



## OVERALL HR PRACTICES

Internship Report | 7<sup>th</sup> May, 2017

# Internship Report

**Topic: “HR Practices at APEX FOOTWEAR LTD”**

## Submitted To

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Date of Submission: 7<sup>th</sup> May, 2017



Inspiring Excellence

## LETTER OF TRANSMITAL

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7th May, 2017

Adiba Naoshin

Lecturer

BRAC Business School

66, Mohakhali, Dhaka

**Subject: Submission of Internship Report on “HR Practice in Apex Footwear Ltd”.**

Dear Ma'am,

It is a great pleasure for me to submit the internship report on Apex Footwear Ltd. which was assigned to me as a partial fulfillment of the requirement for the degree of Bachelor of Business Administration (BBA). This report attempts to describe my knowledge and work experience that I have gained during my internship period in Apex footwear Ltd. I have gave my all efforts to gather valid information in order to make the report meaningful and informative to you. Because of some limitation there may some shortcoming, I would be grateful to you if you consider those limitations.

I have tried sincerely to convert my practical knowledge into written format, and I am very grateful to you for guiding me during my internship period.

It will be a great pleasure if you consider my constraints and accept the report.

Sincerely,

Anisa Khan Majlish

ID: 12304015

BBS (Major in HRM)

## ACKNOWLEDGEMENT

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First of all I am thankful to my almighty creator for getting such an opportunity.

Then I would like to convey my gratitude to my honorable academic supervisor Ms. AdibaNaoshin, for providing guidance to complete the report in right way.

I am also very grateful to the authority of Apex Footwear Ltd. for giving me the opportunity to do my internship in such a renowned growing manufacturing company. I have worked as an intern in HRM Department, where I have gained enough knowledge which will help me to improve my professional knowledge in future.

I would like to thanks whole HR Department for helping me to make this report much more informative by providing required information.

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# Executive Summary

Human Resource management mainly deals with general people in any administration. As we enter the 21st century, the main focus is on HR in any organization. Directors have turned out to be mindful that HRM is crucial part in the organizations. HRM is no longer an untimely idea, a restricted capacity or a unit to be endured. It is a dynamic member in outlining the course an association must take to stay aggressive, gainful and productive. Human resource management is a fundamental action in all associations. Individuals are the soul of any organizations.

Due to globalization the role of HR managers gets a bit tougher and it is because HRM demands a well thought representation blended with great observation and judgment. As HR managers make long term decisions that will effect business. HRM as particular division which for the most part incorporates planning, compensation policy, training and preparing instruction, worker relations and so forth

Apex Footwear Ltd. is a well - known organization in Shoe manufacturing Industries in Bangladesh. Apex has achieved a good HR practice in both the corporate office and Factory. Executive Members of Apex Footwear Ltd. have given due concern to the activities of their employees providing advanced training, formulating compensation policy, career opportunity etc. Here I opted for this famous organization to make an analytical study on its HRM practice so that it enriches our theoretical knowledge on HRM with practical views and working systems involving HRM



## INTRODUCTION

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# CHAPTER

# 1

APEX FOOTWEAR LTD.  
[www.apexfootwearltd.com](http://www.apexfootwearltd.com)



## Project Overview

### Introduction

HR designed to maximize employee performance in service of an employer's strategic objectives HR is essentially worried with the administration of individuals inside associations, concentrating on arrangements and on systems. Human Resources department is the emerging sector in the new era of corporate world. Earlier HRM was disregarded by many companies. Today the circumstance has changed, the vast majority of the associations are underlining on HRM rehearse. The fundamental reason is, the companies keeps running by the people or HR not by the machine.

I have done my major in human resource management from BRAC University. There I have completed four years of the theoretical part of the graduation. Now the rest of the practical part I have completed from Apex Footwear Ltd. At the HR department.

As a part of my internship program for my BBA I got the opportunity to do internship in a footwear manufacturing company named Apex Footwear Ltd. My internship period started from 5<sup>th</sup> of February and ended at April. In Apex Footwear Ltd. I was assigned in the Human Resource department.

This practical part will be evaluated by my honorable academic supervisor. For that reason I have prepared this report on the basis of my practical experience and submitted to my supervisor. The topic of the report is “an overview of overall HR practices of Apex Footwear Ltd.” In my Internship Report, my main target is to identify the area of HR practice of Apex Footwear Ltd.

My organizational supervisor was Lutfun Nahar Joya (Assistant general Manager).

My project topics covered the aspects of the HR department and the various issues related to it in respect to the company. The topic was approved by my University supervisor Miss AdibaNaoshin (BRAC University).

## Origin of the report

The report is a requirement for internship of my BBA program. The Topic has been assigned by my academic supervisor. I have tried my level best to make it a good one and I have been serving Apex footwear ltd. as an intern of human resource development for the last three months.

## Objective

### General Objective

The main objective of this report is to have an assessment about overall performance of Human Resource department.

### Specific Objective

- Understand the HR operations of a footwear manufacturing company
- Understand how basic HR activities of Apex Footwear ltd. functions

## Methodology

Data collection Method: Data was collected through previous documents, records and highly dependent on observation. Main source of data is open ended interview and observation.

Primary Data: The primary data collected from the following sources:

- Face to face discussion.
- Oral interview of the responsible officers.

Secondary data:

- The journals and Annual Report.
- Website of Apex Footwear Ltd.
- Official journals

## Scope of the study

The report deals with the HRM practice including HRP, recruitment and selection process, training & development process, compensation management, employee relation, performance appraisal etc. In terms of theoretical point of view and the practical use, the study will allow learning about the HRM issues, importance, modern techniques and models used to make it more efficient. The study will help to learn the practical procedures followed by the leading footwear manufacturing organizations. Moreover the study will help to differentiate between the practice and the theories that direct to realize how the organization can improve their HRM practice.

### Limitation of the study

This thesis report is my first task outside obviously educational modules in the functional life. I the student of BBA program just one stage behind of completing my formal studies. Before completing the institutional experience practical performance in the formal stages become difficult.. So in performing this report lack of my proper practical knowledge is greatly influenced in this performance. Besides above have to face some other limitations are:

- Time is a major constraint
- Various confidential matters, forms, reports, were not disclosed to me from HRD.
- Some strategies of business and operation were restricted to delivery.
- Reluctant to give confidential information.



## Company Profile

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Business, Brands & Plants	14-15
Recognition & Awards	15-16



# CHAPTER

# 2

APEX FOOTWEAR LTD.  
[www.apexfootwearltd.com](http://www.apexfootwearltd.com)

## CORPORATE PROFILE

Apex Footwear Limited (AFL) is the leading manufacturer and exporter of leather footwear from Bangladesh to major shoe retailers in Western Europe, North America and Japan. AFL established the export of value added finished products export in the leather sector of Bangladesh and is also involved in the local footwear retail business with the second largest shoe retail network in the country.

