

Report On

**“Human Resource Management Plan Failures and Outcomes
in Maxces Trims Ltd. with proposed solutions”**

Submitted By

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An internship report submitted to the Bachelor’s in business administration in
partial fulfillment of the requirements for the degree of Graduation

BRAC Business School

BRAC University

5th January 2020

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing a 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 that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all the main sources of help.

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Feihan Ahsan

Lecturer, BRAC Business School
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Letter of Transmittal

Feihan Ahsan
Lecturer,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report.

Dear Sir,

With due respect, this is my pleasure to inform you that I am submitting my internship report on **“Human Resource Management Plan Failures and Outcomes in Maxces Trims Ltd. with proposed solutions”** as a part of the BUS400 course from the BBA program. This report was made summarizing my findings during my internship at Maxces Trims Ltd. It has been a great experience for me serving as an intern for the few months at the organization. I feel fortunate enough to get the opportunity to work with an efficient group and hope this learning period will add value to my career ahead.

I would like to take this opportunity to thank you for all your support and guidance. I have tried to provide my best effort to prepare this report. This is my humble request to you to accept my internship report. I hope you would be kind enough to consider my efforts and consider the errors.

Sincerely yours,

Sumaya Islam
13304047
BRAC Business School
BRAC University
Date: 5th January 2020

Non-Disclosure Agreement

This agreement is made and entered into by and between Notionhive Digital Agency and the undersigned student at BRAC University, Sumaya Islam, ID: 13304047.

Acknowledgment

Doing an internship at Maxces Trims Ltd. has been a great experience for me. Firstly, I would like to give my heartiest gratitude to the almighty for making everything manageable and make me capable to prepare my report within the given time.

I also would like to thank my internship supervisor Mr. Feihan Ahsan, who guided me in every step and helped me by giving valuable solutions to solve any kind of problem I have faced during the internship period. I am also grateful to my faculties who have taught me in my four years of the academic program and shared their valuable knowledge with me.

Moreover, I would also like to thank our company CEO and Line-manager Mr. Rafsan Jani Farooque at Maxces Trims Ltd. for supporting me every time throughout the journey and providing necessary information to prepare this report. I would also like to thank everyone who has supported me by giving their effort and contribution to finish this report.

Abstract

This research summarizes the internship program experience at Maxces Trims Ltd. as a course of the BBA program. It describes all the learnings, outcomes, and experience of the internship program while working in the organization. There is an overview of general activities, the process of various departments and some brief about the collaborative nature and clients of the organization. The main objective is of the report to find out determine the shortcomings of HR Plans in Maxces Trims Ltd. and how they managed to overcome them with some proposed solutions.

In the first phase, there is a description of their recruitment plans and issues they have faced during recruitment along with the details of their financial deficit back in the fiscal year of 2011-2012. Furthermore, a detail analysis of their lack of performance review and incentive programs have also been duly highlighted.

In findings, there is an analysis the various shortcomings faced by Maxces Trims Ltd. over the years and their perspective towards overcoming these problems. Further, how the steps they have taken have affected them in the short run as well as how they are helping them at present. Overall, the Covid-19 pandemic has changed their views on their internal environment and recruitment plans which are paving the way for future developmental plans.

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List of Acronyms

GAP (Garments Accessories and Packaging)

RMG (Ready Made Garments)

KPI (Key Performance Indicator)

OMCP (Online Marketing Certified Professional)

Chapter 1

Overview of Internship

1.1 Student Information

The hereby report is prepared by Sumaya Islam. ID: 13304047, for the purpose of completing an academic internship of the BBA program at Maxces Trims Ltd., majoring in Human Resource Management in the Fall 2020 session under BRAC Business School.

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

The internship period consisted of 3 months from September 2020 to December 2020 at Maxces Trims Ltd.'s main branch at their Head office located at H#263 R#06 Mohammadi Housing Society, Mohammadpur, Dhaka.

1.2.2 Internship Company Supervisor's Information: Name and Position

This report was made under the supervision of Rafsan Jani Farooque, who is currently in the position of CEO at Maxces Trims Ltd. He has over 6 years of experience in the Apparel and manufacturing industry.

1.2.3 Job Scope – Job Description/Duties/Responsibilities:

Nature of the Job:

The nature of a Human Resource Executive job is to prepare plans for internal efficiency as well as look after the well-being of the employees at the organization. It is mandatory to keep records and prepare reports according to the activities over the course of a month to half-yearly analysis

for every employee's overall performance along with maintaining a database with transaction records for raw materials purchased and inventory to be delivered. An important part of the job was to assist in the disbursement of monthly salary and maintaining a database with accordance to their salaries paid within due time.

My Specific Responsibilities at Maxces Trims Ltd.:

The organization has various responsibilities for their interns. For the human resource department, the responsibilities are:

- Preparing and maintaining employee databases
- Preparing monthly reports
- Assisting in implementation of HR plans
- Assessing and critically judging the problems faced by employees
- Assisting my supervisor in his daily tasks
- Assisting employees with mental health seminars
- Setting up and conducting monthly performance meetings

1.3 Internship Outcome:

1.3.1 Student's contribution to the company

Even though the internship period is a learning period for the students still there are some contributions of an intern toward the company. Those are as follows:

- Prepared NDA clause for new employees and interns
- Prepared reports with the help of Google Excel sheets
- Assisted in updating employee database

- Assisted supervisor in their daily tasks
- Updated terms and conditions for clients and communicated them in the form a presentation.

1.3.2 Benefits to the student

The internship period at Maxces Trims Ltd. was full of learning and experiencing the organizational environment. The organization is trying to teach the interns to relate theoretical academic knowledge to practical application. The interns are made aware of how manufacturing companies operate, how different departments collaborate with one another. There is also a scope of learning the usage and process of operating Google's Office Suite for the purpose of maintaining and creating everything digitally, requirements and learning materials for a career in the apparel manufacturing industry.

1.3.3 Problems and Difficulties:

Maxces Trims Ltd. has a very dynamic workplace in which the head office takes care of the management and marketing aspect of their business while their factory dedicates itself to the timely production of orders for respective clients. On account of this pandemic, working from home has been quite a challenge due to internet issues, blackouts as well as barriers in online communication to the factory floor as visiting day in and day out was a great risk to the project managers. Other than that, it was difficult getting up to speed as their Human Resource Department has limited employees and are directly supervised by the CEO which was very rewarding yet challenging at times. All in all, the experience was quite worthwhile even with a few ups and downs.

