human Resources Information System
T&D	Training and Development
TNA	Training Need Analysis

Chapter 1

Overview of Internship

1.1 Information of the Intern

Name	Nabila Jirat
Student ID	17104060
Program	Bachelors of Business Administration
Major	Human Resources Management

1.2 Internship Information

Duration	3 months (16 January - 15 April)
Company Name	AkijBashir Group
Department	Group HR
Address	53 Kemal Atartuk Avenue, Simpletree, Lighthouse, Banani

1.3 Internship Company Supervisor's Information Name and Position

Name	Dilruba Sharmin Khan
Designation	Director, Group HR

1.2.2 Job Scope - Job Description/ Duties/ Responsibilities

The primary responsibility as a Group HR Intern is to provide functional support to the Group HR Director and other HR Professionals with their day-to-day HR functions and responsibilities. The responsibilities I had in the AkijBashir Group while pursuing my internship follows below:

- Provide operational support in carrying out the day-to-day HR activities of AkijBashir Group.
- Publish vacancy announcements to job portals, news outlets and social media platforms when required.
- Screen potential employees' CV/resumes along with application forms for finding suitable candidates in order to fill job vacancies.
- Organize and coordinate interviews with shortlisted candidates.
- Prepare portfolio analysis, recruitment approval document, top sheet and questionnaires for written and excel test for junior level positions
- Supervise during written and excel test, evaluate answer scripts and shortlist candidates for preliminary interview based on the result.
- Prepare and send offer or rejection letters or emails to candidates.
- Prepare Word, Excel and PowerPoint slides and documents.
- Proofread HR documents, when necessary, under strong supervision
- Participate in organizing meetings and training sessions
- Prepare and distribute probation evaluation form to respective supervisors and provide confirmation and probation extension letters as necessary

- Complete and file necessary paperwork related to new hires

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

I have completed my 3 months internship program at AkijBashir Group where I have carried out different functions under the Group HR department of the company hence, I firmly believe that my contribution to the company was crucial. I was responsible for the recruitment process of management level staff, starting from Head of Respective Departments to Executives for which I had to acquire CVs from different sources, prepare recruitment approval documents, offer letters and letters of employment. Without my contribution, these steps would not have been possible to be completed in such short notice. There was no room for error in the preparation of the aforementioned documents hence I had to be extremely focused and detail oriented in the drafting of the documents. I had put in my best efforts to make sure that the documents were well prepared in due time. I was also responsible for arranging various training sessions in the corporate office and in the factories as well and I believe the sessions went well due to the enormous effort put in by me which included scheduling the session after communicating with respective department heads and trainers for making necessary arrangements. In a nutshell, my role in the company was crucial for the successful completion of the recruitment and training processes.

1.4 Benefits of the Internship Program

The internship program exposed me to various functions of the HR department that actually takes place in the corporate world for which, I got to learn about so many new things such as:

- **Time Management:** In the last 3 months, I was overloaded with tasks given to me by my supervisor and other mentors for which it was really hard for me to finish all the

tasks within due time. That way, I learnt to prioritize the tasks and was able to finish them in order within the due time.

- **Communication Skills:** Being an ambivert, I used to shy away from talking to people. However, the responsibilities I had required me to communicate with candidates, executives, managers, and directors. As an intern in the HR department, I had to attend a job fair where I had to speak with a lot of participants to provide them with necessary information regarding the vacant posts. This way, I was able to improve my communication skill to a great extent.
- **Network Building:** Since I was responsible for the recruitment process of the management level employees, I had to create job postings on BDjobs.com, LinkedIn and Facebook which helped me to get acquainted with many professionals and make some valuable connections and networks that might benefit me in the future.
- **Improved Confidence:** I had little to no knowledge when I started this internship but the program helped me to identify my strengths and weaknesses and also exposed me to real life cases. At the end of my internship program, I have gained enough confidence to apply for a new job.

1.5 Difficulties Faced During the Internship

- **Lack of Manpower:** Since the company started their journey just a year ago, there is a shortage of manpower in the HR department. For which, I had a huge workload and went through a lot of stress because of this.
- **Lack of Training and Proper Instructions:** After joining the company, I was immediately put into the process of recruitment and a very short period was given to finish the task. The instructions were vague and acquisition of necessary information was a lengthy process.

- **Low Remuneration:** The remuneration I was paid compared to the duties I had was extremely poor. In fact, the lunch was subsidized by 20% only and there was no pick and drop service available for interns. Moreover, I had to stay late at work 3 to 4 days a week and was not paid any overtime for which, I used to feel demotivated at work.
- **Long Work Hours:** The working hour in Akij Group is 48 hours a week as per the internship contract yet I had to work after 6, till 11 p.m. every working day even when the shift was over. Because of this, I could never get enough rest for the next working day so it was really hard for me to focus at work.

1.6 Recommendations on Future Internship

I would like to make the following recommendations to the company for making the internship period better for the future interns:

- The interns should not be made entirely responsible for the recruitment and selection process as they do not have sufficient knowledge and experience to understand the process. The company should hire an experienced employee to carry out this role.
- Interns should be provided with necessary equipment and proper seating arrangements needed to carry out the tasks given to them and they should be provided 2 days off so that they can have sufficient time to prepare their internship report which is most crucial for the completion of the program.
- The company should either provide a remuneration which is fair to the workload they put on the interns or they should subsidize the duties making adjustments with the current remuneration package.

Chapter 2

Organization Overview

2.1 Introduction

The chapter provides an overview of AkijBashir Group and its vision, mission, management practices, leadership style, recruitment and selection process, compensation system, training and development initiatives, performance evaluation system, marketing and financial practices, management and information system. It also includes industry and competitor analysis and recommendations which has been provided based on the evaluation.

2.2 Overview of the Company

Akij's trade began in 1952 with jute and afterwards, converted into a conglomerate with different interests extending from pharmaceuticals, textiles, ceramics, cement, printing and packaging to tobacco, consumer items, food and beverages. The business has been proceeding to operate business for more than 70 years and at the same time, developing within the point of view of differing qualities and measure. (Studocu, n.d.) On the other hand, a second era is running the trade while a third era is additionally joining the trade. Lately, Akij Group has been split into five portions by the sons of Sheikh Akij Uddin. One of the portions has begun a new journey and been named as AkijBashir Group which is being led by the former managing director of Akij Group, Sheikh Bashir Uddin. The goal is to provide products of exquisite quality while maintaining the high integrity related with the legacy of the name, "Akij." The turnover rate of AkijBashir group at present is around Tk 4000 and employs around 24000 people in management and non-management level. The newly formed group has acquired two jute mills, namely Sadat Jute Mills and Janata Jute Mills in the past two years and among the 16 companies, the jute mills at present are the largest and bear the most potential alongside

ceramics. The export-oriented, diversified jute mills offer excellent benefits since it uses no imported raw materials while manufacturing high-end goods and generating revenue. Given the present economic climate and the group's identification challenges, Sheikh Bashir Uddin believes that the AkijBashir Group, which carries the heritage of the Akij Group, will attempt to grow its company. AkijBashir Group's Malaysian company was subject to tight regulations because of the COVID-19 outbreak, and the production was shut down for a number of days. Notwithstanding the difficulties, the business is performing well when it comes to paying back connected debts and the salaries of its 700 to 800 Malaysian employees. (Habib, 2023) The supply end and AkijBashir Group were finally impacted by deficits in the current account and difficulties establishing letters of credit. Its businesses saw losses in certain cases, while others reported lesser earnings due to the difficulties it is currently facing. Overall, it is considered to be in a solid situation. The AkijBashir Group aims to conduct its operations with at least 25% of energy coming from renewable sources. According to Sheikh Bashir Uddin, the company has already started a three-megawatt solar plant and obtained a contract to build a twelve-megawatt solar power plant. The team hopes to run its operations off of a 40-megawatt solar power plant this year. It aims to minimize garbage discharge and groundwater use, as well as heat emissions by 20% within three years. (Khan S. , 2023)

2.2.1 Vision of AkijBashir Group

The vision of AkijBashir Group is to become the most prestigious company in the country and to build the organization's capability. In order to accomplish it, the company needs the right people in the right place as in the collective hard work and efforts of a team that is filled with experienced and skilled professionals. (AkijBashir Group, n.d.)