The company was Public listed and traded since 1993, AFL

Apex is the local manufacturing and retail wing of Apex Footwear Limited. While AFL has mainly earned both critical and commercial fame through export of high quality leather footwear in the international arena, Apex make use of that expertise to provide high quality, fashionable footwear to the Bangladeshi consumers. With over 220 own retail outlets and 380 authorized resellers, Apex ensures nationwide coverage of its diverse range of footwear for its consumers.

Through its nine internal brands, namely Venturini, Apex, Sprint, Maverick, Moochie, Nino Rossi, Sandra Rosa, Twinkler and School Smart and one international brand i.e. Dr. Mauch - Apex carries a huge selection of shoes, sandals and non-footwear items, ensuring that each of our valued customer finds the product that is just right for them.

### Vision

Honest Growth

### Mission

- To ensure sustainable growth
- To be a vendor of choice for our customers
- To create value for our shareholders
- To be proactively compliant with global best practices & standards
- To be a responsible corporate citizen
- 

### Values

- Respect
- Integrity
- Urgency
- Empowerment
- Courage

## Products and Services

APEX Footwear Ltd. provides both footwear and non- footwear items for their customer. They provide different categories of footwear items for men, women and children.

Footwear	Non- Footwear
Men's Shoes, Men's Sandals, Ladies, Sports, Canvas , Children, School, Synthetic [Thong/ PVC/ EVA]	Socks/ Accessories/ Leather Goods

## Share, Production Capacity & Competitors

**Share:**Initial investment of the project is calculated around 500 million taka. Among that Apex Footwear Limited of Bangladesh holds 100 % share.

**Production Capacity:**Apex has excellent production capacity which reached 10000 pairs per day and 15,000 pairs of complete shoes per day in the years 2007 and 2008 respectively. In the year 2012 it expanded its factory capacity by 5000 pairs per day. Presently it produces 20000 pairs of complete shoes per day to fulfill its increasing demand.

**Competitors:**ApexFootwear Ltd.'s main competitors in Bangladesh are AIMCO Footwear Limited, Fortuna Shoes Limited, Shampan Shoes Limited, Titas Footwear Bangladesh and Bay Emporium.

## Business, Brands & Plants

### Businesses

Apex Footwear Ltd. has the following sister concerns associated with its businesses.

1. Apex Footwear Ltd.
2. Apex Investments



APEX TANNERY LIMITED



3. Apex Pharma
4. Grey
5. Apex Tannery Limited
6. Blue Ocean
7. Landmark Footwear Ltd.
8. Quantum

---

### Brands

Apex Footwear Ltd. works for the following brands.

1. Apex
2. Venturini
3. Maverick
4. Nino Rossi
5. Dr. Mauch
6. Sandra Rossa
7. Moochie
8. Sprint
9. Twinkler
10. School Smart








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### Plants of Apex Footwear Ltd.

The Company has the following plants which contribute to its in house support in order to achieve the company's vital objectives

1. TPR Sole molding Plant
2. Components (Insole, Counter & Toe puff) plant
3. Cutting Dies Plant
4. Leather Finishing Plant
5. Effluent Treatment Plant
6. Drinking Water Purification Plant
7. Bonded warehouse
8. Full Standby Power Supply
9. Medical Centre and child care
10. Training facilities

Recognition & Awards:

<p style="text-align: center;"><b>Recognition &amp; awards</b></p>	
<p>In recognition of the continued support and outstanding service in the development of Macy’s private brands and labels, Apex has won the “Macy’s 5 Star Award” for 5 consecutive years (2010, 2011, 2012, 2013 &amp; 2014)</p>	
<p>AFL Receives the prestigious WRAP Gold Certification</p>	
<p>AFL has achieved the ‘HSBC Export Excellence Awards 2010’ as the Exporter of the year- Traditional &amp; Emerging Sectors</p>	
<p>Apex Footwear Limited receives the prestigious MCCI Award</p>	



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### **Environment**

AFL has progressed towards Volatile Organic Compounds (VOC) free products in its manufacturing process. Moreover, AFL has taken initiatives like greening of factory premises, pollution-free office environment etc. As a result, AFL has received “Green” category clearance by the department of Environment.

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### **Labor rules**

APEX has a plan for employment, training and career development with succession plan. APEX has a hand book which covers policies concerning their employee rights and compensation and responsibilities. They continue to refine the employee handbook as needed and incorporate the Global Compact.

- The company has clear rules regarding working hours, breaks, etc.
- Job advertisements guarantee equivalent access to all capable candidates and their right for collective bargaining.
- Apex assess labor related risks and they have devoted resources that monitors and mentions environmental and safety risks.
- The company has a formal system to catch the valuable opinion of the employees.
- The company selects its contractors based on a list of criteria, including a criterion regarding the availability of information
- Given the potential risk in the sector of employing children under 18, company displays in the notice board not to employing children under 18. To control age under 18.
- The company observes strict rules with regard to donations, including for political parties, guaranteeing transparency.
- Both suppliers and partners are informed about the company purchase & Anti –Corruption policy.
- Supporting U.S. Foreign Corrupt Practices Act (FCPA), UK Bribery Act and other anti-bribery or anti-corruption of Bangladesh and related local laws or regulations.
- AFL encourage employees to participate in the political and Governmental process.

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### **Facilities**

AFL provides following additional facilities for their employees.

- Medical care facilities inside the Factory
- Free Immunization for children of employees
- Free Tetanus vaccination for all female workers
- Child care facilities
- Group Life Insurance Policy for all workers

- Workers Profit Participation Fund

## Technology & Global market

### Technology

They have adopted Global Standards of Footwear Production. The company has applied the Best current practices to guarantee Quality Footwear. In its production plants and warehouses they uses Ultra Violet Drying Tunnels, Micro-Pak systems and Humidity control system. In addition to this they also use Up-to-date product content & restriction standards including Chrome VI, PCP, Formaldehyde, Lead, VOC testing.

### Global market

Apex started its journey as a local business, and it has become successful in achieving its goal in local market

Country Name			
<b>Germany</b>	<b>Italy</b>	<b>Japan</b>	<b>USA</b>
<b>France</b>	<b>Czech Republic</b>	<b>Sweden</b>	<b>Netherlands</b>
<b>Switzerland</b>	<b>Spain</b>	<b>Belgium</b>	<b>Austria</b>
<b>Austria/Slovenia</b>	<b>Slovak Rep</b>	<b>UK</b>	<b>Others</b>

## Corporate Social responsibilities

Corporate social responsibility (CSR) refers to business practices involving initiatives that benefit society.

- There is medical facilities inside the factory.
- Free vaccinations for children of the workers
- Free Tetanus vaccination for all female workers.
- Child care facilities.
- Apex Footwear Limited as a part LFMEAB donated Tk. 5m for the medical treatment of the victims of Rana Plaza Tragedy at Savar.
- Provided stipend to the children of employees of local area



## Literature Review

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Importance of HR	20-21



# CHAPTER

# 3

APEX FOOTWEAR LTD.  
[www.apexfootwearltd.com](http://www.apexfootwearltd.com)

## LITERATURE REVIEW

### Definition

HR mainly deals with employees of the organization based on the HR policies (Collings & Wood, 2009). The major activities of HR departments include recruitment, performance appraisal, training and compensation (Paauwe & Boon, 2009).

