

Internship Report
On
Human Resource Management
Practices on Apex Footwear Limited

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Submitted for the partial fulfillment of the degree of Bachelor of Business Administration



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Letter of Transmittal

15th January, 2022

Amir Husen

Assistant Professor

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Subject: Submission of Internship report on: “**Human Resource Management Practices on Apex Footwear Limited**”

Dear Sir,

With humble honor and respect, I am submitting my internship report on “Human Resource Management Practices on Apex Footwear Limited” As per partial accomplishment of the requirements for the BBA degree, this internship has been carried out under the supervision to me.

This report is an integral part of our academic courses in completion of the BBA program which has given me the opportunity to have an insight Human Resource Management Practices Sector of Bangladesh specially real scenario of Apex Footwear Limited. Hope this report reflects on the contemporary issues on the Human Resource Management that are being practiced in our country.

In completing the report, I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report.

I humbly request you to accept this report for your kind evaluation.

Sincerely,

KaziOmmaySamia

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Acknowledgement

I would like to mention some people with due respect and honor who assisted us, without any hesitation to complete our Internship report within the due time. Therefore, I would like to thank them all from the bottom of my hearts.

In this procedure, at first I would like to thank All Mighty Allah for making it possible for us to complete our work properly within the given time. Most importantly I would like to thank my Internship Supervisor Amir Husen, who was always ready to guide me and solved all the difficulties that I faced during preparing my Internship of the report.

I am likewise extremely appreciative to the authority of Apex Footwear Ltd. for allowing me the chance to do my Internship at such a famous organization. As an intern in the Human Resources department, where I received some competencies to assist me evolve my future profession knowledge. I would like to thank the entire HR Department for making this report a lot extra informative by means of presenting the information required.

You're faithfully

Kazi Ommay Samia

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Student Declaration

I, Kazi Ommay Samia, a student of Bachelor of Business Administration, bearing ID NoBBA1801013096 from Sonargaon University would like to solemnly declare here that This report on **Human Resource Management Practices on Apex Footwear Limited** has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours

.....

Kazi Ommay Samia

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Department of Business Administration

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Letter of Authorization

Certified that this project report titled “Human Resource Management Practices on Apex Footwear Limited” is the bona fide work of Kazi Ommay Samia, who carried out the research under my supervision certified further that to the best of my knowledge the work reported herein does not form part of any other project report or internship on the basis of which a degree.

.....

Amir Husen

Assistant Professor

Department Of Business Administration

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Executive Summary

The last stage of completing my graduation of four years is the internship I have done this semester. Apex Footwear Limited has given me the opportunity for an internship in human resource. In this internship period, I have perfectly carried out and accomplished several assignments and projects managing HRIS, preparing reports on employee engagement and various reports and documents of Apex Footwear Limited. Apex Footwear Limited has helped me gain several maneuvers related to the Human Resource department of Apex Footwear Limited which includes aid ex-employees to receive their original certificates and related documents, informing present applicants about their interviews and appointment letters, assisting with the HR associated executions and data entries of the information of the employees and so on.

Because of globalization, HR manager's position is scarcely tougher and it is because HRM needs a well-thought-out interpretation combined with great optical discernment and decision-making. As HR executives long-term decisions that will have business impact. HRM as particular division which for the most part incorporates orchestrating, emolument policy, training and preparing ordinate dictation, worker cognations and so forth Apex Footwear Ltd.

Apex Footwear Ltd. is a well-known company in Bangladesh's Shoe Manufacturing Industries. In each of the corporate workplaces and factories it has achieved good HR practice. Apex Footwear Ltd.'s executive members have given special attention to their staff's activities including superior instruction, formulating policies, vocation opportunities, etc. I selected this famed company to conduct an analytical examination of its HRM exercise in order to enrich our theoretical knowledge of HRM with practical perspectives and running structures containing HRM.

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Chapter-01

Introduction

1.1 Introduction:

Apex Footwear Limited (AFL) is an eminent leather footwear company and exporter to different continent including America, Europe and Asia. In leather sector, selling overseas of standard integrated products export has been established by Apex.

Public listed in 1993, AFL is the trade name of Apex footwear limited.

Apex is a part of retail part of AFL. It has earned success through export in International arena by providing high quality leather. By utilization of the expertise Apex gives high quality products to the Bangladeshi consumer as well.

It has more brands namely Venturini, Apex, Sprint, Maverick, Moochie, Nino Rossi, Sandra Rosa, Twinkler and School Perspicacious and one international brand i.e. Dr. Mauch – which have established the company in one of the most successful organization in the country.

1.2 Rational of the report:

The report offers with HRM's function like Human Resource Planning, recruiting and selection process, training and development process, compensation management, employee relationship, performance evaluation, etc. The study will allow new techniques and structure applied to make it more efficient to learn about HRM issues. It would help to get some valuable information of the activities doing by the country's leading footwear manufacturing organizations. The study will additionally assist differentiate between the system and the principles that drive the appreciation of how HRM process have to be elevated by means of the organization.