2.2.2 Mission of AkijBashir Group

Every worthwhile project begins with an idea. The possibilities that lie ahead are shaped by those among us who can see beyond average, question the norms, and strive to defy boundaries. This applies to everything from lighting the first fire to the most recent technological advancements. The founder's goal and legacy served as the foundation for Akij Bashir Group. The company aspires to walk a route beyond tomorrow and for a better future. The top priority of AkijBashir Group is to provide goods of the highest calibre, maintain the lofty standards attached to the name Akij, and through their pursuit of excellence, the company hopes to set new benchmarks for others to uphold. (AkijBashir Group , n.d.)

2.2.3 Manufacturing Unit

Akij Bashir Group possesses 16 manufacturing units concerning jute, ceramics, bath ware, tableware, paints and adhesive, particle board, biax films, glass, tea, polymer, cartons. Amongst the firms, the legacy businesses are ceramics, particle board and biax films while rest were built by Sheikh Bashir Uddin himself. (Habib, 2023)

The company has acquired two private jute mills, Janata Jute Mills Ltd. (JJML) and Sadat Jute Industries Ltd. (SJIL) and the business volume was 39,000 tons combined. Collectively, the company is the single, largest producing and most diversified company in Bangladesh and has targeted to reach 90,000 tons by the end of 2023.

Consecutively four times best brand award winner Akij Ceramics Ltd. (ACRL) is one of the biggest ceramic tile manufacturers in Bangladesh. By fusing its ongoing efforts to include aesthetic growth in living with a concept of chasing perfection, it has created the greatest ceramic items that will ever exist. Akij Ceramics has become a market leader in the tiles, sanitaryware and bath ware in Bangladesh due to its vision and unwavering commitment.

Combined with the greatest designs and a wide range of sizes, Akij Ceramics has given its customers unmatched durability, which has now become the industry standard.

Akij Bath Ware (ABWL) produces and sells bathroom fittings as the brand name Rosa using the latest German and Japanese technology. (The Daily Star, 2022)

Akij Tableware (ACRLTW) commenced its journey a year ago through delivering products of immaculate quality and luxurious design to the local and international market.

Akij Paints and Adhesive (APAL) is the recently established sister concern which started its journey less than a year ago and is putting its best effort to establish its presence in the market.

Akij Particle Board Mills Ltd. (APBML) manufactures and distributes a huge range of international standard particle boards to the local and international market. The company has also implemented a MDF board project in Bangladesh as the company owns a similar project in Malaysia.

Akij Biax Films Ltd. (ABFL) received a warm welcome when it was first launched in the market. The company manufactures three types of products namely, Biaxially-oriented polypropylene (BOPP), biaxially-oriented polyethylene terephthalate (BOPET), and cast polypropylene (CPP) which are used in packaging. The production capacity of the company exceeds the market demand at present which is around 90,000 tons. (Khan S. , 2023)

Akij Glass Industries Ltd. (AGIL) is one of the newest sister concerns of AkijBashir Group. The factory is situated in Hobigonj but the infrastructure development process is still going on since the establishment in 2019. The company looks forward to complete the development process by the end of 2024 and start the production of float glass for industrial purpose.

AkijBashir Group has 6 tea gardens under 4 tea estates namely, Bahaurpur, Dhamai, Sonarupa, Atiabagh. However, the tea powder is sold at auctions to different companies rather than selling individually.

Akij Polymer Industries Ltd. (APIL) has their factory situated in Manikganj and manufactures plastic pipes for industrial usage.

The group also invested more than 1000 crore taka in setting up Akij Cartons Ltd. with an aim to cater to the needs of local market. (Hasan, 2022)

2.3 Management Practices

Management practices are the techniques, ideas, and initiatives employed by managers to increase the effectiveness and efficiency of corporate operations. In order to sustain a successful management career, it is critical for managers to understand and excel in excellent management practices. Both the manager of the organization and the workforce must maintain effective management practices.

2.3.1 Leadership Style

Leadership styles refers to the behavioural techniques used by leaders to influence, inspire and direct their employees where the leadership style of the person in charge impacts the execution of plans and strategies to achieve specific goals while taking into account the demands and expectations of stakeholders as well as the health and well-being of their team. (The CEO Publication, 2023) AkijBashir Group follows a combination of various leadership styles such as, Coercive, Authoritative, Democratic, Affiliative, Coaching and Pacesetting which are described below:

- **Coercive:** This kind of leadership style is preferred when a problem requires an effective solution on an immediate basis. For example, the HR Director provided

warning notice to few employees in order to make the employees give their full potential to fulfil tasks.

- **Democratic:** This one is the most practiced leadership style in AkijBashir Group. The management genuinely appreciates the participation of each employee in making decisions and hashing out ideas. For example, ABG conducted a survey among all the employees to get their opinion on whether to endorse two days off in a week.
- **Affiliative:** To ensure the creation and maintenance of a positive work environment for the employees, the management also follows the following leadership style. The Sales and Marketing Director, Md. Mofizul Hossain Iraz of Akij Biax Films Ltd., Akij Particle Boards Ltd. and Akij Steel Mills Ltd. follows affiliative leadership style through putting more focus on conflict resolution.
- **Coaching:** The kind of leadership style is followed by the company to ensure the personal development of each and every employee. The company works closely with each individual to attain greatness, which benefits those workers who are willing to grow. For example, the supervisors resolve queries and suggest improvements for employees working under them.
- **Pacesetting:** Sheikh Bashir Uddin, the Managing Director of AkijBashir Group follows this kind of leadership style where sets a good example for his team and expects high standards from the employees working under him for the work they produce. For example, he stays late at work with other employees to encourage them.

The application of each leadership style depends upon the circumstances and the outcomes that are desired from the employees. Using a combination of the aforementioned leadership styles, AkijBashir Group has achieved positive outcomes such as, boost in employee satisfaction and

increased retention rate, improvement of productivity and as a result, the revenue is being generated at a high rate compared to previous rate.

2.3.2 Recruitment and Selection Process

Two essential steps in the employment process that help businesses locate and draw in the greatest people are recruitment and selection. The process of selection entails whittling down the field until only the most qualified candidate is left. A job description must be written, the position must be advertised, candidates must be screened, interviews must be held, tests and evaluations must be administered, and finally a candidate must be selected. AkijBashir Group did not have an organized management system before and the HR and Admin department was neither effective nor efficient in doing their job. However, things have started changing for the betterment once the current HR Director joined AkijBashir Group. She established a well-defined system for the recruitment and selection process by implementing contemporary HR practices. The company previously used to rely on newspapers, internal references and BDjobs.com for creating job postings. At present, the company is also relying on Facebook and LinkedIn for finding suitable potential candidates. The CVs are screened as per the job description where the job responsibilities and required skills are mentioned. The shortlisted candidates are called for an interview once the screening process of the CVs is completed. The company conducts initial interviews online via Zoom and the secondary or final interview is taken in person at the corporate office. In case the job location is at a factory, then the final interview is conducted at the respective factory by the HR personnels of the factory. Tests are only conducted for the recruitment of positions like Accounts Officer. The initial interview for entry to manager level is conducted by the respective department personnel and a representative from the HR department. However, for senior manager to director level, the initial interview is conducted by the respective department directors and the head of the HR department and selected candidates are finally interviewed by the Deputy Managing Director and the Managing

Director. After the final selection and negotiation with the candidate, a recruitment approval document is created where the approval of respective supervisor, HR Director, Deputy Managing Director and Managing Director is taken. After that, an offer letter is provided to the chosen candidate and on the date of his joining, an offer of employment letter is given to the candidate and another copy is stored at the company database.

2.3.3 The Compensation System

Salary: Salary information is kept private between the employee in question and AkijBashir Group management. All requests for pay information should be made through the line manager to the general manager of the HR department. Each position has a value, and the wage structure for AkijBashir Group has been developed taking this value into account. Grades, experience and qualifications are taken into consideration when determining the beginning wage. The yearly compensation then rises as a proportion of the overall income. From that point on, the compensation structure is regarded as open-ended and there is no fixed ceiling for any grade. The Board of Directors reviews and approves the Pay Guidelines on a regular basis. Each employee receives their monthly salary in arrears payments. The base wage, housing rent, medical allowance, transportation allowance, and other special allowances make up a person's monthly salary. Workers working in a factory that is controlled by a CBA are not included in this category. Basic pay will include 50% of total pay, followed by housing allowance at 50%, medical benefits at 25%, and transportation benefits at 25%. Salary payments made in cash are discouraged and instead, remunerations are deposited into employees' bank accounts. For non-management grade employees who are new to the company or whose employment term is very brief, exceptions may be provided. As an alternative to bank transfers, checks can be paid.