### History of HR:

History of HR started earlier years but there were no specific mentions as "HR" anywhere, in the modern world the concept evolved and formed as today's HR. Now there is an HR department in almost every organization.

### Importance of HR

In the modern era we cannot deny the immense importance of the role of the HR department in any organization. HR plays a major role in hiring and training, preparing performance appraisal, maintaining a good working environment, settling disputes.

### Recruitment and Training

The recruitment process is the most important and crucial work of the HR department. They need to hire and train the right persons for the right post. If the right persons are not hired then training sessions will also not be effective so the HR department has to be careful about hiring of their employees.

### Performance Appraisals

For mainly the promotion purpose performance appraisals are done. This is a systematic approach to judge the ability of an employee. The appraisal is done right after the training of the employee as well. Advantages include promotion, compensation, employee development, selection validation and motivation etc.

### Maintaining Work Atmosphere

HR is responsible for maintaining a good working environment. A sheltered, spotless and solid condition can draw out the best in a worker. A benevolent environment gives the staff part's employment fulfillment too. Employees if ensured a safe working environment then it becomes easier to work and fulfill objectives.

### Managing Disputes

The organization faces disputes on a regular basis and to mitigate that disputes HR plays an important role. The HR department acts as a mediator for settling the disputes. The department acts as representatives and solves the problem and maintains a good environment.

## **Developing Public Relations**

The responsibility of setting up great advertising lies with the HRM all things considered. They compose conferences, courses and different authority social occasions for the organization so as to develop associations with different business segments. Some of the time, the HR office assumes a dynamic part in setting up the business and advertising gets ready for the association as well.

Any association, without a legitimate setup for HRM will undoubtedly experience the ill effects of significant issues while dealing with its consistent exercises. Consequently, today, organizations must put a ton of exertion and vitality into setting up a solid and successful HRM.



## HR Practices

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# CHAPTER

# 4

APEX FOOTWEAR LTD.  
[www.apexfootwearltd.com](http://www.apexfootwearltd.com)

### The basic Functions of HRM

HRM is a new concept which gives importance to the overall employee's management. The HRM manages employees in such a way that serves as a competitive advantages to the organizations. The basic functions of this department includes recruitment and selection, arranging training sessions, doing performance appraisal, ensuring compensation benefits, motivation to employees for better performance etc. HRM is the responsibility of managers at all levels. Major activities of HRM are given below:

#### **Recruitment**

- The first step before recruitment is to provide proper advertisements about the post.
- Then most important part is to prepare the Job description.
- Lastly the person specification where the qualification of the candidates is outlined

#### **Employment Legislation**

- It means provide equal opportunity to the employees of the organizations irrespective of age, gender, and disability.
- It also means to ensure health and safety of the employees.

#### **Discipline**

- Organization maintains strict discipline in recruitment and dismissing of employees.
- Follows HR policies to deal any sorts of conflicts through informal or formal meetings, verbal warnings, grievance procedures etc.

#### **Development**

- This section of HR includes Promotion
- They also emphasize on Personal Development
- They also focuses on succession planning or Continuing Professional Development (CPD)

#### **Rewards Systems**

- The reward packages includes traveling to abroad, gifting with different monetary packages.
- Through different rewards they keep motivating employees.

## **Training**

- The training includes developing any employees through providing necessary information.
- Training gives employees current and advanced information required for the post.
- It also increases efficiency.
- It can be in house or by external trainers

## **Trade Unions**

- Trade unions helps to build strong relations with the authorities and workers.
- Negotiation is made on different issues through Trade Unions

## **Measuring performance**

- Measuring performance is very important aspects of **HR**
- Through performance appraisal the strength and weakness of employees are determined.

## **Motivation**

- Motivation techniques are being followed to keep employees working smoothly and perfectly.
- Employees are being praised based on the appraisal forms and if the results are positive then they are positively motivated.
- Through the increase in compensation and benefit packages employees are being motivated

## **Selection**

- It is a procedure to select the right candidates.
- Eligible applicants are being shortlisted and called for further procedure.
- Through different tests like Psychometric test, Aptitude test and presentation different skills are being tested.



## **Keeping and Maintenance of HR Inventory**

Human resources inventory preserves the record of the current employees and their informations.

In Apex Footwear Ltd. HR Inventory is maintained by HR Department. They keep personal file of each employee which contains these information as HR inventory.

### **Others day to Day HR activities of Apex Footwear Ltd.**

- Help to develop and review Job Description.
- Measures employee competency gap for every function.
- Drive the KPI standardization
- Build up performance improvement plan for the weak candidates.
- Work on Succession Plan for the future potential
- Giving ID card Sitting Arrangement
- Input the Personal Data/Information of the employee in IFS, POS software.
- Maintain day to day leave, update in software and keeping the leave form.
- Create and keep personal file for each employee
- Maintain canteen related affairs (Id punch record, Token providing).

## **HUMAN RESOURCE PLANNING**



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### 1.1.1 Employee Forecasting

Demand **forecasting** is the process in which a business predicts the number and type of **employees** it requires in the future. To increase production organizations perform demand forecasting to meet business goals.

Forecasting of demand depends on future and growth strategy of the organization. This will show the following:

- When new production process goes on.
- Change in existing products mix.
- Future marketing / sales projections
- Changes in production process and technology

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### 1.1.2 HR Budget and Planning Analysis

There are many ways to make HR budget and analysis. Apex Footwear Ltd. do forecasting based on this approach.

HR Budget and Planning Analysis usually managed by Chief Financial Officer's (CFO's) guidance. Apex mainly does retail business all over the country, and this HR budget and Planning analysis has a great influence over this retail function. Apex does HR Budget and Planning Analysis for their human resource demand forecasting with the participation of Finance, HR, and Retail department.

**HR Budget and Planning Analysis of APEX:** In HR Budget and Planning Analysis process Apex footwear Ltd maintain some steps.

Step-1: When any department provides any requisition for new employees and the next step they create a position in the organogram.

Step 2: After getting the approval of Chief operation officer then Finance department approve the requisition. When a new person is recruited as financial matter is also involved so approval from chief finance officer is required.

Step-3: In third step of HR Budget and planning process involves discussion with retail department. Apex mainly do the retail business so they involve retail department every times.

Step-4: HR arrange the whole activities of recruitment so HR department is also involved with the process. After the approval HR department provides circular, collect CV, arrange interview.