1.3.4 Recommendations

Maxces Trims Ltd. provides plentiful opportunities to students in terms of personal growth and learning the basics of an office environment in the apparel manufacturing industry. They help put

theories in perspective to real life scenarios and lead to get the best possible outcome. Overall, Maxces Trims Ltd. is an ideal organization to work with a above par corporate culture and I really appreciated the opportunity of being able to work from my home during this pandemic.

A few recommendations are still in order and they are as follows:

- Test and implement various HR plans beforehand to be ready when the times comes
- Establish a KPI based evaluation system for better employee performance
- Devise a better structure for reimbursement of travel expenses and telephone bills
- Enable time and space for conducting surveys that may be beneficial to the company

Chapter 2

Organization Overview

2.1 Introduction

Most organizations view the Human Resource Department as a simple managerial function but at the heart of it, it is a key strategic variable that can improve the morale of the company and improve efficiency within its core competencies. Furthermore, the HR department adds techniques to develop better ways to reach the monetary goals of an organization through efficiency and cost cutting. The key to HR is to view employees as potential assets and recognize when the opportunities arise to improve the procedure for better results. Additionally, upper level management must put emphasis on the dealings of the HR procedure to ensure proper execution and ensure aggressive achievement of the organization's goals and targets.

Any organization, without a proper setup for HRM is bound to suffer from serious problems while managing its regular activities. For this reason, today, companies must put a lot of effort and energy into setting up a strong and effective HRM. Aristotle told us that the whole is more than the sum of its parts', this is certainly true when it comes to having all managers fully understanding the organization's documented Business Plan and ensuring the alignment of management thinking simply the process of ensuring that all managers are working and driving the organization in the same direction. (Parameswar & Yugandhar, 2015)

2.1.1 Origin of the Report:

The internship program course also referred to as BUS400 is the final course required for completing BRAC Business School. I have gained the opportunity to work at Maxces Trims Ltd. and learn about their previous HR plans as well as earn knowledge about the Garment accessories

and packaging industry. The goal for this report is to establish a link between the theories that I've previously learnt over the course of the BBA program and the real-life scenario.

2.1.2 The objective of the report

The objective of this study is learning about previous incidents regarding Human Resource in Maxces Trims Ltd. and how they were able to overcome them as well as the changes in plans to account for this on-going pandemic.

2.1.3 Significance of the study:

The garments industry has been one of the top contributors to our GDP for the longest period and this report shines some light of the various HR processes and plans that help a company in this industry grow and maintain itself. This report will allow insight into the planning process of the HR department, how candidates are selected and evaluated along with the various problems that the company has come across whilst implementing their plans for Human Resource Management. Furthermore, as we dig deeper, we shall be able to understand the impact of previously employed HR plans in the company and how they have affected the performance of the company over the years.

2.1.4 Limitations:

The internship opportunity came with the option of working from home on account of the pandemic which is the sole reason for various limitations faced during data collection and analysis. Additionally, there weren't a significant number of previously conducted researches that were bias-free and relating to the implementation of the HR plans by Maxces Trims Ltd. Therefore, I had to focus on primary sources and base it on their word of mouth for which there might be inconsistencies in this report and the data that has been collected. Time restrictions and their NDA clause has also been very limiting towards the content portrayed in this report.

2.2 Overview of the Industry:

The RMG sector of Bangladesh current occupies around 5% of the total global market share and is the second largest garments exporter of the world only second to China (EUB, 2015). The GAP (Garments Accessories and Packaging) Sector is a backward linkage industrial sector for which the demand for accessories and packaging is derived from the change in demand for Ready Made Garments (RMG) exports.

Garments accessories and packaging are deemed to establish the distinctiveness of a product and raise their overall demand becoming indispensable ingredients for the marketing and manufacturing of garments products. Packaging works two ways for any product, as a protective layer as well as a demand creator with the intended purpose of quality preservation for export-oriented products. Special focus is often given on excellent packaging and high-quality accessories in the export trade providing a premium look and feel to the target audience. The industry produces a plethora of items such as buttons, zippers, stickers. Cartons etc. Currently, as many as 1232 (1300 units up to October 2014) industrial units are in operation in the GAP sector. Export oriented garments accessories and packaging sector earned USD 4.75 billion during last fiscal year and is likely to be increased to USD 12.0 billion by the end of 2018 and USD 18.0 billion by the end of 2025 (EUB, 2015).

2.3 Overview of the Company:

Maxces Trims Ltd. is a one stop shop production facility serving apparel identification solution, print and packaging industry established back in 2009. Their head office is located at H#263, R#03 Mohammadi Housing Society. Mohammadpur, Dhaka. Green production is a primary focus for them as they claim to be environmentally friendly. They have an eco-friendly production facility located at East Bagbari, Kashimpur Road, Ashulia, Dhaka constructed according to the United

States Green Building Council's (USGBC) criteria utilizing state of the art technologies. They grant a special focus towards research and development and the use of new age technology to ensure competitiveness in order to enable them to meet international standards. Furthermore, they believe in customer satisfaction and are dedicated to serving their customers to the best of their abilities. Maxces offer a comprehensive range of apparel Trims and Packaging products and services. Their team of experts have extensive experience in the industry which helps them to design products that best suit the requirements of their clients as well as deliver innovative, efficient and value driven solutions for them. They are flexible, competitive and offer better lead times than their competitors to facilitate demanding sourcing requirements. Their primary customers include brands like PRIMARK, GAP, WALMART etc. \

2.3.1 Key HR Processes in the organization:

The mission of every organization is to achieve the vision of the forefathers set during the formation of the organization, strategies developed and implemented by the HR department are direct contributors to that specific cause. Numerous plans and procedures are at the heart of the organization, but the effectiveness is reliant on the implementation of these processes. Maxces Trims Ltd. have devised the following as of 2020 to meet their needs:

1. Human Resource Planning

Planning ahead of time with the help of forecasting, promotions, performance evaluations and layoffs help the organizations stay ahead of the curve and meet their yearly requirements.