Other Allowances: In addition to their monthly income, AkijBashir Group's permanent confirmed workers are eligible to get the following benefits:

Festival Bonus: Each of the two-yearly festival bonuses is equal to one month's base pay. Eid-ul-Fitr and Eid-ul-Azha are the times when the festival bonuses are paid. Nonetheless, requests for incentives to be given out during other religious groups' important festivals could be granted. If an employee works the full six months between the date of their hire and the festival's start date, they are eligible for a bonus. The HR department releases this date based on its best estimation of the government calendar. Those who have not worked for six months or whose jobs have not been verified by at least three months of service are entitled to earn 50% of their base pay as a bonus. At least 15 days prior to the anticipated event date, the bonus will be paid.

Provident Fund: The employees of AkijBashir Group are entitled to join the organization's provident fund to which they contribute 10% of their monthly basic salary and the company contributes a further 10%. The terms are set out in a trust deed, and the fund is managed by the board of trustees.

Life Insurance: All employees of AkijBashir Group will be covered by group life insurance which will be 24 times their base pay or a minimum of Tk. 100000 or whichever is higher. When the yearly pay adjustments are done, the accounts team will send the insurance statement. For probationary period employees, insurance coverage will not begin until the position has been confirmed. Also, a medical insurance firm will provide medical coverage for the chosen employees of the corporate office and their dependents. The HR team will inform the rest of the staff of the specifics of these perks.

Gratuity: A permanent employee is eligible for gratuity payment after serving for at least five years if the employee's employment with AkijBashir Group has ended as a result of resignation, retirement, a reduction in the number of employees, reorganization, or death. If any contractual basis employee subsequently quits or becomes permanent employees are entitled to gratuity

payments as of their new joining date, the last basic salary will be used to determine the gratuity and or each year of service that has been completed, the employee will get one last basic.

Benefits for Contractual Employees: Upon the completion of 6 months with AkijBashir Group, contractual or probationary period employees are eligible to receive two annual festival bonuses each year where each are equal to one basic pay. Only the employees who are on the company's payroll on the day the bonus is payable are qualified to receive this payment. Individuals who have served for at least three months are entitled to receive 50% of their base salary as a bonus. At least 15 days prior to the anticipated event date, the bonus will be paid.

Overtime Payment for Non-Management Staff: In the non-management categories, both permanent and contractual employees are eligible for getting overtime compensation at a single rate. The number of extra hours worked will determine how much overtime is paid. After 8:00 p.m., excessive work hours will be taken into account and the respective supervisor will authorize the staff's daily OT sheet. The calculation system of overtime may change from time to time, but employees are always informed of the current procedures.

Salary Review: Salary reviews typically take place once a year, and raises are based on a percentage for cost-of-living allowance and to provide a general raise to all employees barring underperformers. This will be based on the officially reported inflation rate by the government as well as additional consideration, which can range from 3% to 4% depending on the circumstances and the managing director's judgement. As a result, an increase will start to take effect from July of each year. Based on the aforementioned background, the HR staff will suggest an increment rate, and the managing director will authorize the increment. Only people who have worked for the organization for six months will be eligible for this. Based on the yearly performance evaluation process and a recommendation from the head of each department, a special wage raise will be granted. To decide on such a particular increment, the

managing director will organize a meeting in which all department heads will participate. Any special raise for the post of general manager and executive directors shall be the full responsibility of the managing director. Annual performance reviews must be completed by the end of December in order to be considered for exceptional compensation increases and meetings must be held by the second week of January each year.

2.3.4 The Training and Development Initiatives

The AkijBashir Group strongly supports fostering an environment where employees are encouraged to learn new things and grow professionally. The company's Training & Development Team is dedicated to ensuring that all levels of AG workers get the appropriate training and development programs in order to improve their knowledge, skill, and competency in order to accomplish the operational and strategic goals of the organization. All forms of management development training are developed and implemented by the department of training and development. The department is also in charge of all corporate, office, and factory-related training and development-related operations. Sales and marketing field troops are able to get specialized training. Though training significantly improves their contribution to the organization, the T&D department's mission is to increase the knowledge, skills, and abilities of AkijBashir Group employees. It also aims to assist them in achieving organizational and departmental goals through a sustainable skill development program. The honourable directors will be dedicated to providing the money and facilities necessary to support effective staff training and development and the executive director is in charge of overseeing the execution of this policy. Manager of the training and development department plays a crucial role in helping to organize, involve, and carry out the training program for ongoing development. He is in charge of creating and carrying out all forms of training for the management team, sales team, and manufacturing. He is also responsible for performing induction training for newly hired staff, evaluate training gaps once a year, visit the market to identify any potential market

gaps that could be filled by training, take part in regional and monthly sales meetings to fill these gaps, create a training plan for the year and schedule it based on TNA, design and develop modules for various trainings, especially for management-level trainings on sales operational and soft skills, prepare, revise, upgrade the training lesson plan, and serve as a resource person. Line managers make sure that the employees who report to them are enrolled in pertinent training courses. Also, they ensure that the training squad has the logistical and other resources they need. Line managers rigorously adhere to the eligible participants who are not yet attending the training in the event of industrial training. Moreover, they support the T&D team's TNA efforts. Along with the T&D department team, line managers are responsible for evaluating the training requirements for their own department and for training successors who can carry out appropriate training if necessary. For example, when the T&D team conducts training in any business wing of AkijBashir Group, the manager's designated individual delivers the training to the lower levels.

Types of Training:

AkijBashir Group arranges the following types of training to enhance the competency of all employees:

- **Induction Training for New Employees:**

An induction training is arranged for every newly joined employee. The training covers an overall introduction of the group and a clear concept of business operation of the respective concern.

- **Soft Skill Training:**

White collar employees are only eligible for this type of training. Various relevant training on time management, stress management, positive attitude, leadership, communication, team building etc. are arranged to enhance the managerial skills of the managers.

- **Sales Training:**

Sales training is conducted on an emphasized basis as the company is engaged in a sales-based profit-making business. The area of sales training covers from bottom to top level of the sales force. Sales training topics are usually on leadership, sales supervision, sales management, sales technique, customer services, buying motives, communication, rapport building & any other topic related to sales.

- **Awareness Training for Workers:**

As AkijBashir Group has a wide range of manufacturing factories, awareness training is arranged for the workers to cover motivational training, safety training to enhance their efficiency. Non-management employees, such as office assistants, drivers and cleaners are trained under this segment.

- **Technical Training:**

All sorts of technical training are coordinated by T&D team with the help of the respective resource person of the department. Training module preparation & method of training are decided by the respective resource person. The Department of T&D ensures the logistics and other coordination assistance only if needed.

Training Method:

The following methods are followed when conducting training:

- **Lectures:** Lecture method is followed as it has the ability to cover a huge number of participants.
- **Ice breaking:** Ice breaking sessions are conducted to make the training more participative.
- **Role Play:** Role play is followed as it is an effective method of learning where participants can realize the real-life situation.
- **Films and Videos:** Films and videos are used with as other method of training.

- **Focus Group Discussion:** Focus Group Discussion method is followed in management level on soft skill training.

Training Logistics:

To ensure smooth and seamless training operation the department of training and development is equipped with the following equipment:

- Vehicle
- Projector set
- Sound system
- Camera
- Laptop
- Ice breaking items
- Stationery items

Training Facilitation:

- Each training session is entitled with refreshment within the approved budget.
- In case of regional training of sales, respective regional heads are responsible for all kinds of logistics support. In case of factory training, factory admin & HR manager or respective line managers are responsible for the same.
- In every training, participants are entitled with some gifts.
- The participants can claim TA as per the company policy.
- In case of all training, training team's accommodation and other facilities are arranged as per the group's policy.
- If any training is conducted on Friday or national holidays, the training team can enjoy a compensatory holiday on any day of the next week.

Duration of Training:

The minimum duration of the training is usually an hour or above. Two hours is considered as a standard span of duration. Day long or several days long training is designed as per the management's decision or based on training needs. Training refreshments and prayer breaks are also considered within the respective duration.

Training Location and Venue:

A location is chosen for conducting the training session ensuring minimization of cost and maximum amount of comfortability in learning amenities among the participants.

Training Budget:

Every training session is conducted within a logical budget and the budget is approved by the managing director.

Training Records:

Every training session is recorded properly, including training topic, resource person, list of participants, venue, all sorts of expenses etc.