## RECRUITMENT

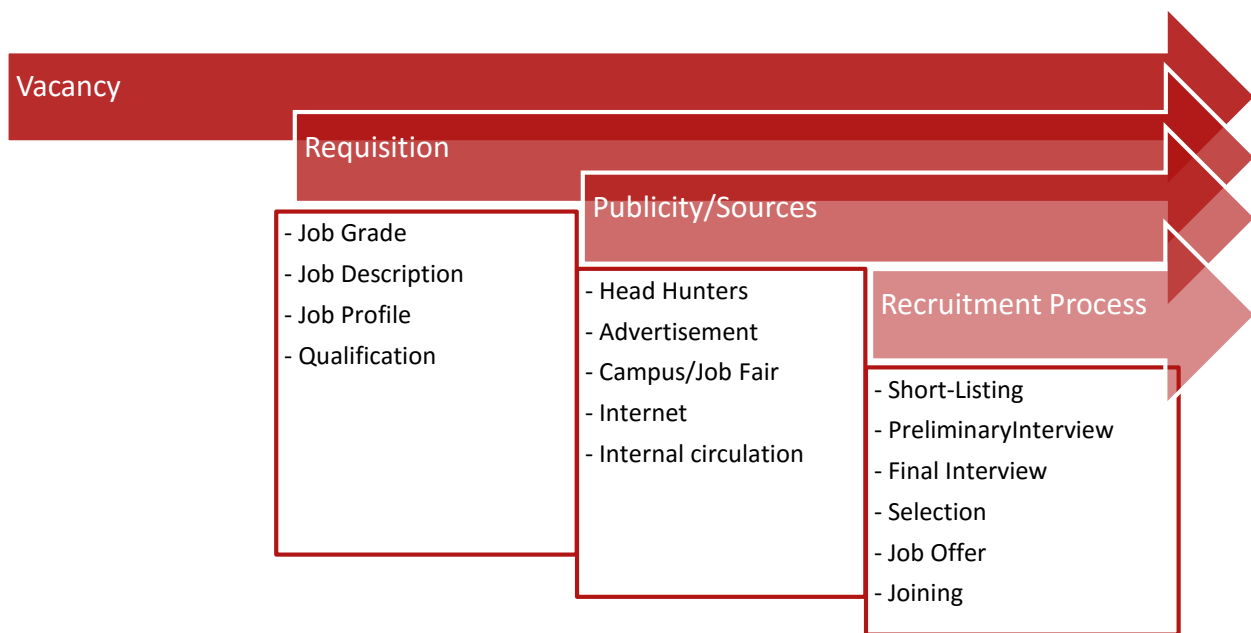


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## Recruitment Policies/ Flow of APEX

Recruitment plan is undertaken based on long term business plan. Employee requisition is raised from different departments defining the job description, job profile, required qualifications, age, experiences and other specific requirements. The organization Recruitment and selection policy will,

- Need to be fair .
- Can not be biased on age, gender, disability, minority group.



**Vacancy:** Because of organizational growth, resignation, and/or newly established position there might a need of new employees.

**Requisition:** a job vacancy Form which contains

- Job grade, job description, job profile, qualification etc.
- Approval from higher authority like MD if needed
- After the authorization of HR department vacancy is announced.

**Publicity:** The HR take decisions where to publicize the vacancy and also depends on the job nature that is whether to put it on newspaper or any social media

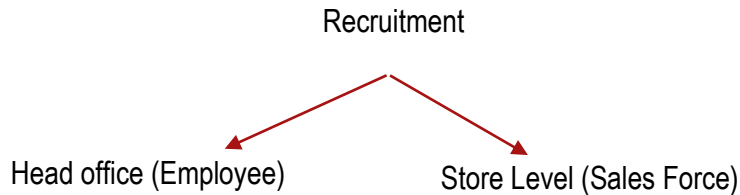
**Recruitment Process:** Eventually the eligible applicants are shortlisted and then hired if meets the criteria and it the final step of recruitment process at the Apex footwear ltd..

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## Recruitment & Selection Process at Apex Footwear Ltd.

**Recruitment** : As we know AFL runs retail business and currently it has 220 store all over the country so it requires hiring great number of employees.

Apex mainly follows two different methods to hire their employees.



### Source of

### recruitment

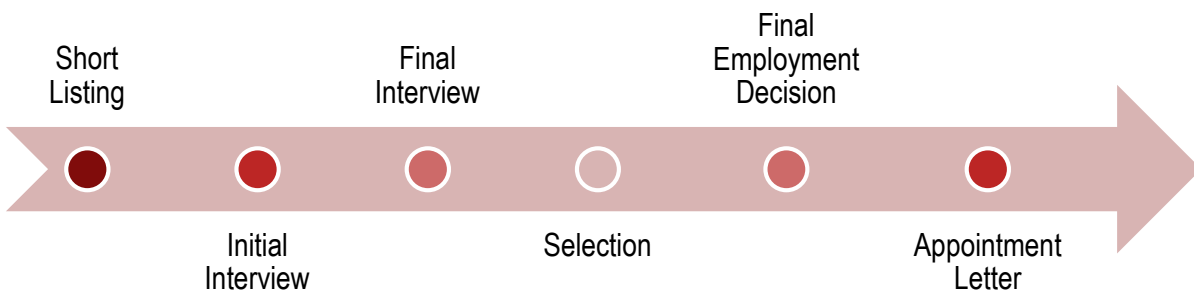
1. External source
2. Internal source

### External Source

---

#### HEAD OFFICE (EMPLOYEE)

IF best kinds of employees are selected or hired then the rate of turnover and absenteeism will be reduced and the company will be more productive. The candidates are selected after following process which is given below



1. **Short listing:** - The eligible ones are shortlisted then asked for joining the next step.

2. **Initial Screening Interview:** - The shortlisted ones are carefully judged to see if they are potential and best for the organization or not.
3. **Final Interview:** - In the final stage the interview continues with COO or MD of the company after a series of interview with HOD and executives.

For hiring sales force HR and retail department follows the below steps:

4. **Selection:** - After oral or in some cases written exams are taken for hiring them.
5. **Final Employment Decision:** - If the candidates are potential then final decision is given by the HOD for hiring.
6. **Appointment Letter:** - Then in the last step if the candidate passes then hired after providing with a appointment letter within a few days

In providing Appointment Letter HR department needs to ensure some issue like,

1. **Release Order:** The selected candidates need to provide release letter from the previous organization before joining at AFL to the HR department.
2. **Certificates:** The selected candidates must submit all their academic certificates to the HR department.
3. **Reference Check:** The references given at the CV is then checked to validate the information of the candidates.

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### STORE LEVEL (SALES FORCE)

The recruitment process for the sales force is different from the Head Office Employee selection process.



The managers at the store level send requisition for new sales person or shop assistants needed for the stores to the HR department then HR department hires new ones then send them to the vacant positions

### Internee Recruiting

#### Internship Process:

The interns also go through selection criteria to be hired. AFL mainly requires interns for the HR and Marketing department.

#### 1. Intern Requisition

At least one month prior the intern requisition has to be made.

#### 2. Intern Selection

The HR department conducts the interview of the eligible candidates.

### 3. Intern Placement

After receiving forwarding letter from the student the company then proved an acceptance letter to the student

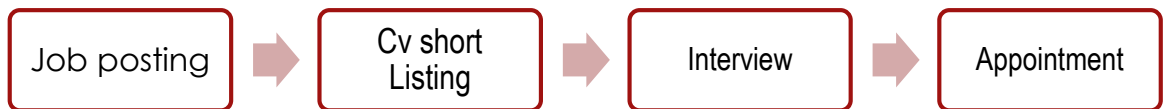
### 4. Internship Completion

After completion of internship period the interns requires to submit the report to their organization supervisor and then a certificates are being provided

## Internal Source

Apex also gives priorities to the internal junior officers to get promoted to the higher positions.