2. Performance Evaluation and Management

A key performance indicator system has been set in stone back in 2014 to ensure employee productivity and proper time management

2.3.2 Management Hierarchy of Maxces Trims Ltd:

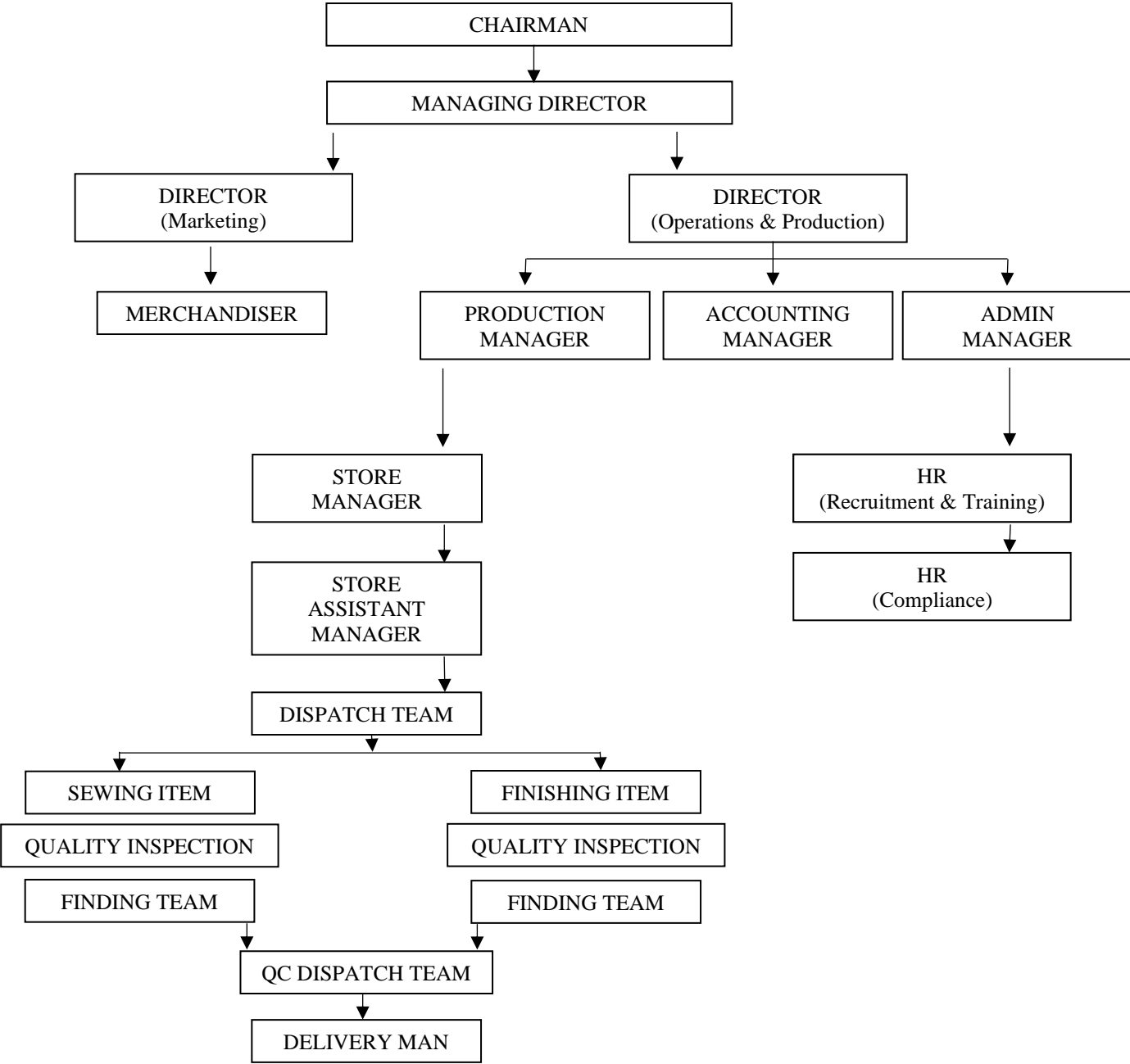


Figure 01: Management Hierarchy

2.4.1 Industry and Competitive Analysis

A significant player is the garments accessories and packaging sector to boost up the efficiency of Ready-Made Garments (RMG) industry of Bangladesh. This sector provides backward support to RMG manufacturers through low-cost and a short delivery period. Currently, the local sector provides 95% of all requirements by the RMG industry for export – oriented goods.

Indirect and direct export earnings in the sector are increasing noticeably and the earnings can be increased by up to three times over the next couple of years. On 26 December 2018, the Textile and Jute Ministry held a meeting with the stakeholders where they proposed export earnings target to be fixed at \$51 billion from the textile sector for FY 21 including \$11.22 billion from packaging and accessories sector. (Akhter, 2019)

Garments Accessories and Packaging (GAP) sector earned valuable foreign exchange to the tune of US\$ 7.10 billion during the financial year 2017-2018. Out of them, US\$1.12 billion is exported directly to Middle East, South Africa, Sri Lanka, Malaysia, Europe, Vietnam, Cambodia, and Laos etc. (Akhter, 2019)

The current GAP industry is a very competitive market with a lot of different options to choose from, a list of top companies in Bangladesh is given below:

Trimmings LTD	Fortune Zipper Ltd	Active Zipper Ltd.	ABC SOURCING
Bluetex Apparels Ltd	Elite Corporatio	ARS THREAD	Osman Interlinings Ltd.
Unilon Limited	B&B Industries	RSS THREAD & ACCESSORIES LTD	Goldenson Ltd.

Table 01: Top Companies in Bangladesh

2.4.1.2 Porter's Five Forces:

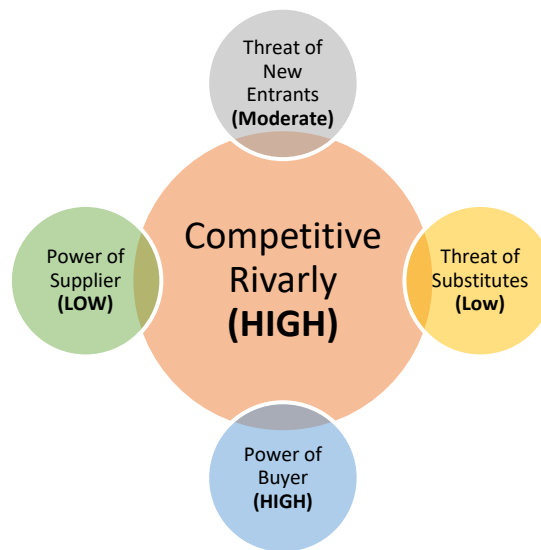


Figure 02: Porter's Five Forces

Threat of New Entrants: MODERATE

Bangladesh is known to be one of the world leaders in terms of Ready Made Garments only second to China, thus, the market for a backward supplier for the completion of these garments are substantial and proper materials are always in demand making the industry very desirable to enter. In terms of investment, the initial capital required to launch a company as such is measurable but high as a factory setup is very important. Every now and then new entrants are popping up but due to the high initial cost, the threat for new entrants is moderate in this industry.