TNA Process:

To identify the training needs, a training need assessment is conducted once in a year following the below mentioned steps:

- **Organizational Analysis:**

By organizational analysis, the company's desired business goal is determined so that it can be linked with the employee's competency.

▪ **Person Analysis:**

General attribute of a person is always affiliated with business outcome. To attain the business goal, the knowledge, skills, abilities (KSA) and personal traits of a person is considered.

▪ **Job Analysis:**

Job analysis defines the gap between the current activities and the desired performance to attain organizational goals. Job analysis deals with work activities, required KSA, level of importance of the job, task analysis etc.

Training Evaluation:

Every participant is evaluated once training has been conducted. The participants are divided into different grade levels. When considering a promotion or job enhancement, their training performance is taken into account. The evaluation of the training assists in monitoring its effect on business operations. The evaluation model listed below is used for evaluation:

Training Performance Implication:

Letter Grade	Obtained Marks (%)	Grade Point	For Basic Entrance	For In Service Personnel
A+	80 - 100	5.0	1. To be employed 2. Concerned department needs to be informed of the employee's exemplary performance 3. A report to be initiated by respective department after three months as per	1. To issue commendation letter to be retained in personal file 2. Report to be initiated by respective superior officer after three months as per the approved format 3. The employee's performance to be reviewed after six months as

			the approved format for further improvement in salary position	per his departmental report for promotion/ service recruitment by HR department
A	70 - 79	4.0	1. To be employed	1. To be commended in writing by HR Director, copy of which to be retained in the employee's personal file
B	50 - 69	3.0	1. To be employed	1. No action
C	40 - 49	2.0	1. To continue being monitored for three months 2. After three months, a report will be initiated by respective supervisor as per the approved document 3. As per the report of respective supervisor, HR department will decide on an employee's retention in service or otherwise.	1. To be warned in writing as to his weaknesses and to retain it in his personal file 2. To attend next refresher course 3. Confirmation of service should be withheld till the employee secures at least 50% marks in the next refresher course. If already confirmed, then his next annual service increment should remain withheld till he scores 50% marks in the next refresher course.
D	30 - 39	1.0	1. Failed 2. Not to be employed	1. To be warned in writing as to his weakness and to retain the documents in the employee's personal file

				<p>2. To attend the next refresher course</p> <p>3. Confirmation of service should be withheld till he secures more than 50% marks in the next same course. If already confirmed, then the employee's previous annual service increment should be stopped till he scores more than 50% marks in the next same course</p>
E	29 and below	0.0	<p>1. Failed</p> <p>2. Not to be employed</p>	<p>1. To be released from service on ground of the employee's unsatisfactory performance</p>

2.3.5 Performance Appraisal System:

During yearly evaluations, the effectiveness of team members in carrying out their duties and supporting the growth and success of the business is evaluated. If and when relevant openings occur, increase in yearly wage and consideration for promotion may be given as reward for good performance. Each team member's performance is evaluated annually with the following goals in mind:

- Evaluate the employee's performance in light of his or her job obligations.
- Inform the worker about his or her talents and limitations.

- Provide the employee the opportunity to explore any obstacles to reaching the required performance, jointly establish performance goals, and pinpoint training and development requirements for the upcoming year.
- Assist in informing choices on the proportion of year-end pay increases depending on individual achievement.

Process of Appraisal:

At least once each year, each team member is evaluated. The supervisor of the involved employee is in charge of conducting the appraisal. The appraiser and appraisee choose the third party in mutual agreement, and they choose someone who can offer feedback to both parties. Evaluations are kept private and team members are encouraged to engage fully to express any issues they may have during these meetings through providing a positive and encouraging environment. The appraiser and appraisee agrees on the objectives and training requirements. After that, all evaluation forms are sent to the corporate headquarters where the responsible line manager reviews each one to make sure the evaluation procedure was appropriate and fair. The HR department receives the appraisal's section on training. On the basis of this data, an annual training plan is created. The appraisee is given a copy of the section of the form that deals with future intentions. Forms are evaluated throughout the year to make sure that the proper steps are being taken to help the employee meet the goals outlined in the form. A supervisor may perform a unique evaluation in between conventional annual review. This would be done to document any exceptional situations for both excellent and subpar results.

2.5 Marketing Practices

AkijBashir Group has a dedicated branding team for developing marketing strategies with the help of external advertising agencies. The branding team suggests and proposes ideas which are later followed by the agencies for implementation. The company mainly focuses on

branding of the products of Akij Ceramics and invests a huge amount of money for making its advertising as glamorous as possible and uses broad differentiation strategy. Customer needs are highly valued by the company hence focus is mainly given on product quality and appealing design. For this reason, the pricing of the products is higher than its competitors such as, R.A.K. Ceramics, DBL Ceramics and Great Wall Ceramic Industries Ltd. Different distribution channels are used for providing sufficient amount of product from factory to distributor to retailer and finally to the customer. Dealers are given the chance to borrow products and pay off the debt on a monthly basis once they have achieved the sales target. The promotional activities include both traditional and contemporary forms of advertising such as TV commercials, newspaper and magazine ads, billboard publications as well as digital advertising on social media platforms such as Facebook and LinkedIn. Each of the advertisements are created keeping the demographic profile in mind. The target market constitutes of middle class and well-off consumers as per social category who seeks sophistication and quality.

2.6 Financial Performance and Accounting Practices

2.6.1 Financial Performance

Financial performance of a company refers to entire evaluation of a company to find out whether the financial objectives has been or being accomplished or not through the utilization of its assets and generation of revenues. (Verma, 2022) Conducting a financial analysis of a company is essential as it helps to identify the financial soundness of a firm and it also helps in the comparison with another company or competitors in the same industry. Through this, top management, investors, analysts and employees are able to get a clear picture about the company's financial state and plan accordingly. For this reason, the evaluation of financial performance of AkijBashir Group has been conducted through ratio analysis based on the data from the fiscal year 2020 – 2021 and 2021 – 2022.

Current Ratio			
Fiscal Year	Formula	Calculation	Result
2020 - 2021	Total Current	1,821,873,661/4,380,632,134	0.415892868
2021 - 2022	Assets/ Total Liabilities	3,030,200,568/4,476,073,135	0.676977448

The current ratio of a company refers to the capability of the company to repay short term loans which are due within next year. (Fernando, 2023) The company had 0.41 Taka for every 1 Taka debt in the fiscal year 2020-2021. At that time, the amount of current asset was relatively low compared to current liabilities. In the fiscal year 2021 – 2022, the current ratio increased to 0.68 Taka as the company holds more current assets. However, the current liabilities of the company have also increased. A company with a current ratio of less than one indicates that the company does not have sufficient amount of current assets to repay for its current liabilities. (Fernando, 2023) Therefore, AkijBashir Group needs to focus on using the company assets properly to be in a comfortable financial position.

Quick Ratio			
Fiscal Year	Formula	Calculation	Result
2020 - 2021	(Total Current Assets - Inventories)/ Total	(1,821,873,661 - 733,119,962) /4,380,632,134	0.248538
2021 - 2022	Liabilities	(3,030,200,568 - 1,644,957,944) /4,476,073,135	0.309477

The quick ratio of a company determines its capability of how quickly the firm can convert liquid assets into cash in order to pay the short-term financial liabilities. (Folger, 2023) AkijBashir Group had 0.25 Taka in fiscal year 2020 – 2021 for every 1 Taka debt which increased to 0.31 Taka in fiscal year 2021 – 2022. A quick ratio of 1 or above is generally considered as good. In that case, AkijBashir Group’s quick ratio analysis indicates that the company lack in enough liquid assets which can help to repay any urgent debts if needed which is alarming.

Earnings Per Share	
Fiscal Year	EPS (in Taka)
2020 - 2021	3.48
2021 - 2022	2.35

Earnings per share analysis indicates the profitability of a company. (Nirmal Bang, n.d.) AkijBashir Group had earnings per share of 3.48 Taka in fiscal year 2020 – 2021 and 2.35 Taka in fiscal year 2021 – 2022. It indicates that the company’s earnings per share have reduced and the funds are not being utilized in a proper manner which is a negative thing for the company.