Internal candidates will be shortlisted based on performance appraisal.



---

#### Sources

There are a numbers of recruitment sources. Through advertisements, online job portals, job circulations, CV drops, BD jobs etc. they get to choose their potential candidates.

---

#### Type of Interview (single, panel)

In Apex It is based on requirement and Management team's decision on which methods to be followed for interview sessions. It could be **Single Interview** or **Panel Interview**.

AFL conducts interview through HR department, the executive and manager of recruitment department conducts first interview then GM of the company interviews at the final stage.



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### Methods applied for candidates background check

Checking background of the employees is very important part of the hiring or recruitment part of the HR department. Apex footwear ltd. checks the background of the employees so that right person is hired for right people.

**Resume:** By analyzing the resume the educational experience and different role played in different extra co curriculum activities are checked.

**Employment History:** Previous work history is checked by the HR department.

**Online checking:** Apex footwear lt. checks the online profile of the employees like in LinkedIn, Facebook etc. They also checks the S.S.C and H.S.C certificates of the sales force on the websites.



## Training & Organizational Development

### The training Process

Training and development is the crucial part of the organization. Apex falls under service giving industry so it has to train their employees frequently. Apex footwear ltd. follows the process based on five steps. These are:

- ❖ Needs Assessment
- ❖ Determining the training objective
- ❖ Designing the training program
- ❖ Training Implementation &
- ❖ Evaluation

### NEEDS ASSESSMENT/NEEDS ANALYSIS

The first and foremost part of training and development is Needs analysis or Needs assessment. Through this the gap between skills of the employees and his performance is being analysed.

The training needs can be recognized through following types of analysis:

**Organizational Analysis:** The Organizational analysis involves analyzing the organization itself. These includes long term and short term goals, organizational objectives, overall environment of the office etc.

**Operations Analysis:** This includes analysis of the operational side of the organization then based on that what is to be taught is determined.

**Individual Analysis:** This involves finding out of the employee's weakness, knowledge level, skills needed for the job etc.

### DETERMINING TRAINING OBJECTIVE

Apex footwear ltd. determines the objective of the training in such a way that fulfills the gap between actual performance and expected performance through their training and development process.

### DESIGNING TRAINING PROGRAM

Based on the outcomes of the needs analysis AFL designs the training sessions. It has to be kept in the mind of trainer that this program must develop the gap found in the employee's performance.

For designing new training purpose verdicts on the following items are required for this purpose.

Responsibility of training and training program has to be shared between

- The top management
  - The Employees department
  - The line supervisors
  - The workforces who should provide feedback and suggestions
2. Which types or methods of training needed to be given depends on the people we need to train. For this it is required to
- Make decision in advance who are to be trained workers, supervisors or executives.
  - Assure employee that this training is going to be effective
3. The trainer is the important factor as well. Trainer has to have the knowledge on what is going to be delivered to the employees.
4. Resource allocation is a vital part of designing phase and it also includes supporting materials may also include like comprehensive syllabus, study notes, case studies, manuals, brochures etc.

### Training Implementation/Coordination

This is known as the action phase of training. Here actual training is conducted. The trainer gives briefing about the entire training sessions. It is essential to clarify to the employee about the training sessions. The instructor or trainer should be clear in clarifying the contents

### Evaluation

The ultimate phase of a training and development program is 'evaluation'. This is one of the most significant phases in terms of calculating whether the trainer actually learned and objective of the training program was met or not.

In this step, the efficiency of training program is measured. The feedback generated through follow up, will help to reveal weaknesses. If any problems are found then APEX Footwear Limited takes the essential corrective action.

### Others Training Conducting Issue

**Training Calendar:** HR formulates a yearly training calendar based on the recognized training needs of the employees. Any change in the timing of the training need to be communicated to the concerned person by HR in exact time.

**Training Budget:** For conducting training sessions HR department needs a fund that covers the external trainer cost, venue selection cost, food arrangement etc.

**Training History Record:** HR and the individual employee must need to keep the training history of each employee after assessing to the updated file. This records are reserved to the Assistant Trainee Manager and each participant's personal file.

**Training Materials:** Materials are those things which are used by instructors, and participants in a training environment. The materials that Apex needs for providing training are given below:

1. Training manuals
2. Training equipment's

For all kinds of training they use white board, laptop, projectors, software, handouts, lectures, computer, internet, power point remote, sound system.

---

### **Training Method:**

APEX provides various types of “**On the job training**” to the employees. These are described below:

- **Product Knowledge training**
- **Induction Training**
- **Advocacy training**
- **Stimulate training**
- **Orientation Training**

Other than this AFL also send their employees to the external training sessions.

---

### **Benefits of Training**

#### **To individuals**

- Helps the individual in making better decision and effective problem solving.
- Aids in ensuring and achieving self-development and self-confident.
- Helps a person handle stress, tension, frustration and conflict.
- Provides information for improvement
- Provides more knowledge
- Increases job satisfaction and recognition.

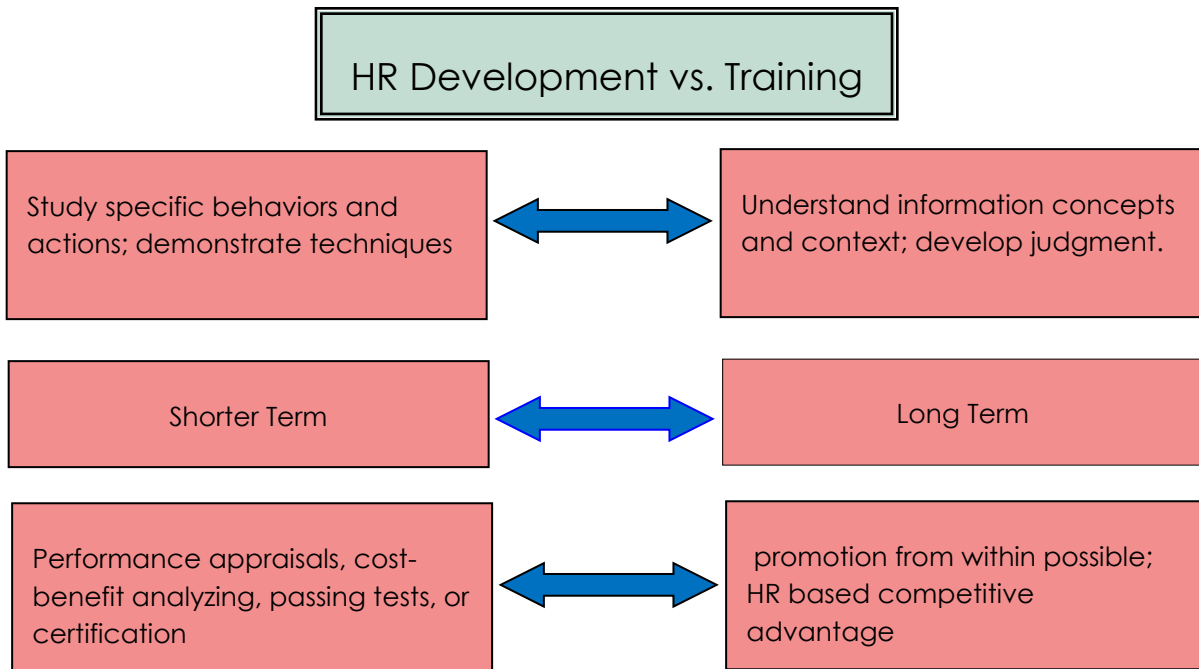
#### **To The organization**

- Improves the job knowledge and skills at all level of the organization.
- Helps to create better corporate image.
- Aids in understanding and carrying out organizational policies.
- Aids in increasing productivity and quality of work.
- Helps to keep down cost in many areas production, administration, and personnel.
- Reduces outside consulting cost by utilizing competent internal consulting