Competitive Rivalry – HIGH

The idea of competitive rivalry is a good concept for all organizations as it will provide a platform for them to develop an efficient work ethic and be effective towards achieving organizational goals. Upon careful consideration it be seen that there are quite a few competitors in the market supplying the exact same products and services to RMG companies which results in a high competitive rivalry as price wars are common amongst such industries.

Threat of Substitute Products – (LOW)

Substitute products refer to a product's ability to satisfy customer needs effectively. Maxces Trims Ltd. provide a multitude of products for their clients and offer competitive prices. The backward support they provide are easy to replicate but are essential in the making of a ready-made garment for export therefore have a low threat of substitute products as they will always be required amidst technological changes.

Power of Buyer – HIGH

Business to Business dealings are often more complex than they are sought out to be. There are a number of buyers in the market but so are suppliers. There a multitude of companies providing the same backward support to these buyers and it all comes down to delivery time, cost and quality. Whoever provides the best quality at the lowest cost will be chosen per contract. Thus, we can safely say that buyers hold a good amount of power when it comes to purchasing the support.

Power of Supplier – Low

Just as the power of buyers in the RMG industry are high, material purchasing for providing the backward support gets the GAP companies in high power as well on the basis of multiple suppliers ready for supplying required raw materials. This in turn makes the supplier lose their power as there will a good competition in the market.

2.5 Summary and Conclusions:

Maxces Trims Ltd. is a leading Garments Accessories and Packaging company in the country operating in the local market with a sustainable mission and vision. They are very strict with their goals and values, currently holding a strong brand position in the industry. Their overall management structure and various departments all help them whilst performing in a cohesive manner to reach their end goal.

The internship period at Maxces Trims Ltd. was a total of 3 months. During this period, I was given the opportunity to learn about the organization as well as the GAP industry. Further, I was assigned a number of responsibilities but was provided the choice of working from home. They are providing the best possible support to their employees and also their clients. To ensure employee's safety and hygiene, they implemented working from home through the use of Facebook workplace and Trello for the benefit of the employees and have ensured WhatsApp and a direct line of communication for their clients. By providing this kind of support and maintaining the chain of support activities efficiently, Maxces Trims Ltd. has become a leading figure in this industry.

2.5 Recommendations:

Even though Maxces Trims Ltd. has been successful in their endeavors and have established themselves in the market within a short time, we would like to put forth some recommendations for them that we think will result in future growth potential and success. The recommendations are listed as follows:

- Effective Management between floor and office managers
- Emphasize Digital Marketing and Branding
- Determine a proper production to delivery structure
- Ensure effective time-management

Chapter 3

“Human Resource Management Plan Failures and Outcomes in Maxces Trims Ltd. with proposed solutions”

3.1 Introduction

Maxces Trims Ltd. pride themselves on the quality of their products and have established a “Product Differentiation” strategy at their core. In terms of human resource management, they believe in learning and developing along with aspiring for continuous improvement. Overall, these two align perfectly with each other complimenting every aspect of the business.

This report is based on the analysis and reasoning behind the implemented HR plans by “Maxces Trims Ltd.” in discusses in details the issues they have faced and solution they have implemented as well as a number of recommendations on how they could have done things differently.

3.2 Methodology

The HR division faced various ups and downs over the past decade implement different HR plans and procedures to improve the efficiency and effectiveness of the organization, whilst these implementations they faced a number of issues and this report is comprised of these sensitive data.

Furthermore, both primary and secondary techniques were used to gather data and information.

Further details are as follows:

- **Primary Technique**

I have interviews to be the most effective when learning about past experiences of the organization, therefore, I have conducted multiple vocal interviews with the top brass comprising of Mr. Rafsan Jani Farooque, CEO along with respective Production Manager A.H.M Hridoy and Mazumder Hiam, Sr. Executive, Marketing and Merchandising. The

collected data is made to be in co-relation with my own experiences during my period here and is mostly collected through interviews.

- **Secondary Technique**

I have used online articles and journals for various references and better understanding as well as tapped into the company profile for related information on the company which is hard to get by online.

3.3 Findings and Analysis of the plans:

During the period of initiation of their business, Maxces Trims Ltd. were able to expand at a healthy rate and needed to devise and implement various HR plans for the reorganization and their development. A few of their implemented plans are discussed in detail below:

3.3.1 Recruitment Plan for the year of 2013-2014

In January of 2013, Maxces Trims Ltd. were able to grab a high value contract with PRIMARK, UK who had placed a substantial order of accessories to be printed with their brand name and logo on them. The size of the order required Maxces Trims Ltd. to acquire new personnel in order to realize the order and deliver on time, therefore they planned to recruit the following personnel:

Professional and related occupations		
Computer specialists	4	Fresh Graduates (Computer Science & Engineering)
Graphic designers	2	At least 2 Years of experience (Any Field)
Office and administrative support occupations		
Bookkeeping, accounting, and auditing clerks	1	At least 3 years of experience
Customer service representatives	10	Minimum Education SSC

Production occupations	
First-line supervisors/managers of production and operating workers	2
Team assemblers	4
Bindery workers	4
Bookbinders	2
Job printers	2
Prepress technicians and workers	8
Printing machine operators	10
Cutting and slicing machine setters, operators, and tenders	5
Paper goods machine setters, operators, and tenders	6
Helpers—Production workers	10
Transportation and material moving occupations	
Packers and packagers, hand	5
Laborers and freight, stock, and material movers, hand	8

Table 02: Recruitment requirements for the year 2013-2014

For the recruitment process, the organization has opted for an “Inclusive approach” and interviews were held in session with individuals to determine their position and negotiate their salaries. On the second week of January, the plan was set in motion after receiving all requirements of accessories from PRIMARK, UK. The accessories were sourced locally and branded in-house with the PRIMARK branding according to their requirements.