1.3 Objective of the study:

Based on two objectives I have prepared this report.

General Objective

The main purpose of this study is to have an evaluation of the human resources department's overall performance.

Specific Objectives

- a) To identify how processes of recruitment and selection can be carried out.
- b) Learning how many benefits Apex Footwear Limited employees receive • Learning the assessment process • Analyzing the training and development process in Apex Limited footwear.
- c) To get a brief idea about HRIS, how it helps to run the Division of Human Resources
- d) To know the HR affairs of a footwear making company.
- e) Identify some drawbacks related to current roles and the system and provide some recommendations to increase efficiency.

1.4 Methodology of the study

Methodology is one of the most significant part in any study proposal. It explains the procedures and methods through which a particular study will be analyzed. This chapter contains the research design used for the any research based, the various formulas and processes that I gathered information form the two major sources Primary and secondary sources.

➤ Primary Sources

- Acquired knowledge from the practical knowledge o during my job responsibilities,
- Took interview of my supervisors who were directly monitoring the marketing activities in the company,
- Gained knowledge by communicating with various vendors.

➤ Secondary Sources

- Collected information from company websites.
- Gained information from the companies' journal publications and brushers and note books.
- Gathered more information from the interview season of our CEO at "Future startup" official website.

1.5 Limitations of the study:

I have tried heart and soul to achieve the objectives of this report and make this report feasible and informative. Although there are some limitations that made obstacle in acquiring my goals these are:

There were limitations for gathering data which I have faced during the period of internship. I

- Time was major constraint.
- Some information cannot be disclosed.
- Strategies for operation and business were restricted. .
- Reluctant to give information which is confidential.
- As I was new to the corporate, with my limited knowledge I had to take time to understand everything.

Chapter-02

Company Profile

2.1 Company Profile

Following the motto ‘‘Honest Growth’’, Apex has established itself pioneered of export finished goods in the leather sector of Bangladesh. It owns 252 retail outlets, 217 wholesale dealers and 347 retail dealers in the country. It has achieved customer satisfaction through standard design and functionality. By making customer happy the company holds the share of 15% leather footwear export from Bangladesh.

2.2 VISION

The vision of Apex footwear limited is ‘‘Honest Growth’’

2.3 MISSION

- To assure growth continuously.
- For our customers to become a vendor of choice.
- Creating value for our shareholders
- To proactively abide by global best practices & criteria.
- To be a responsible citizen of the company.

2.4 Values

- 1) Gratitude
- 2) Fairness
- 3) Urgency
- 4) Empowering
- 5) Courageousness

2.5 PRODUCT AND SERVICE

Both footwear and non- footwear items for the customers are provided by APEX Footwear Ltd. For men, women and children they provide different categories of footwear items.

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

Table1: Different categories of footwear items.

2.6 SHARE, PRODUCTION CAPACITY & COMPETITORS

Share: Around 500 million taka is the initial investment of the project. Apex holds 100% of the share.

Production Capacity: 10,000 pairs per day and 15,000 pairs of complete shoe with its excellent production capacity in the years of 2007 and 2008 were produced by Apex.

Competitors: Titas Footwear Bangladesh, AIMCO Footwear Limited, Fortuna Shoes Limited, Shampan Shoes Limited, and Bay Emporium are major companies in Bangladesh competing with Apex.

2.7 ENVIRONMENT AND LABOR LAWS

Environment

The company has made headway Volatile Organic Compounds (VOC) free products in its production process. To make the premises greening, Apex has taken several initiatives for pollution free office environment. It has got “Green” Category approval by Environment Ministry.

Rules for Labor

Apex go through the plan developed by itself for training, employment, and career development with succession plan. Policies about employee rights and responsibilities and compensation are available in a hand book. It is refined as needed and incorporate to global compact.

- Rules regarding working hours are clear.
- It is guaranteed that job advertisement gets access to all capable candidates and to give the rights for Cooperative talks
- To reduce risk Apex follows the guideline of environmental and safety risk and they also have strict monitoring team.
- For listening the employee opinion it has a very good formal system. .
- The corporation selects its contractors based totally on a listing of criteria, such as a criterion concerning the availability of record.
- As there is a risk to employee labor under 18 years old, by hanging a notice board company ensures no employee under 18 cannot be recruited.
- The company purchase & Anti-Corruption policy is informed to both suppliers and partners.
- The company support the act of different countries against bribery and also the law of Bangladesh.
- In Governmental process, AFL invites staff to join in.

Facilities

AFL provides their employees with further facilities in following:

- Apex provides medical care facilities.
- Free Immunization for children of employee.
- Child care.
- For all workers Group Life Insurance Policy.

Chapter-03

Theoretical Framework

3.1 Human Resource Management History

The terms of “human resource management” and “human resources” have largely replaced the term “personnel management” as a description of the process involved in managing people in organizations. HR management is rapidly growing. HR management is both business practice and academic theory that addresses the theoretical and practical methods of managing workforce.