Return on Equity			
Fiscal Year	Formula	Calculation	Result
2020 - 2021	Net Profit after Tax/ Shareholder's Equity	494,303,522/1,176,469,229	42.01%
2021 - 2022		319,869,757/1,411,298,202	22.66%

The return on equity ratio indicates the amount of profit generated by each taka of common stockholder's equity. Generally, an ROE of 15% to 20% is considered good. (Wikipedia, 2023) AkijBashir Group had a strong return on equity of 42.01% in fiscal year 2020 – 2021. However, the return on equity dropped to 22.66% in the fiscal year 2021 – 2022 which is still in a positive range though.

Net Profit Margin			
Fiscal Year	Formula	Calculation	Result
2020 - 2021	Net Profit after	494,303,522/4,888,150,929	10.11%
2021 - 2022	Tax/ Revenue	319,869,757/4,554,344,467	7.02%

Net profit margin measures a company's amount of generated profit percentage in relation to its revenue. (CFI Team, 2023) In the fiscal year 2020 – 2021, AkijBashir Group possessed a net profit margin of 10.11% which decreased to 7.02% in the fiscal year 2021 – 2022 due to the fuel shortage in the country due to Russia – Ukraine war.

Total Asset Turnover			
Fiscal Year	Formula	Calculation	Result
2020 - 2021	Sales/ Total	4,888,150,929/8,328,961,103	0.586886032
2021 - 2022	Assets	4,554,344,467/10,686,653,870	0.426171234

The total asset turnover ratio helps the investors to understand how effectively a company is utilizing its assets to generate sales. (Hayes, 2022) In the fiscal year 2020 – 2021, AkijBashir Group had a total asset turnover ratio of 0.59 which later decreased to 0.43 in fiscal year 2021 – 2022. It indicates that the company has been underutilizing or ineffectively using their assets.

Equity Multiplier			
Fiscal Year	Formula	Calculation	Result
2020 - 2021	Total Assets/ Shareholder's	8,328,961,103/1,176,469,229	7.079625117
2021 - 2022	Equity	10,686,653,870/1,411,298,202	7.572215323

AkijBashir Group had an equity multiplier of 7.08 in the fiscal year 2020 – 2021 which increased to 7.57 in the fiscal year 2021 – 2022 indicating that the company is relying on a high amount of debt.

Return on Equity (Dupont)			
Fiscal Year	Formula	Calculation	Result
2020 - 2021	Net Profit Margin*Total Asset	10.11228027*0.586886032*7.079625117	42.01%
2021 - 2022	Turnover*Equity Multiplier	7.023398413*0.426171234*7.572215323	22.66%

In the fiscal year 2020 – 2021, AkijBashir Group had a return on equity of 42.01% which later decreased to 22.06% in the fiscal year 2021 – 2022 indicating that the company borrowed more debt for which, the equity has reduced which is a negative thing.

Comment: The financial analysis above shows that the company is running in loss due to it being dependant on a single unit for revenue which is also unable to generate sufficient revenue

lately since sales has decreased. The company is in an abnormal financial position since it is in high debt and employee turnover has also increased hence the company is losing qualified manpower. The issue can be solved by eliminating the businesses performing weak or are in unattractive industries and use the debt capacity and cash from those businesses to make acquisitions or invest in more promising industries.

2.6.2 Accounting Practices

The day-to-day financial operations of AkijBashir Group is recorded by the company's accounts department. The employees follow the applicable standard to diligently prepare the financial statements. The department keeps record of each transaction and posts to ledger, prepares trial balance and makes necessary adjustments after a certain period and finalizes it, prepares balance sheet and annual report as well.

2.7 Operations Management and Information System Practices

The vital task that every business seeks forth to complete is turning raw materials into finished goods. In the competitive business environment of today, manufacturers must consistently make an effort to improve operational efficiency in order to fulfil this responsibility. To concentrate on quality, manage labour and material costs, and eliminate any expenses that do not add value to the finished product, businesses must optimize their production processes. The operations manager's responsibility is to make the choices required to advance these goals. Managers decide how products will be manufactured, where production will occur, and how manufacturing facilities will be organized during production planning. Production managers are responsible for continuously planning and monitoring the activities that make up the manufacturing process once it has begun, solicit feedback, think it over, make appropriate adjustments, oversee the procurement of raw materials and the management of inventories to ensure that products are manufactured in accordance with the standard quality. Moreover, the

company relies on ERP software for the monitoring and controlling of day-to-day operational activities.

2.8 Industry and Competitive Analysis

AkijBashir Group Limited is a relatively new company who commenced their journey just a year ago with 16 strategic business units after the separation from Akij Group. However, the company's only profitable business as in the cash cow is the Ceramics unit and rest of the units are either struggling to keep up or have not started production yet.

2.8.1 Porter's Five Forces Analysis

Porter's Five Forces Model is a tool for measuring the competitive environment of the industry the business is performing. (Vaidya, n.d.)

Rivalry among Existing Competitors: Moderately High

Akij Ceramics face intense competition with multinational companies such as R.A.K. Ceramics, and also with local companies such as DBL Ceramics and Great Wall Ceramic Industries Ltd. Due to undifferentiated product line and similar quality and since Akij Ceramics has recently increased the price of their products, the market competition is heating up hence the rivalry amongst existing competitors is moderately high.

Bargaining Power of Suppliers: Very High

The company is heavily dependent on suppliers since plants, machineries and 80% of raw materials are imported from countries like Germany, New Zealand, China and India and there is a lack of good local substitute as well. (Noyon, 2022) Due to the local and global supplier industry being concentrated, the switching cost is high hence the bargaining power of suppliers is very high.

Bargaining Power of Customers: Moderately High

There are several different existing brands in the market such as R.A.K, Ceramics, Great Wall and DBL who offers great quality products at an affordable price range hence the bargaining power of customer is really high.

Threat of New Entrants: Moderately High

The threat of new entrants is moderately high since the market is getting saturated with big players in the industry such as MGI, Pran-RFL Group entering the market. Besides, tax and duties has been levied off for foreign companies entering the ceramic industry in Bangladesh. This has paved the path easier for many foreign firms and they are opting for joint ventures with local companies and some are also entering the industry through direct investment in the industry.

Threat of Substitutes: Very Low

The alternatives for ceramics are mosaic, marble, wood, glass flooring, granite in case of tiles and sanitaryware which are pretty expensive. (Quora, n.d.) On the other hand, tableware has alternatives such as plastic, melamine and steel which have a low switching cost yet customers prefer to stick to ceramics due to upscaled standard of living. Hence, competition from producers of substitute products is very low.

2.8.2 SWOT Analysis

SWOT Analysis is a framework which helps to find out an organization's strengths, weaknesses as well as threats and broader opportunities. (Community Tool Box, n.d.)

Strength:

- Akij Ceramics have a sustainable competitive advantage of reusing waste materials into the production process of another which has increased efficiency in production (Ice Business Times, 2022)
- The company possesses the largest sanitaryware plant in the country and also the first ever in the country to manufacture digital printed tiles
- The company has sufficient financial resources due to it being a zero-dividend company (Parvez, 2017)
- Premium quality products are manufactured and offered to the customers by the company since they use contemporary European plants, machineries and high-quality materials
- Since it is a well-established business, the company have strong brand image, good relationship with industry specialists, skilled manpower

Weakness:

- The company has an undifferentiated product line which can be extended by utilizing financial resources to invest in new machineries and R&D for the development of new product line
- The company is heavily dependent on the dealers and distributors for sales. The issue can be solved by utilizing their strong brand image to establish more flagship showroom in the country
- The inability to estimate market demand and situation is causing a surplus in the production and decrease in sales. If the company invests more in thorough market research, take help from market analysts and plan the production accordingly, the issue might be resolved.

- The company is heavily dependent on importing 90% of its raw materials from Spain, Italy, China, India and Thailand and import duties are levied high. There are many alternative sources for the raw materials in Mymensingh and Sylhet such as, white clay which is the main ingredient for manufacturing ceramic products and thus the issue can be solved by investing a little amount on extracting from local clay mine and transporting it to the plant. This will also help to reduce the cost of importing.

Opportunity:

- A great potential lies ahead in international market for the export of tableware and sanitaryware as well as expansion of product line into advanced ceramics used for water purification, energy conservation and in medical sector where nanotechnology is based on ceramic. (BIDA, n.d.)
- Demand in the local market for ceramic tiles and sanitaryware keeps increasing due to rapid urbanization and increased real estate projects
- Local ceramic market is big and the industry is witnessing continuous growth

Threat:

- Akij Ceramics has recently increased the market price of their products by 7% to 8% since their costing has gone up by 37%. (Mohajon, 2023) A great deal of alternatives is available in an affordable price range hence there is high chance of losing some of the existing and potential customers. It is recommended for the company to primarily focus on exporting since it has high potential.
- Considering the current situation of natural gas supply in Bangladesh, there is a chance of “sudden death threat” since it is a gas-dependant business. The company needs to invest more in R&D to find alternative sources of fuel or plan the production in such way which will neither decrease the quality nor increase the cost.