A list of items is as follows:

Size Tag	Price Tag	Screen Printed Label
Embroidery	Twill Tape	Flexor Print

Table 03: List of ordered items

The contract was drawn upon a delivery period of no more than four months including shipping to the United Kingdom. Additionally, the pricing for each product along with stipulations provided by both companies were mentioned but due to the purpose of confidentiality the data could not be provided here.

The time for recruitment was set out to be a total of 6 weeks' time in order to process the delivery in time mentioned in the contract. The goods were to be delivered within the first week of April 2013.

3.3.1.2 Overview of the plan

The human resource department was in charge of the recruitment program and they opted for both Internal and External recruitment techniques. The process of the recruitment has the initial steps were as follows:

- Preparing Job Descriptions and benefits packages
- Placing advertisements on online platforms and social groups
- Reviewing candidate CVs
- Holding interviews for shortlisted applicants
- Performing a background and reference check
- Informing and appointing department heads to be involved in the interviews.

Furthermore, the plan included policies for performance and pay evaluation in order to set final offers for the required positions. Unfortunately, the HR department came up short on fulfilling the required personnel changes as the time frame was too short and failed to hire the following list of employees in time:

- Printing machine operators
- Packers and Packagers
- Job Printers

The positions were crucial to be filled for the delivery of the products as almost all of them required experienced printers and the overall production became slow and unreliable for the size of the order which resulted in a delay for the period of delivery causing dissatisfaction and a new strategy was required to be formulated.

3.3.1.3 Impact in case of the failure of this plan

The initial failure resulted in disaster for the company as they had to revisit the contract and adjust the terms and conditions with PRIMARK, UK requesting the delivery period to be extended another month. The organizational problem where they were unable to recruit the required personnel greatly affected their credibility in the international market with questions arising about their efficiency and time management hurting their overall reputation in the industry. Additionally, the incremental costs for salaries to temporary employees further triggered various issues leading to the failure of this plan and a negative impact on the company at that time.

3.3.1.4 The company's solution to the failure of this plan

A formal request was issued by Maxces Trims Ltd. towards PRIMARK for an extension of the delivery period by one month and ensured that the delivery was made on time. The chairman of the company handled the matter on his own and managed to get the extension for the company.

Further, the HR department was granted a generous budget to deal with the recruitment through digital and print media marketing. With greater desire, the team managed to employ the required staff and provide delivery within due time.

3.3.2 Performance evaluation and Incentive/Benefits programs

Over the past decade, Maxces Trims Ltd. have employed different strategies for employee evaluation starting from peer reviews to individual evaluation forms and meetings. Currently they boast to have become a medium sized company with over 50 employees working in the head office and the factory floor. As of now, they are implementing a KPI based system to improve their evaluation and are now using a normal evaluation form every 6 months.

EMPLOYEE INFO				
PEER REVIEW FOR				DATE OF REVIEW
QUALITY	UNSATISFACTORY	SATISFACTORY	GOOD	EXCELLENT
Works to Full Potential				
Quality of Work				
Work Consistency				
Communication				
Independent Work				
Takes Initiative				
Group Work				
Productivity				
Creativity				
Honesty				
Integrity				
Coworker Relations				
Client Relations				
Technical Skills				
Dependability				
Punctuality				

Attendance				
STRENGTHS / TRAINING NEEDS				
DETAIL EMPLOYEE'S GREATEST STRENGTHS				

Table 04: Employee Evaluation Form

3.3.2.1 Overview of the plan

During the middle of each year, Maxces Trims Ltd. review their employee performance and update their objectives for the year accordingly. The above-mentioned template is followed for a certain peer review. This practice was established after their expansion in 2015 once they had established a working relationship with several local and international clients. Furthermore, a drawback was that Maxces Trims Ltd. did not have any incentive programs for their employees other than Health Insurance as a benefit to their jobs. Overtime hours were not compensated in any form other than transportation costs being met at the end of each quarter.

One of the major drawbacks to the peer evaluation system was biasness. Furthermore, in many cases transparency could not be ensured as the employees were handed forms to fill out at their own convenience and submit within a couple of days. The final say would come from the department heads when it came to managerial performance evaluation. Additionally, due to the lack of an incentive program and salary increments being low to moderate after each year, employees were reluctant to actively participate in the evaluation program as they felt that it would not impact any of their future aspirations.

Furthermore, the use of a simplistic evaluation method such as that did not help manager to completely understand the capabilities and bottlenecks of their team as well as individual employees making it harder to employ the correct training. The absence of performance indicators

also hindered understanding how much of the objectives were being met and if they were any closer to their goal for the year.

Overall, the peer evaluation form had a negative impact on the morale of employees leading to a fall in productivity and efficiency. Biasness and a lack of transparency made the employees feel wronged in the sense that their judgment had been incorrect further concerning them. All of this resulted in a high turnover rate in the year of 2016 for which they have now incentivized a KPI based performance evaluation system.

3.3.2.2 New Incentive programs and evaluation

A generic peer evaluation was not fulfilling the requirements of the company on account of various different departments being at the core. Along with a new KPI based system a few other techniques were also considered, and they are as follows:

1. Manual Work Review

The company employs a number of manual worker positions on the factory floor such as job printers, bookbinders etc. and they need to be evaluated on the basis of their proficiency and lack of errors. This was handled mostly by managers on the factory floor with the help of observation and a formal interview for performance during each term.

2. Future Potential Assessment

A new program was initiated to understand the level their employees were currently at and what type of training would help them improve and further their career aspirations at the company as well as be a benchmark for promoting employees to higher positions within the company. This decision was implemented for the personal and professional growth of the employees with an objective to better meet their long-term goals

POTENTIAL ASSESSMENT FORM

Name : _____ Age: _____
 Present Position : _____
 Division/Service: _____
 Nominated for: _____
 (Course Title)

Instruction: Rate the potential of the candidate using the equivalent Point Scores.

Excellent	=	5
Very Good	=	4
Good	=	3
Fair	=	2
Poor	=	1

Afterwhich, add all the scores and divide the sum by the total number of items scored. Multiply the quotient by 5% (weight for Supervisor Potential Assessment) to get the equivalent point score for potential.