---

## HR Development vs. Training

Development of HR differs from training. It is possible to train a number of people to run a copy machine, customer service, drive a truck, operating computer, assemble mechanical, electric and electronics equipment's etc. But the development of judgment, responsibility, decision-making, and communications presents a bigger challenge. These areas may or may not be developed through life experiences by individuals. A planned system of development experience for all employees, not just managers, can help expand the overall level of capabilities in an organization. The following figure profiles development and compare it to training:





## Performance Appraisal

### What is Performance Appraisal

Performance Appraisal is a systematic approach to judge an employee's performance at the work. **Performance appraisals** is done to investigate overall performance of the organizers. It is a formative apparatus utilized for all round improvement of the representative and the association. Followings are some regular components that can be recognized and measured the worker execution.

- Excellence of output
- Measure of output
- Timeliness of output
- Presence at work
- Teamwork

### Methods

Methods of Performance Appraisal

- Graphic Rating Scale
- Checklist Method
- Critical Incident Appraisal.
- Behaviorally Anchor Rating Scale
- Management by objectives (MBO)
- 360 Degree Appraisal process

Among those Rating Scale method is used By Apex Footwear Ltd.

**Rating Scales:** Rating scales consists of numerous numerical scales demonstrating job related performance standards such as dependability, initiative, output, attendance, attitude etc. Each scales ranges from 1 to 4. The total numerical scores are added and final decisions are given In Apex performance Appraisal is done in two ways:

1. KPI based Appraisal - 70% Number is provided based on KPI.
2. Competency based Appraisal - 30%Number is provided based on employee Competency.

### Who appraises Performance?

The organization do Performance for locating the potential employees inside the organization. It is a yearly review by the company.

In Apex Footwear Ltd. Performance Appraisal is conducted on the basis of KPI. Apex do performance appraisal twice a year



<b>Time</b>	<b>Entitled Employee</b>
June-July	Field Force ( Below Officer)
December	Officer to above

Head of Department (HOD) set the KPI (Key Performance Indicator). HR Department of Apex Footwear Ltd. maintains a performance Appraisal form and the form are filled up by the HOD. In this process 70% number is provided based on KPI, and 30% number is provided based on employee Competency.

In Apex Performance appraisal is mainly done by the supervisors. Both direct and indirect supervisors are involved in this process.

---

### **Uses of performance appraisal**

Performance Appraisal is the way toward assessing how well representatives play out their occupations when contrasted with set of models and after that impart that data to those workers. It is generally utilized for various exercises like advancement, end, exchange and so forth. Apex Footwear Ltd. Utilize the execution Appraisal bring about settling on regulatory choice, Developmental reason and Organizational support reason.

# COMPENSATION



## Compensation

### Compensation system

A compensation system is the sum total of all monetary and non-monetary benefits provided to employees in exchange for their willingness to work. Compensation can be broken down into three general categories:

- **Direct financial compensation** is monetary compensation, such as wages, salaries, and commission and performance payments.

Apex provides direct financial compensation to its employee.

**Salaries:** A salary (or wage) is a fixed amount paid in exchange for an employee's services. Salary is generally described in annual, monthly, bi-weekly or weekly amounts.

Both the sales force, employees, workers are entitled to this benefits based on their working position, which is set by the organization's management team.

**Commission:** Commissions are a common way to remunerate employees (salespeople) for securing the sale of a product or service. The intent is to create a strong incentive for the individual to invest the maximum effort into their work.

Commissions are usually calculated as a percentage of the sale of the product or service. Apex provides **2.5% commission** on sales to the sales force. An employee is entitled for achieving commission only after completion of his provision period.

In general, the commission structure is based on reaching specific targets or quotas that have been previously agreed upon by management and the employee.

**Incentives:** Compensation can be divided into salary, benefits and incentives. While salary and benefits must be competitive, incentives are the most likely drivers of attracting and retaining the best employees in startups. There are three key types of incentives in Apex:

#### Bonuses

- Individuals are rewarded based on attainment of performance-based goals (individual, team and/or company).
  - Festival Bonus
- **Indirect financial compensation** includes compensation that has financial value but does not consist of a direct monetary payment to an employee. Apex provides health insurance, life insurance, stock options plans and services such as financial counseling to its employee.

**Insurance policy:** All employees of the factory have been made a part of a group life insurance policy which ensures compensation to their families in the event of accidents and death.

**Profit Share Benefits:** Apex provides profit share facilities to their employees. They keep 80% of profit for employee benefits, 10% to “Kollan Trust” and 10% to “Employee Medical Treatment Fund”.

- **Non-financial compensation** doesn't have any monetary or economic value, but it involves the satisfaction an employee receives from the work environment. This is known as motivation tools for employee in Apex. As non-financial compensation Apex arranges different training program for the employee, arrange different events like PohelaBaishakh, Annual Cultural Program, and Sports Program etc. All these programs are arranged and maintained by the HR team.

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### **Allowances and Benefits**

**Allowances:** Allowance are generally Intended on basic salary. Basic salary is the fixed amount of money which is fixed by the company to pay to the employee. In Apex As per the legislative fixation, 30% to 60% of salary is considered as basic pay. Apex Footwear Ltd. provides various type of allowances for the improvement of their employees.

**Housing Allowance:** Apex footwear Ltd. provides a fixed amount as Housing allowance based on basic salary, which differs from position to position. Apex provides **30% of gross salary** as housing allowance to its employee.

**Transport Allowance:** Apex Footwear Ltd. provides a fixed amount. The amount is 1500/-, which is only applicable for employee working in head office. If it is converted to percentage then it is about **10% of gross salary**. This Allowance is different for senior level/Head of the Department (HOD) personnel. Apex does not offer any transport allowances for sales force.

**Medical Allowance:** Medical Allowance is a fixed monthly allowance which forms a part of Salary. Apex provides **10% of Gross salary** as medical allowance to the employee.

**Food allowance:** Apex Footwear Ltd. offers subsidiary food allowance to the all level of employee working in the corporate office. It is **10% of gross salary**.