- The supply is greater than the demand in the ceramics market for which price competition has increased. In this case, the company can opt for a minimal profit and lower the price to grab the local market opportunities.

Comment: Akij Ceramics can easily overcome its weaknesses considering the company's strengths through a thorough analysis of the market to identify demand to overcome the issue of production surplus, invest in diversifying the product line and expand the business. The company needs to find an alternative energy source for tackling threat and increase bargaining power with suppliers and work on reducing production cost in order to decrease the market price to increase bargaining power with customers.

2.9 Summary and Conclusion

AkijBashir Group recently started its journey under the leadership of the Managing Director, Sheikh Bashir Uddin carrying the ideals of his father late Akij Uddin. The company owns various brands that manufactures ceramics, sanitary, bath-ware, tableware, particle board, BOP, COPP, PETT film, jute, steel, tea, medium density fibreboard and high-density fibreboard flooring industry of international quality. (The Business Standard, 2023)

The company is being led with a combination of different leadership styles such as, coercive, authoritative, democratic, affiliative, coaching and pacesetter as needed. The company follows contemporary method for recruitment and selection process and puts a lot of focus on implementing training and development initiatives. Although there is an integrated software system for monitoring and controlling daily operations, the lack of communication slows down the duration of the completion of a task.

However, AkijBashir Group is not in a sound financial condition due to various units being underutilized. The marketing practice only focuses on the most profitable unit of the company which is Akij Ceramics hence the business is running smooth.

The industry that AkijBashir Group competes in is a profitable one but getting tough to sustain day by day. The company has great potential of going beyond by utilizing its strengths and opportunities.

2.10 Recommendations

The following suggestions are given for the company based on the overview of the chapter:

- More skilled and experienced manpower with contemporary mindset needs to be hired for effective implementation of the company strategies
- An effective and prompt communication and HRIS system needs to be implemented for the reduction in the completion time of an activity. Along with MS Outlook and Office, usage of Google products such as Drive, Forms and Meet can be included.
- The marketing team needs to put more focus on analysing the market trends and demands to avoid production surplus and set more realistic sales target as per the market condition
- Liquid assets need to be utilized properly for the company to achieve a sound financial condition. Also, underperforming businesses needs to be analysed thoroughly to drill down to the root causes in order to decide whether to invest for improvement if there is any room or to eliminate and invest in the production of the units which have not started production yet.

Chapter 3

Project Part

3.1 Introduction

The report is created in order to accomplish a portion of the internship program's requirements for my Bachelor's Degree in Business Administration, as approved by BRAC Business School, BRAC University. The main purpose of a three months long internship program is that it is designed to provide students real-world experience and a chance to apply their academic understandings and finally, prepare a report on it and submit it to the respective department. I joined AkijBashir Group as an Intern in the HR department on a contractual basis for three months to fulfil the aforementioned requirements. My joining date was on 16 January, 2023 and continued my internship at the company till 15 April, 2023. Following the discussion with my supervisor, the topic that has been chosen for writing the internship report is "Improvement of the Existing Recruitment Process of AkijBashir Group." My supervisor, Dr. M. Nazmul Islam and co-supervisor Dr. Syed Far Abid Hossain have been really co-operative in guiding and supervising in the preparation and completion of the report.

3.1.1 Theoretical Background

One of the crucial functions of Human Resource Management is the recruitment and selection process on which the success of a business relies. (Karim, Bhuiyan, Nath, & Latif, 2021) Recruitment and selection process refers to discovering the abilities and expertise of the candidates and selecting those who most closely meet the requirements of available positions or newly created jobs, identifying and drawing in competitive candidates using the most effective strategies, sources, or headhunting environments. (Vasile & Zhan, 2020) Rapid urbanization and industrialization have made its impact on HR functions as well where the old

processes are being transformed into modern techniques. (A.Sarada, 2018) Social networks and new technologies are being used by companies in pursuit of new employees and the trend is expected to grow in future. A recent study reveals that online recruitment and selection processes save time and money, yet the abundance of information creates a lack of credibility for employers. Many organizations still perceive social media platforms as an addition to information rather than a replacement for other conventional methods of hiring and selecting candidates. (Silva & Machado, 2023)

3.1.2 Objectives

The primary objective of the report is to assess the recruitment and selection procedures and initiatives of AkijBashir Group and identify areas that requires further improvement or change.

In order to achieve the primary objective, the following secondary objectives need to be followed:

- To diagnose the lacking in the recruitment procedure of AkijBashir Group
- To connect and apply the academic learnings within the current HR practices of AkijBashir Group
- To offer recommendations and necessary suggestions for the improvement of the current recruitment procedures of the company.

3.1.3 Significance

The study has been conducted with the purpose of analyzing and evaluating the recruitment process of AkijBashir Group to find out the flaws in the existing policies and procedures in the company. On the basis of the identified shortcomings through personal observation, necessary recommendations and suggestions is offered to the company for making improvements in the paper. The study plays a significant role in pointing out the underlying issues with outdated HR

practices and shed light on the usefulness of contemporary HR practices. The study will aid researchers and academicians in carrying out further research on the usefulness of implementation of AI in the “recruitment and selection process”.

3.2 Methodology

Both primary and secondary data has been utilized in the preparation and completion of the report. Primary sources refer to the personal experience and thorough observation achieved during my internship at AkijBashir Group along with necessary information extracted from having detailed discussions with the HR Director and Communications Coordinator of the company. On the other hand, secondary sources of information include the website and annual report of the company, newspaper articles and scholarly journal articles.

3.3 Overview of the Human Resource Department of the Company

The HR department of AkijBashir Group plays an important role in the contribution of the growth of the company through different functions such as, training and development, talent management, compensation and employee benefits, compliance, and workplace safety. Each unit of AkijBashir Group has a separate HR department who are controlled by the Group HR department located in the head office in Dhaka. The Group HR department is divided into three key functions, Operations, Organizational Development and Compensation and Benefits who are responsible for various tasks such as recruiting candidates, selecting the right employees, taking disciplinary actions when needed, processing payroll, analyzing employee benefits and maintaining HRIS and updating records. HR department also supports the career needs of employees through training and development activities and implements policies and procedures with ethical and legal consideration. The following organogram is a visual representation of the functions and activities of the Group HR department of AkijBashir Group:

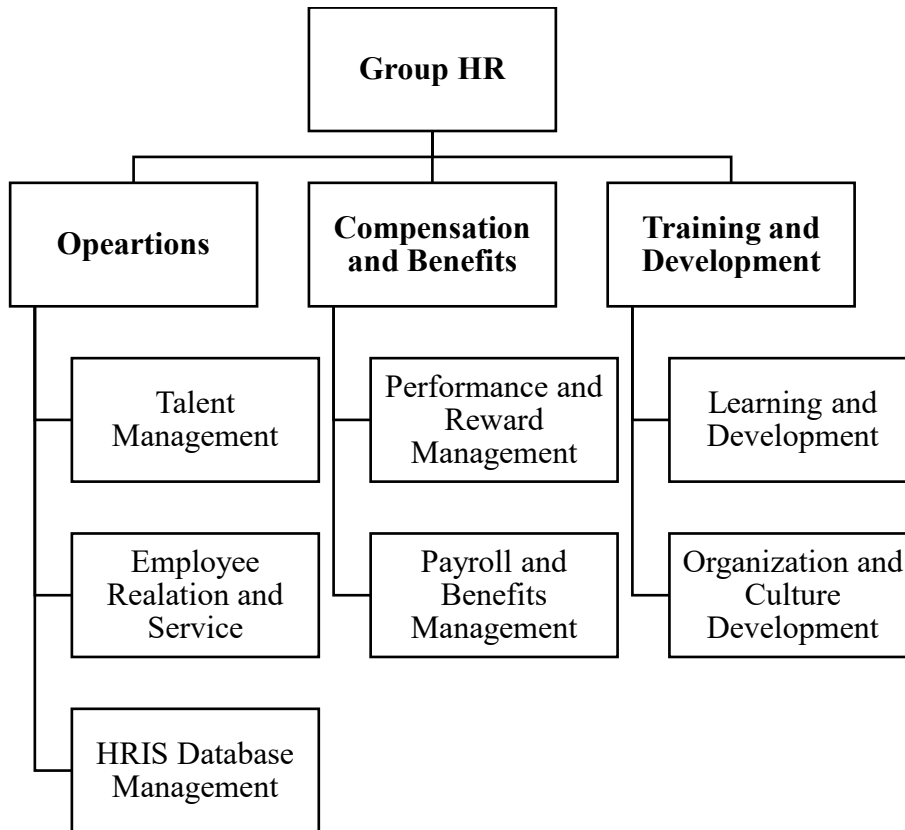


Figure 1: Organogram of the HR Department

3.3.1 Analysis of Recruitment and Selection Process of the Company

The recruitment and selection process are a crucial component for the success of a company. The HR department of AkijBashir Group pays keen attention to the hiring process of the company making sure it is aligned with the vision, mission and strategies of the business. The department is in charge of talent management processes to find the right employees who will be able to contribute in the achievement of the company’s success. The following flowchart provides a clear idea of the company’s recruitment and selection process:

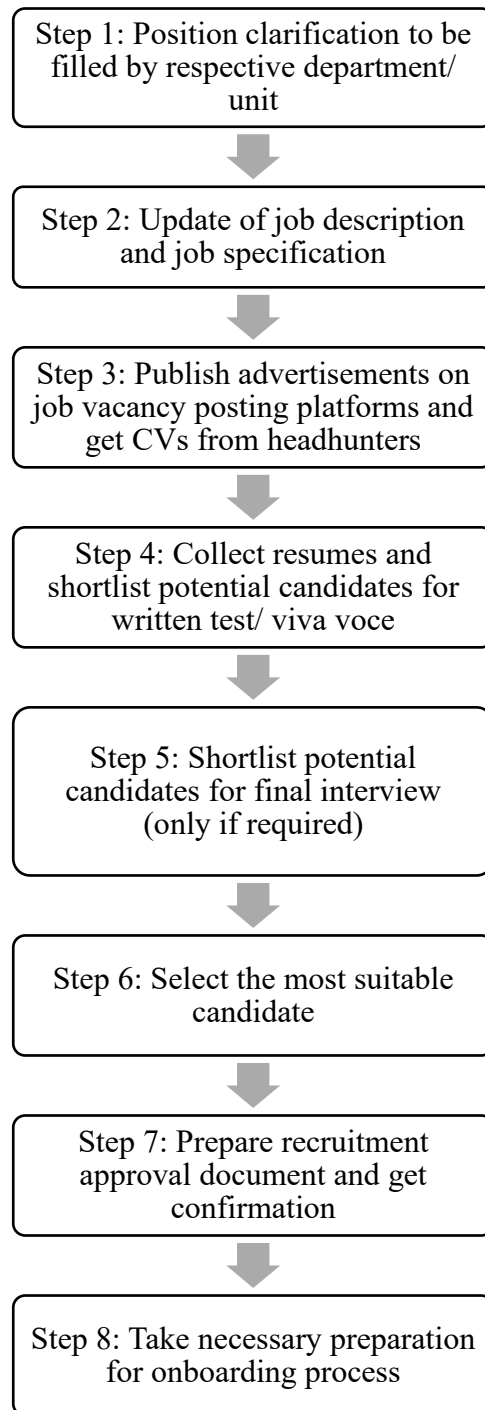


Figure 2: Flowchart of the Recruitment and Selection Process

The first step of the recruitment and selection process begins with getting request and clarification from the respective department head along with details such as number of vacancies, position name and deadline for filling up the vacant positions. The head of HR department sometimes negotiates the deadline if the duration is insufficient since the whole

process of recruitment and selection needs to be done carefully. In the next step, a job description and job specification are prepared for the vacant positions which include several important information such as, department, job location, job contract type, purpose of the position, job responsibilities, educational qualification, professional qualification, experience, age group and other required skills. Once the necessary information is on hand, the HR director and her team relies on both internal and external sources to hire required talent. Internal sources for talent refer to employee promotion, transfer and external sources refers to employee referrals, headhunters, job fairs and advertisements that gets rolled out to different job vacancy posting platforms such as, LinkedIn, BDjobs.com, job vacancy posting groups. After that, CVs are collected within a deadline and initially screened by the HR department based on the stated requirements. Around 15 to 20 CVs that best matched the criteria are sent to the concerned department along with a portfolio analysis and the concerned department screens again and sends the best ones to call for an interview or written test. The written test or excel test is only conducted for junior level positions, following that, shortlisted candidates are called for an interview. For mid-level positions, initial interviews are conducted online through Zoom with the HR Director and final interview is conducted in person with the Directors of respective departments. However, a final round interview is conducted for senior level positions with the Deputy Managing Director and the Managing Director of the company. The representatives from HR department contacts the candidates through phone and email to set up a written test or an interview and based on the result, around 4 to 5 candidates are shortlisted for the next round of interviews. A recruitment approval document is prepared containing CV, answer script along with score, interview evaluation sheet. After that, the document is forwarded to the respective supervisor, department head, HR Director, Deputy Managing Director and Managing Director after the hiring team has given approval to hire. After that, the job offer is rolled out to the candidate explaining the role that is being offered, break-up of compensation

along with notice period. Once the candidate confirms the acceptance of the job offer, an offer letter is prepared for the candidate to collect from the head office and an offer of employment letter is given to him on the joining date. Basic documentation including ID proof, address proof, educational qualification certificates, any special skill certifications, current and previous organization profiles, as well as compensation details are captured on the joining date. In the final step, the employee is handed over to the respective department for the completion of the recruitment and selection process.

3.3.2 Findings from the Analysis

The following findings have been summarized based on the observation of the recruitment and selection process of AkijBashir Group:

- The HR team consists of 7 employees only who are responsible for managing the recruitment and selection process of head office and business units and none of the employees have studied HR which clearly indicates there is a lack of qualified manpower. The lacking is currently being fulfilled by hiring interns who have studied HR which is a pretty good learning opportunity for students yet their lack of experience and change in interns in 3 to 6 months interval is disrupting the workflow. The lack of sufficient manpower is also responsible for communication gap in the process.
- The step 4, 5 and 6 of “recruitment and selection process” is extremely lengthy especially when it comes to hiring talent for mid and senior level positions. There have been several instances where AkijBashir Group has lost preferred or great candidates since they have lost interest or joined other company.
- The company is able to attract a great number of talents through job fair and job vacancy posting portals and websites which shows that AkijBashir Group has a great reputation as an employer.

- The salary offered by AkijBashir Group is really low compared to other reputed companies for which, candidates reject job offer. Besides, the failed candidates are not informed about rejection and thus, qualified and backup candidates are lost in the process.

3.3.3 Implication

The analysis of the recruitment and selection process of AkijBashir Group reveals both the positive and negative sides which can help the company to make room for improvements in the aforementioned process. The findings can help to discover the ongoing issues associated with process which needs to be solved in order to make the process more effective and efficient.

3.3.4 Limitations

The preparation of the report is subject to a few limitations beginning with the data that was collected through having detailed discussion with two HR professionals of the company who were a bit reluctant to disclose crucial information due to company policy. Most of the information are confidential and not shared with anyone other than top management hence most of the necessary information could not be found. Besides, the data cannot be generalized due to the sample size being too small.

3.3.5 Conclusion

The success of a business depends on the effectiveness of the recruitment and selection process of the company which is guided by its vision, mission and strategies. AkijBashir Group has a well-structured recruitment and selection process which consists of several steps and technological advancement has provided with many different tools and techniques to the company to address the hiring needs on which the HR team can rely on. The written test and excel test conducted for hiring helps to verify the knowledge level of the candidates and filter

the qualified ones. Moreover, rounds of interviews with top management helps to get different opinions in hiring right talent. The ultimate goal of the process is to match the capabilities of potential candidates against the requirements in a given job which needs to be obtained at a minimum cost and AkijBashir Group has been able to maintain it so far. However, the company has an increased employee turnover rate due to not being able to find the right fit within the organization culture, its vision, mission and core values. The success of HR department is measured through the recruitment and performance of the company's competent employees hence AkijBashir Group needs to increase the manpower in HR and invest on training them to ensure they can stand together against upcoming challenges in the years to come.