I. HUMAN RELATIONS	POINT SCORE
A. Ability to adapt/ adjust to the organization	
1. Is he/she able to adjust to the working Environment in the organization?	_____
B. Ability to relate with superiors	
1. How well does he/she respond to your Requests, work demands and expectations?	_____
C. Ability to relate with peers in his/ her Unit	
1. Is he/she accepted and respected by his peers?	_____
2. Does he/she help his/her peer in resolving Problems?	_____
D. Ability to deal with the clientele or personnel outside of his/ her Unit	
1. Does he/she show enthusiasm in providing Assistance to other personnel?	_____
 II. LEADERSHIP	
1. Is he/she able to encourage his/her peers and/or subordinates to participate in problem solving and decision making?	_____

III. WORK ORGANIZATION	
1. Is he/she well-organized or systematic in his/her work?	_____
 IV. REACTION TO PRESSURE	
1. Can he/she work effectively even under pressure, conflict of priorities and with existing work environment?	_____
2. Is he/she able to control negative emotions?	_____
3. Does he/she accept criticisms objectively?	_____
 V. DEDICATION TO WORK	
1. Does he/she cooperate for rush projects or special assignments?	_____
 VI. RESOURCEFULNESS AND INITIATIVE	
1. Can he/she accomplish assignments without close Supervision?	_____
2. Does he/she seek for additional assignments or offer His/her help to others after completing his/her work?	_____
 VII. INTEREST IN THE ORGANIZATION	
1. Does he/she support new systems or procedures that Promote work efficiency?	_____
TOTAL _____	
Equivalent Point [(Total/items) x .05] _____	
Rated by: _____	Concurred by: _____
Immediate Supervisor _____	Next Higher Supervisor _____
Date: _____	

Figure 03: Assessment of Potential form

3. Incentive and Benefits programs

Maxces Trims Ltd. incentivized a Key Performance Indicator (KPI) system according to the management plans using a color system which is as follows:

Green: Exceptional	Blue: Good
Yellow: Room for improvement	Red: Probation

Table 05: KPI color system

The color system ranges from green to red with Green being for exceptional performance and Red signifying a below-par performance.

Along with that, the sales teams were incentivized with an all-paid vacation upon reaching their half-yearly quotas as a whole, the getaway appealed to the entire organization and was later generalized for all departments. This helped in team building as well as provided a refreshing break twice a year.

3.3.3 Training programs for period of 2016-2017

Maxces Trims Ltd. suffered a major drawback in employing their newly recruited employees efficiently and productively on account of the evaluation form not being able to determine the true spaces for improvement. During this period, different departments were given the budget and autonomy to the departments heads on figuring out the necessary training module with the help of the HR department. Multiple departments were in discourse because of the recent influx of new employees and had to use the method of AB testing in order to figure out the areas for improvement, in many cases, the budget was exceeded which resulted in a loss of profit for the year hindering the following year's cashflow for the company.

The new employees required much training on the factory floor which took a mentorship approach and decreased efficiency as all hands were not on deck. Furthermore, the testing period deterred employees from their regular jobs and added overtime which resulted in a downfall of morale as the employees did not receive any compensation.

3.3.3.1 Overview of the plan

The primary objective for the training program were to increase the skill level of the employees and align them with the company's culture and long-term goals. For such, seminars were arranged along with paid seminar seats during various local conferences also being arranged for a small number of employees. Industry experts were also incentivized to give short lectures on different topics related to the GAP and RMG industries respectively to help the management and marketing

team boost productivity. Additionally, printed materials and suggestions for books were also handed out with a timeline and scheduled written tests.

In terms of the factory floor employees, current managers offered mentorship to their juniors to help them get along as well as several physical machine training exercises were also held for the manual workers.

All in all, the process became very time consuming for the employees and managers resulting in a downturn for the company's resources as they were not being sufficiently utilized for product delivery. The company's culture was also affected during this time period on account of the major influx of new employees with different thinking patterns. The HR department managed to integrate all employees under one system to preserve the company's culture and practices then and issued pamphlets and guidebook on workplace behavior.

3.3.3.2 Issue of effective training programs

Amidst this time period of back and forth, the HR department was tasked to figure what training program would best meet the company's overall goals and help employees in future career aspirations. Therefore, the department came up with a specific training program for each department and some of them are as follows:

1. Certificate program for HR Generalists

This course was designed to provide HR professionals with the tools to confront real life HR challenges and improve their problem-solving skills. The course also offered a certification which added value to the employee's CVs and helped them in their career.

2. OMCP Digital Marketing Certification

An advanced course with certification was devised for the marketing department offered only to a select few along with the major marketing executives and sales member to push

the marketing efforts into a digital direction moving forward with the trends. This has become popular recently due to the influx of COVID 19 Pandemic which has raised importance for Digital Marketing in our country.

3. Industry 4.0 Associate Certification Training – Basic Operations

Industry 4.0 is also known as the “Smart Factory” and is essential to merge the virtual world to the production process. This program was made available to factory floor managers and employees for the purpose of digitizing the space and moving forward with efficiency during delivery. Ultimately, lead times for delivery were able to be cut short once a number of managers and employees were able to successfully implement this in action.

3.4 Steps taken to ensure that HR plans are successfully implemented

The HR department over the years have faced many difficulties and overcame them within a short span of time. But they took it upon themselves to prepare for the future by documenting previous misgivings for future reference as well as following industry trends and practices of successful organizations. Some of the practices that are to be adopted are listed below:

- Interviews with job applicants to identify specific examples of their skills.
- Automated resume screening search.
- Assessments that determine whether applicants are inspired by factors associated with a specific job or the principles and methods of doing things of a business.
- Simulations that gauge specific job-related abilities and skills

The implementation of the new evaluation technique along with incentive programs and training programs were milestones for the HR department as they are integral in improving performance

of the company's human resources with the end result being to reach their strategic goals and vision of the company.

3.4.1 The extent to which these steps have been successful

At the start of the company's journey they faced a number of difficulties on which they have reflected upon and now have overcome to become a better version of themselves. Their current clientele speaks for them to show the extent of successful development within the company. They currently boast a lead time of 2 days for sample delivery with total period of 10 days for bulk orders. A few of their current clientele are listed as follows:

PRIMARK	NEW YORKER	INDITEX
PULL & BEAR	TOMMY HILFIGER	ASMARA

Table 06: Clientele 2020

They have been FSC certified as well as granted authorization to STANDARD 100 by OEKO-TEX to use the STANDARD 100 by OEKO-TEX mark, based on their test report which are milestones in the industry granting them credibility and proving their performance and quality of their business.