**Holiday Allowance:** Apex Footwear Ltd. gives this allowance to the employee for their motivation and better performance. Any employee will be allowed to get these allowances if he/she stay at least 5 hours in office in holiday (Friday & Saturday). The company has fixed the amount of **Tk 400/-** per day as holiday allowance.

**Benefits:** Apex Footwear Ltd. provides following benefits to its employee.

- ❖ **Mobile phone Bill Reimbursement**

- ❖ Provident Fund
- ❖ Annual Leave
- ❖ Gratuity

**Compensation breakdown**

Compensation can be broken down into three general categories:

	<b>Compensation System</b>	<b>Percentage</b>	<b>Entitled Personnel</b>
Remuneration	Basic Salary	60%	All Employee, Sales Force, Factory workers
	Housing Allowance	30%	
	Medical Allowance	10%	
	Mobile Phone Bill	10%	
	Food allowance	10%, subsidiary	
	Bonus	Festival Bonus.	
	Provident Fund	As per company policy	
	Gratuity	As per company policy	
	Transport Allowance	10%	



## 5. Findings

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Fairness & Ethics in each function	48-49
Internship Experience	49



# CHAPTER

# 5

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## FINDINGS OF THE STUDY

### SWOT Analysis

#### Company SWOT Analysis:

SWOT focuses on the company strength, weakness, opportunities and threats if these factors are being analyzed then it would be successful to run the business for the long run. The potential growth of Apex Footwear Ltd. is mainly because they have a very small number of competitors in Bangladesh as only export based Footwear Company. It is now a chief export based Footwear Company in Bangladesh. Keeping up this upward pattern needs total commitment to comprehension and satisfying their clients' request with the suitable blend of standard administration, unwavering quality, enhanced innovation and gifted and in addition devoted labor is essential.

<b>Strength</b>	<b>Weakness</b>
<ol style="list-style-type: none"><li>1. Market leader</li><li>2. Best quality provider&amp;Packaging design</li><li>3. Fast mover advantage</li></ol>	<ol style="list-style-type: none"><li>1. Mixture of difference culture</li><li>2. Diversified product&amp;Limitationof offering</li><li>3. Price structure&amp;Distributionchannel strategy</li></ol>
<b>Opportunity</b>	<b>Threat</b>
<ol style="list-style-type: none"><li>1. Economic growth &amp;Large potential market</li><li>2. Making for all aged group</li><li>3. Simple to gather crude material</li></ol>	<ol style="list-style-type: none"><li>1. Government regulation</li><li>2. Shortage of technical person</li><li>3. Price war, Potential competitor, Deflation of money</li></ol>

## SWOT Analysis for HR Department

<b>Strength</b>	<b>Weakness</b>
1. Strict enlistment and choice procedure to get just the absolute best workers 2. Effective training programs to ensure greater productivity, efficiency and effectiveness of the employees	1. Need more HR personnel 2. The training sessions are not sufficient 3. Nepotism
<b>Opportunity</b>	<b>Threat</b>
1. Increases in benefit package might reduce turnover rate.	1. Turn overrate in sales force is very high due to lack of facilities

### HR Issues Need to be addressed in Apex.

In Apex Footwear Ltd. there are some problems regarding Human Resource Management. The findings are stated below:

- In Apex some time there exist communication gap between departments, which hampers HR functions. Compensation is a major task of HR.
- To provide compensation HR has access to their software “IFS” which contains details information/data of each employee. Sometimes because of “server down” IFS failed to provide data, which creates major obstacles for HR department.
- In some cases Apex face problems in recruiting appropriate person as sales force. Due to not have any specific source for sales force recruitment they suffer from this problem. In running retail business Apex needs a huge number of sales force. But recently high turnover creates problem for the business.
- Newer employees also lack expertise and knowledge so, more time is spent on training programs. This generated more costs with little paybacks. But the training session maintained in apex are not sufficient for the newer employee to gain knowledge.

### Recommendations:

- The communication gap between the departments need to be filled out by engaging more through team works.
- Sales force need to be recruited carefully so that they serve for the long term.
- Apex has less employees so they need focus more on turnover rates and try to minimize the rate.



- Apex should arrange more training session at all levels of employees to keep pace with newer software and technology
- Apex should provide more facilities to the female employees at the store level.

## FAIRNESS AND ETHICS IN EACH FUNCTIONS

Apex Footwear Ltd. Is a renowned shoe manufacturing company in Bangladesh. The organization has a decent notoriety for its reasonableness and moral conduct. The organization trusts that success and development is immovably pegged to the prosperity of the group through which it works, simultaneously defending the human privileges of its workforce, clients and providers through guaranteeing work principles are met and treating every one of its partners in a fair-minded and straightforward way. This is exemplified in the organization's corporate philosophy, "Honest Growth".

**Uniformity:** Apex keeps up correspondence to their worker. The organization gives data among its all workers on the measures supporting human rights. Work promotions ensure rise to access to every capable applicant and their privilege for aggregate bartering. The organization has a formal framework to hear the supposition of the workers.

**Minorities:** Apex footwear ltd.also gives advantages to the minorities. They give break even with chances to them in both in selecting and in giving stipends, benefits, provident store and retirement benefits.

**Disability:**Apex gives chances to debilitate individuals. They enlist cripple individual. They hold a position in store for incapacitate individuals who can do an insignificant undertaking and can gain for his/her everyday livings.

**Training for Women:**The company has partnered with Center of Excellence for Leather Skills Bangladesh Limited (COEL) to help those worst affected by climate change in the Sirajgonjand Khulna region through a comprehensive apprenticeship program. These men and ladies, who used to procure not as much as a dollar a day through share trimming, are given a 12 month long paid apprenticeship, whereby they are prepared as machine administrators, machine upkeep officers or bosses

**Human Rights:**The Company ensures the privileges of its clients by giving data about its items and administrations. Apex handbook covers arrangements concerning our representative rights and remuneration and duties.

**Gender Discrimination:** Apex footwear ltd. Does not do any gender discrimination in recruiting, retaining, and in case of termination or dismissal. The organization has clear standards with respect to working hours, breaks, and so forth. They organize preparing for both male and female. Representatives don't confront any separation in directing their assignment. Peak has additionally proactively looked for strengthening and work of minimized ladies in Bangladesh. This is reflected in the way that around 70% of AFL's manufacturing plant work constrain is included ladies.

**Anti-corruption:**The Company watches strict principles with respect to gifts, including for political gatherings, ensuring straightforwardness. The representatives are educated about the organization approach. Both providers and accomplices are educated about the organization buy and Anti-Corruption arrangement. Supporting U.S. Remote Corrupt Practices Act (FCPA), UK Bribery Act and other hostile to pay off or against debasement of Bangladesh and related nearby laws or control.

## INTERNSHIP EXPERIENCE:

The task or responsibilities I performed during my internship period helped me to gain practical knowledge and experience and I could relate to my academic knowledge with that. Major activities I performed are as under.