3.3.6 Recommendations

In light of the issues realized with the recruitment and selection practices at AkijBashir Group, the following measures can be implemented to enhance the process:

- The analysis revealed that understaffing of HR department in AkijBashir Group has been causing some serious implications specially in step 4, 5 and 6 of “recruitment and selection process”. A study conducted in educational institutes in Nigeria who faced similar situation revealed that strategic manpower planning can solve the issue. (Jacob, 2020) Hence, the company needs to put the same amount of importance for the manpower planning for HR which is given to the manpower planning for other divisions through identifying the requirements and implementing necessary actions.
- Long recruitment and selection process is responsible for the loss of good candidates. Research conducted in eight international companies including Hilton Hotel revealed that implementation of AI in the recruitment process can help solve the issue. In view of the findings from the research, it can be recommended for AkijBashir Group to use resume sorting software and accepting video resumes in step 4 to eliminate step 5 as in

preliminary interview phase to save time and make the whole process faster. AI can help to sort video resumes since it can interpret and analyze the job applicant's facial expression, tone, body language, and compare with top talents in the company. (Johansson & Herranen, 2019)

- Employer branding refers to the perception of the potential candidates of what the organization stands for as an employer and is of extreme importance to the professionals these days. It has been discovered from a study conducted among business school bachelor and master program students in Russia that majority of the professionals and young job seekers are more inclined towards fair pay for fair work instead of only relying on the company image. AkijBashir Group can focus on improving their image as an employer in the job market and either increase the salary by comparing with rival companies or provide more attractive benefits in order to find the right fit. (Kucherov, Zamulin, & Tsybova, 2019)
- AkijBashir Group does not contact failed candidates whereas it is being done by many multinational companies such as, Coca Cola, Marico and Unilever. A study conducted by researchers of The Kingdom University revealed that companies that promptly responds to the unsuccessful candidates through chatbots remains competitive in the job market in terms of attracting the best talent. (Nawaz & Gomes, 2019) Since it is practically not possible for the hiring team to personally contact with each failed candidate, it is suggested for AkijBashir Group to implement the usage of chatbots to build a good reputation as an employer in the job market and add it before step 6.

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Appendix A.

Akij Ceramics Limited
Statement of Financial Position
As At 30 June 2022


	Note	Amount In Taka	
		30-June-22	30-June-21
NET ASSETS			
Non Current Assets			
Property, Plant & Equipment	4.00	7,634,453,302	6,485,087,442
Investment in Shares	5.00	22,000,000	22,000,000
		3,030,200,568	1,821,873,661
Current Assets			
Inventories	6.00	1,644,957,944	733,119,962
Trade & Other Receivables	7.00	494,990,884	249,018,285
Advances, Deposits & Prepayments	8.00	831,851,043	686,094,544
Cash & Cash Equivalents	9.00	58,400,697	153,640,870
Total Assets		10,686,653,870	8,328,961,103
EQUITY AND LIABILITIES			
Shareholder's Equity			
Issued Share Capital	10.00	1,000,000	1,000,000
Retained Earnings		1,410,298,202	1,175,469,229
		4,799,282,533	4,380,632,134
Non-Current Liabilities			
Inter company Balance	11.00	4,799,282,533	4,380,632,134
		4,476,073,135	2,771,859,740
Current Liabilities and Provision			
Bank Overdraft	12.00	20,804,580	4,518,568
Short Term Loan	13.00	3,987,863,906	2,114,199,296
Liability against Supplementary Duty		57,292,111	56,292,923
Advance against Sales		46,768,212	111,508,945
Trade Payable		196,730,626	227,579,193
Provision and Accured Expenses		81,572,916	111,172,777
Provision for Income Tax	14.00	85,040,784	146,588,036
Total Equity and Liabilities		10,686,653,870	8,328,961,103

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

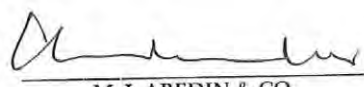
Approved and authorised for issue by the board of directors on **22 OCT 2022** and signed
for and on behalf of the Board.


Managing Director


Director


Deputy Managing Director
As per our report of even date

Dated, Dhaka
22 OCT 2022


M. J. ABEDIN & CO.
Chartered Accountants


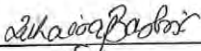
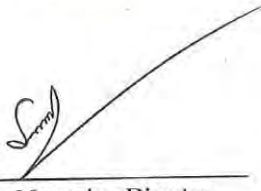
DVC: 2210230527 AS 533537

Akij Ceramics Limited
Statement of Profit or Loss and Other Comprehensive Income
For the year ended 30 June 2022

	Notes	Amount In Taka	
		30-June-22	30-June-21
Turnover	15.00	4,554,344,467	4,888,150,929
Less : Cost of Goods Sold	16.00	3,795,788,936	4,006,076,373
Gross Profit		758,555,531	882,074,556
Less : Administrative and Selling Expenses	17.00	422,605,772	389,195,655
Profit From Operations		335,949,759	492,878,901
Add: Export Subsidy	18.00	11,317,018	5,462,935
Add: Other income		12,328,807	12,994,627
Less : Finance Cost	19.00	39,725,827	17,032,941
Profit before tax		319,869,757	494,303,522
Less : Income Tax Expenses		85,040,784	146,588,036
Total Comprehensive Income for the year		234,828,973	347,715,486

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Approved and authorised for issue by the board of directors on **22 OCT 2022** and signed for and on behalf of the Board.


 Managing Director
 
 Director
 
 Deputy Managing Director

As per our report of even date

Dated, Dhaka
22 OCT 2022



M. J. ABEDIN & CO.
 Chartered Accountants

DVC:2210230527 AS 533537

Akij Ceramics Limited
Statement of Changes in Shareholder's Equity
For the year ended 30 June 2022

	Amount In Taka		
	Share Capital	Retained Earnings	Total
	1.	2	3 (1+2)
Balance as on 01 July 2020	1,000,000	827,753,743	828,753,743
Comprehensive Income for 2021	-	347,715,486	347,715,486
Balance as on 30 June 2021	1,000,000	1,175,469,229	1,176,469,229
Balance as on 01 July 2021	1,000,000	1,175,469,229	1,176,469,229
Comprehensive Income for 2021-22	-	234,828,973	234,828,973
Balance as on 30 June 2022	1,000,000	1,410,298,202	1,411,298,202

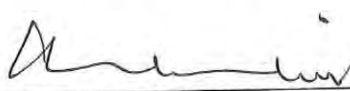
The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Approved and authorised for issue by the board of directors on **22 OCT 2022** and signed for and on behalf of the Board.


 Managing Director
 
 Director
 
 Deputy Managing Director

As per our report of even date

Dated, Dhaka
22 OCT 2022


M. J. ABEDIN & CO.
 Chartered Accountants

DVC: 2210230527AS533537

Akij Ceramics Limited
Statement of Cash Flows
For the year ended 30 June 2022

	Amount in Taka	
	30-June-22	30-June-21
Cash flows from operating activities		
Cash receipts from customers and others	4,267,276,960	4,858,522,696
Cash paid to suppliers and employees	(4,514,371,173)	(4,189,350,440)
Cash Generated from Operations	(247,094,213)	669,172,256
Income tax	(178,139,923)	(142,600,527)
Finance cost	(39,725,827)	(17,032,940)
Net cash Generated from operating activities	(464,959,963)	509,538,790
Cash flows from investing activities		
Acquisition of Fixed Assets including capital expenditure	(1,938,881,229)	(1,253,926,313)
Net cash used in investing activities	(1,938,881,229)	(1,253,926,313)
Cash flows from financing activities		
Short Term Loan	1,873,664,610	(343,909,580)
Inter company Balance	418,650,399	1,209,450,657
Net cash Generated from financing activities	2,292,315,009	865,541,077
Increase/(Decrease) in cash and cash equivalents	(111,526,185)	121,153,554
Cash and cash equivalents at beginning of year	149,122,302	27,968,748
Cash and cash equivalents at end of year (Note-9)	37,596,117	149,122,302

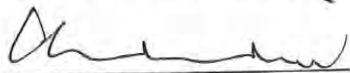
Note : Cash and Cash Equivalentss includes bank overdraft that are payable on demand and form an integral part of the company's cash management.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Approved and authorised for issue by the board of directors on **22 OCT 2022** and signed for and on behalf of the Board.

 **Managing Director**
 **Director**
 **Deputy Managing Director**

As per our report of even date


M. J. ABEDIN & CO.
Chartered Accountants

Dated, Dhaka
22 OCT 2022

DVC: 2210230527 AS 533537