3.4.2 Derived Benefits

Human Resource Planning establishes a link between the strategic plan of an organization and their HR department. The success of Maxces Trims Ltd. has seen major contributions from their HR plans, some of the benefits are as follows:

1. Performance Booster

The implemented methods and technique contribute highly to the efficiency and effectiveness of performance. Team building exercise improve cohesiveness within

departments and individuals providing the best course of results for the organization and save the most valuable asset which is time.

2. Personal and Professional Development

Proper HR planning grants suitable distribution of the people to preferable tasks while encouraging their development in certain fields making them specialists and masters of their trade benefiting the company in the long run.

3. Cost-Saving

Proper planning and distribution of company resources ultimately save the company time, energy of both machine and human resources resulting in a cost-effective approach long-term. Furthermore, more tasks are accomplished in less time, which in turn generated faster incomes and enabled steady growth for the company.

3.5 Conclusion and Recommendations

In conclusion, Maxces Trims Ltd. have been instrumental in overcoming their shortcomings and delivering on their promise pleasing their clientele as they aspire to provide customer satisfaction of the highest degree. Their dedication and proficiency in their industry is a clear indicator of their growth over the last decade. Following these improvements, I feel the company can grow even more with the following recommendations:

1. Proper assessment of the workforce ability

An important task for the HR department is proper assessment of the workforce as it is a source of information for understanding their requirements and market trends. Things to assess might include the following:

- Current employee skills and abilities
- Employee review trends
- How competitors compare and their position in the industry

2. Strategy and planning for employee growth

The company currently employs quite a number of employees and they are constantly expanding every year, planning ahead for executive positions might be beneficial for the company as they can be replaced as soon as a vacancy arises. The implementation of “Six Sigma” method could be crucial for their development.

3. Perform yearly GAP Analysis

The first step to solving a problem is identifying the root cause. Current gap analysis will help in improving productivity considering the following criteria:

- Job Descriptions
- Existing tools used by employees

- Employee Benefits etc.

4. Mentorship

A crucial step to the growth of the company would be finding a mentor and following their advice and footsteps as it will help them avoid un-necessary problems along their way as well as aid them in handling complications that might arise when expanding into new markets or becoming a leader in their current market.

This internship experience helps every individual intern to learn a lot about the practical implication of education in the real world. One of the major findings from this report is the increasing importance of the Human Resource Department and the plans they implement. They are working to associate themselves with top manufacturers to help them lead customers to their brands. While there are limitations for Maxces Trims Ltd. they are doing a splendid job of acquiring and retaining brands with a consistent effort towards keeping up with industry trends.

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5. Appendix

Interview Questions and Answers:

Maxces Trims Ltd. CEO Interview

1. How many employees at present working at Maxces Trims Ltd.?

Ans: 50+ employees

2. What products do you manufacture?

Ans: Size tag, price tag, Screen printed label, Embroidery work, Twill Tape, Belts

3. Who are your main customers?

Ans: INDITEX, PRIMARK, GAP, NEXT, WALMART, BESTSELLER

4. Do you work locally or nationally?

Ans: Both locally and nationally.

5. Did you face any obstacle along the course of your journey?

Ans: Yes. In 2013-14 we had faced a serious setback which hurtled our reputation.

Maxces Trims Ltd. Production Manager Interview

1. What makes a successful production manager?

Ans: One needs to very proactive to be a good production manager. Need to have the capability to lead a huge number of people.

2. How is your relationship with the workers?

Ans: Very good. We treat them like family.

3. Did you face any problems along the course of your journey in Maxces Trims Ltd.?

Ans: Yes. Back in 2013-14 we had a major setback, because we needed to recruit a large of employees in a very short period of time.

4. Are the employees proactive?

Ans: Yes. They are very proactive.

Maxces Trims Ltd. Sr. Executive, Marketing & Merchandising Interview

1. What makes a successful account manager?

Ans: To be an account manager one needs to be very good with calculation and needs to be precise and accurate

2. Did you face any problems along the course of your journey in Maxces Trims Ltd.?

Ans: Yes, there was difficulty in remuneration and training.

3. Are the employees satisfied with their monthly wages?

Ans: Yes, they are satisfied.

Figures:

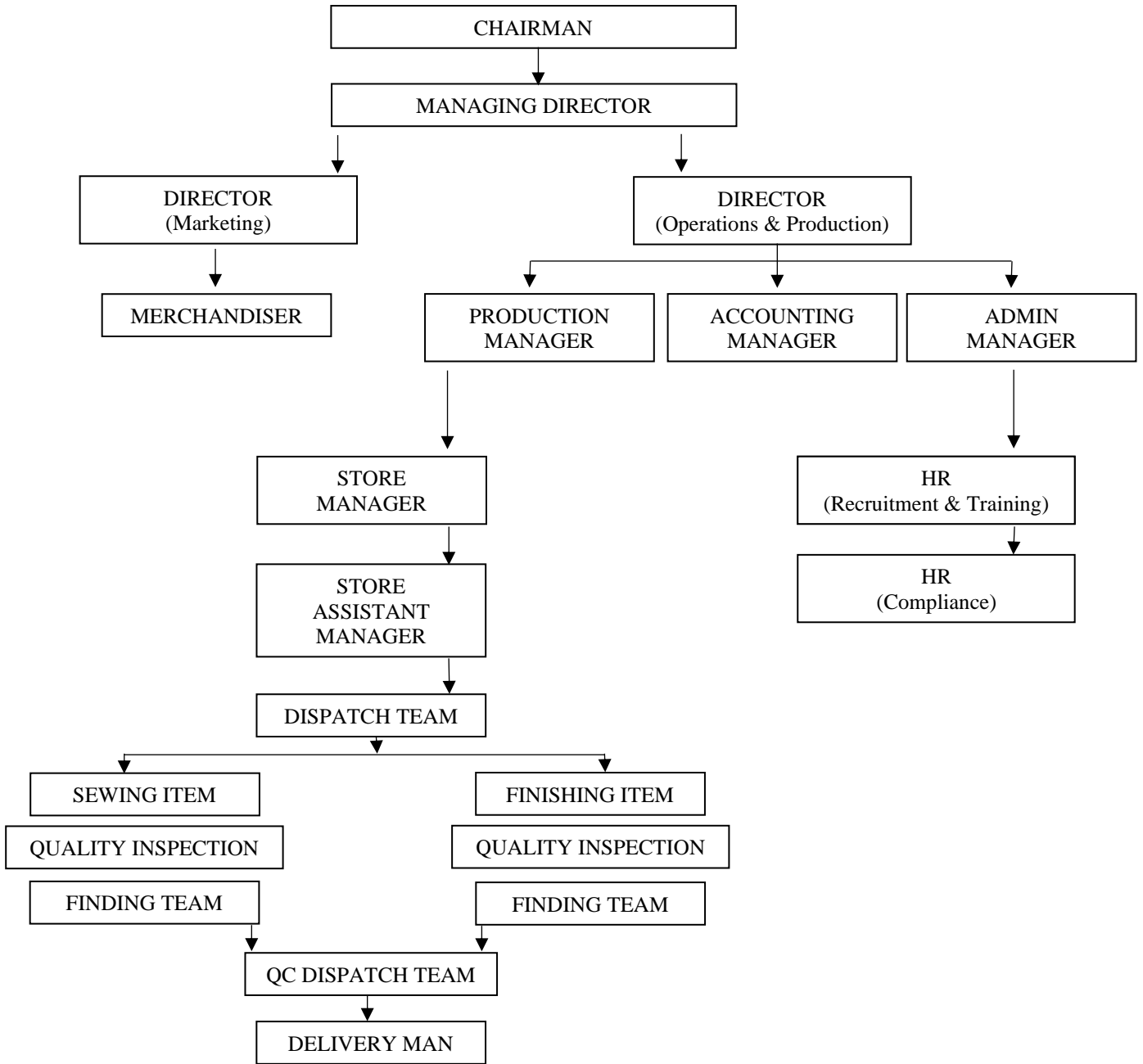


Figure 01: Management Hierarchy



Figure 02: Porter's Five Forces

POTENTIAL ASSESSMENT FORM

Name : _____ Age: _____
 Present Position : _____
 Division/Service: _____
 Nominated for: _____
 (Course Title)

Instruction: Rate the potential of the candidate using the equivalent Point Scores.

Excellent	=	5
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Afterwhich, add all the scores and divide the sum by the total number of items scored. Multiply the quotient by 5% (weight for Supervisor Potential Assessment) to get the equivalent point score for potential.

I. HUMAN RELATIONS **POINT SCORE**

A. Ability to adapt/ adjust to the organization

1. Is he/she able to adjust to the working Environment in the organization? _____

B. Ability to relate with superiors

1. How well does he/she respond to your Requests, work demands and expectations? _____

C. Ability to relate with peers in his/ her Unit

1. Is he/she accepted and respected by his peers? _____
 2. Does he/she help his/her peer in resolving Problems? _____

D. Ability to deal with the clientele or personnel outside of his/ her Unit

1. Does he/she show enthusiasm in providing Assistance to other personnel? _____

II. LEADERSHIP

1. Is he/she able to encourage his/her peers and/or subordinates to participate in problem solving and decision making? _____

III. WORK ORGANIZATION

1. Is he/she well-organized or systematic in his/her work? _____

IV. REACTION TO PRESSURE

1. Can he/she work effectively even under pressure, conflict of priorities and with existing work environment? _____
 2. Is he/she able to control negative emotions? _____
 3. Does he/she accept criticisms objectively? _____

V. DEDICATION TO WORK

1. Does he/she cooperate for rush projects or special assignments? _____

VI. RESOURCEFULNESS AND INITIATIVE

1. Can he/she accomplish assignments without close Supervision? _____
 2. Does he/she seek for additional assignments or offer His/her help to others after completing his/her work? _____

VII. INTEREST IN THE ORGANIZATION

1. Does he/she support new systems or procedures that Promote work efficiency? _____

TOTAL _____

Equivalent Point [(Total/Items) x .05] _____

Rated by: _____ Concurred by: _____

Immediate Supervisor _____ Next Higher Supervisor _____

Date: _____

Figure 03: Assessment of Potential form

Tables:

Trimmings LTD	Fortune Zipper Ltd	Active Zipper Ltd.	ABC SOURCING
Bluetex Apparels Ltd	Elite Corporatio	ARS THREAD	Osman Interlinings Ltd.
Unilon Limited	B&B Industries	RSS THREAD & ACCESSORIES LTD	Goldenson Ltd.

Table 01: Top Companies in Bangladesh

Professional and related occupations		
Computer specialists	4	Fresh Graduates (Computer Science & Engineering)
Graphic designers	2	At least 2 Years of experience (Any Field)
Office and administrative support occupations		
Bookkeeping, accounting, and auditing clerks	1	At least 3 years of experience
Customer service representatives	10	Minimum Education SSC
Production occupations		
First-line supervisors/managers of production and operating workers	2	
Team assemblers	4	
Bindery workers	4	
Bookbinders	2	
Job printers	2	
Prepress technicians and workers	8	
Printing machine operators	10	
Cutting and slicing machine setters, operators, and tenders	5	
Paper goods machine setters, operators, and tenders	6	

Helpers—Production workers	10
Transportation and material moving occupations	
Packers and packagers, hand	5
Laborers and freight, stock, and material movers, hand	8

Table 02: Recruitment requirements for the year 2013-2014

Size Tag	Price Tag	Screen Printed Label
Embroidery	Twill Tape	Flexor Print

Table 03: List of ordered items

Green: Exceptional	Blue: Good
Yellow: Room for improvement	Red: Probation

Table 05: KPI color system

PRIMARK	NEW YORKER	INDITEX
PULL & BEAR	TOMMY HILFIGER	ASMARA

Table 06: Clientele 2020

Maxces Trims Ltd. Logo:



EMPLOYEE INFO				
PEER REVIEW FOR				DATE OF REVIEW
QUALITY	UNSATISFACTORY	SATISFACTORY	GOOD	EXCELLENT
Works to Full Potential				
Quality of Work				
Work Consistency				
Communication				
Independent Work				
Takes Initiative				
Group Work				
Productivity				
Creativity				
Honesty				
Integrity				
Coworker Relations				
Client Relations				
Technical Skills				
Dependability				
Punctuality				
Attendance				
STRENGTHS / TRAINING NEEDS				
DETAIL EMPLOYEE'S GREATEST STRENGTHS				

Table 04: Employee Evaluation Form