- Input leave entries using IFS softwares.
- Making telephone calls to interviewees and assist in interview sessions
- Composing different letters like appointment letters of employees at the store level, transfer,posting and promotion letters.
- File transferring to under different employees name.
- Volunerring activities at the different big events like Annual Sales Conference, Women's Day celebration,Pohela Baishak events.



## 6. Conclusion

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# CHAPTER

# 6

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## CONCLUSION

There is no limit to improvement in any segment of an association. There is dependably a space for improvement. Each association must take the advantage of this degree. The organization has built up itself as a shoe maker of high notoriety with a client profile that incorporates a portion of the best names in the business. Pinnacle Footwear Ltd. realizes that in the unstable universe of standard free get to, victors would be chosen in light of their worldwide aggressiveness.

The internship report of Human Resource and production department of Apex Footwear Ltd. describes the overall functions and practices of HR in the organization. From the study it is also clear to us that which products, what commodities are used by these customers. So, finally I will say that this internship at Apex Footwear Ltd. under the Human Resource Department has enlarged my theoretical knowledge of bachelor of Business Administration in to some practical knowledge and made my education more far-reaching and practical.



## 7. Appendix

# CHAPTER 7

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## APPENDIX

### Organogram

#### BOARD OF DIRECTORS

✦ Syed Manzur Elahi	: Chairman
✦ Syed Nasim Manzur	: Managing Director
✦ Md. Iftikhar-uz-Zaman	: Director (Representing ICB)
✦ Munize Manzur	: Director
✦ GolamMainuddin	: Independent Director
✦ NihadKabir	: Independent Director

### Employee Forecasting List

#### Manpower Planning & Budget - 2017 (Unit-2)

Human Resources Department

#### Summary

SI	Department	Name of Designation	2017
			Req.
1	Retail	Regional Operation Manager	1
		Dy. Operation Manager	1
		Store Manager	17
		Sales person	60
		Shop Asst.	17
2	Wholesale	Area Manager	2
		Coordinator	1
		Depot In-charge	2
		Sales Officer	7
		Delivery Assistant	10
3	Marketing	Executive (outdoor supervision and Auditing)	2
		Executive, Loyalty program	1
		Executive , Ecommerce	1
		SPO (sales processing officer)	1
		Content writer	1
4	VM	Officer	1
5	Design & Development	Officer	2
6	HR	Asst. Manager – Admin	1
7	Merchandizing	Executive (Merchandizing)	4
		Executive (Distribution)	1
8	Procurement	Executive Procurement	1
		Officer Procurement	4

9	CDC	Executive (Floor In charge)	1
		Checker	2
10	MIS	Officer(MIS)	1
11	Accounts & Finance Finance	AGM (Fin. & Acc.)	1
		Executive - Fin.	1
		Officer Acc. (Factory U2)	1

## APPRAISAL SCHEDULE (CHARTS/FORMATS, ADD IN APPENDIX)

### Key Performance Indicator

This KPI form is to be completed by you and your designated supervisor\* during or following your Performance & Development discussion. The review aims to focus your efforts towards achieving specific goals which will contribute towards both department & organizations objectives. It also aims to assist you by identifying development areas that are most likely to improve your ability to perform well in your job.

### Employee Information

Employee ID	
Name	
Job Title	
Department	
Employment Type	
Unit	
Date of Birth	
Joining Date	
Assessment Date	
Service length in Review Start Period (in Year)	
Age on Review Period	

### Performance review Related Information

Current Review Start Period				
Current Review End Period				
Interim Review/s held with employee in				

### Signature/Comments

For completion at the end of the review period, attach additional sheets for comments if required.

**I have taken part in and discussed this Key Performance Indicator**

### Designated Supervisor\*

Employee ID	
Name	
Job Title	
Supervised the Employee for	

Signature		Date	
-----------	--	------	--

Indirect Supervisor*	
Employee ID	
Name	
Job Title	
Signature	
Date	
Comments	

Employee	
Signature	Date

\*Designated Supervisor...refers to a person who has supervisory responsibilities for the employee concerned as part of their role.

\*\*Indirect Supervisor.....refers to the manager of the designated supervisor.

Section A: Performance rating Scale and Parameters				
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Rating Scale</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Need Improvement</b>
<b>for Objectives</b>	Exceeded deliverable in Quantity, Quality and Time and completed objective in an outstanding manner (90% to 100% of target)	Met all of the deliverable and completed objectives as per plan(80% to 89% of target)	Meet some of the deliverables but objective was incomplete and needed improvement in final result(70% to 79% of target)	Did not met objective agreed on unacceptable results(69% and bellow)

Objectives/KPI Rating Scale(70% weight of performance Appraisal)					
No.	Objectives/KPIs	Weight	Achievement/Results	Rating Point	Score
	Set on dd/mm/yy		Reviewed on dd/mm/yy		
1					
2					
3					
4					
5					
Total weighted must equal 100			Weighting × Rating = Score		

<b>Section B: Competency rating Scale (30% Weight of Performance Appraisal)</b>
---



<b>Rating Scale for Competencies</b>	<b>4 Expert</b> Specialist/Authority level knowledge, Understanding, (Expert in the area)	<b>3 Advance</b> Highly developed knowledge, Understanding ,Can apply knowledge outside the scope of ones position (Total Mastery)	<b>2 Proficient</b> Detailed knowledge, application of the behavior required to be successful in the job, Understanding	<b>1 Basic</b> Understanding of the behavior, Requires guidance or supervision.
<b>No.</b>	<b>Competencies</b>	<b>Comments/Examples of strength/Areas needing development</b>		<b>Rating</b>
1				
2				
3				
4				
5				
<b>Competency Score</b>	<b>Overall Competencies Rating=</b>	<b>Total rating=</b>		

\*total Rating/6 = Overall Competencies Rating

Section C: Overall Performance Appraisal result		
Criteria	Weight	Score
KPI Based Rating Scale		KPI =
Competency Based Rating Scale		Competency =
		Overall Contribution Rating
		Total
Overall Contribution Rating Scale		
Excellent	Exceeds all stated KPI's. Exceptional performer who consistently stretches beyond job accountabilities on a sustained basis.	
Good	Meets and Occasionally exceeds most KPI's. Fully proficient performer, who successfully delivers on job accountabilities on a sustained basis.	
Fair	Meets most KPI's. Sustained reasonable performer on job accountabilities	
Need Improvement	Does not meet stated KPI's .Inconsistent performer who requires improvement in performance	

Section D: Development Plan
-----------------------------

Major Strength of Performance	Areas for improvement & action plan	Performance Development plan/Training Requirement	Appraisee's/Employee comment
<b>Has the Individual completed the agreed development during review period:(to be completed at the end of review period)</b>			

Section E: Employee's Feedback			
The performance Appraisal review process was	Good	Satisfactory	
	Give Reasons		
My KPI's and Competencies have been set for the next review period	Yes	No	
	Give Reasons		
Additional Comments (if any)			

**TNA FORM****Training Needs Identification Form**

Sl. #	Name of the Employee	Location	Training Category			Remarks
		(Head Office/ Factory/ Region)	Behavioral & Attitudinal Training	Skills Development & Functional Related Training	Awareness Training	