At the early 1990's Human Resource management has found. When there are more working machinery then the labor became less. The movement of scientific management has begun. Fredrick Taylor started the movement by writing a book about it. The titles are “The Principles of Scientific Management”. The book stated “The Principle Objective of Management”.

3.2 Functions of HRM

- Human resource planning
- Recruiting (internal and external)
- Employee socialization
- Safety and health
- Employee relations
- Job design
- Performance evaluation
- Rewards
- Job evaluation
- Compensation
- Discipline
- Counselling
- Orientation
- Employee training
- Management development
- Career development

3.3HR Department's responsibility Large Organizations

- HR planning and policy
- Organization planning and development
- Recruitment and selection, placement and termination.
- Job analysis
- Job evaluation
- Performance appraisal
- Compensation, employee benefits, bonus and profit sharing.
- Management development, orientation and training.
- Career planning
- Employee counselling

3.4Job Analysis

The right start for recruitment fort is to act a job analysis, to document the actual or proposed requirement of the job to be performed. Job analysis is composed of job description, job evaluation and job specification.

Job analysis is a systematic process of collecting all information about the job for preparing of job description and job specification meant to selection of employee, satisfaction in job, and motivation etc.

Job analysis is a procedure through which you determine the duties and responsibilities, nature of the jobs and finally to decide qualifications, skills and knowledge to be required for an employee to perform particular job. Job analysis helps to understand what tasks are important and how they are carried on. Job analysis forms basis for later HR activities such as developing effective training program, selection of employees, setting up of performance standards and assessment of employees (performance appraisal)and employee remuneration system or compensation plan.

Its objectives include

- (a) To determine most effective methods for performing a job.
- (b) To increase employee job satisfaction.
- (c) To identify core areas for giving training to employees and to find out best methods of training.
- (d) Development of performance measurement systems.
- (e) To match job-specifications with employee specifications while selection of an employee.

STAGES IN THE JOB ANALYSIS PROCESS

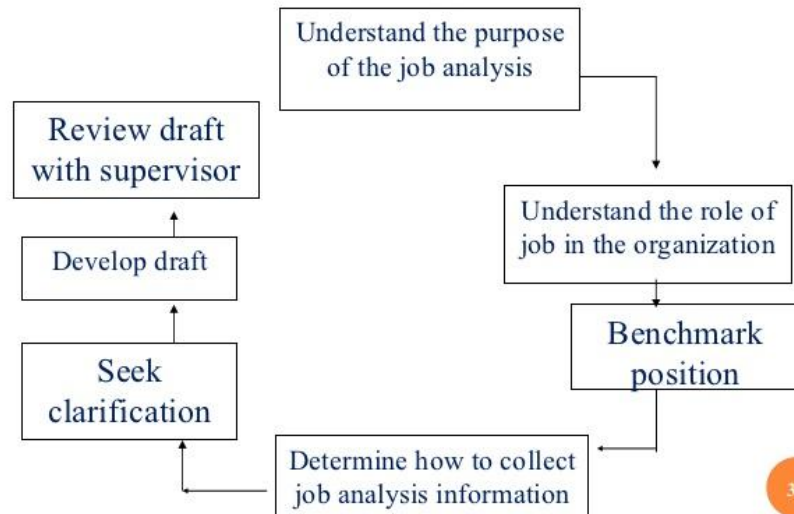


Fig 1: Stages in the job analysis process.

Procedure of Job Analysis

Job analysis is done by using two approaches one is work oriented is approach and second one employee oriented approach

- Work oriented approach

This approach focus on the actual task involved in a job. This approach mainly concentrate on duties, functions and responsibilities involved in a job

- Employee oriented approach

This approach focus on examining of human attributes needed to perform the job perfectly. Human attributes have been classified into knowledge, skills attitude and other characteristics. Knowledge is the information people need in order to perform the job.

Job Analysis Methods

- Observation

When the observation method is used, a manager, job analyst, or industrial engineer observes the individual performing the job and takes notes to describe the tasks and duties performed. Observation may be continuous or based on intermittent sampling.

- Work Sampling

As a type of observation, work sampling does not require attention to each detailed action throughout an entire work cycle. Instead, a manager can determine the content and pace of a typical workday through statistical sampling of certain actions rather than through continuous observation and timing of all actions.

- Employee Diary/Log

Another method requires that employees “observe” their own performances by keeping a diary/log of their job duties, noting how frequently they are performed and the time required for each duty.

- Interviewing

The interview method of gathering information requires that a manager or HR specialist visit each job site and talk with the employees performing each job.

- Questionnaires

The questionnaire is a widely used method of gathering data on jobs. A survey instrument is developed and given to employees and managers to complete. The typical job questionnaire often covers the areas shown below

- Critical incident technique

The critical incident technique involves observation and recording of examples of particularly effective or ineffective behaviors. Behaviors are judged to be "effective" or "ineffective" in terms of results produced by the behavior.

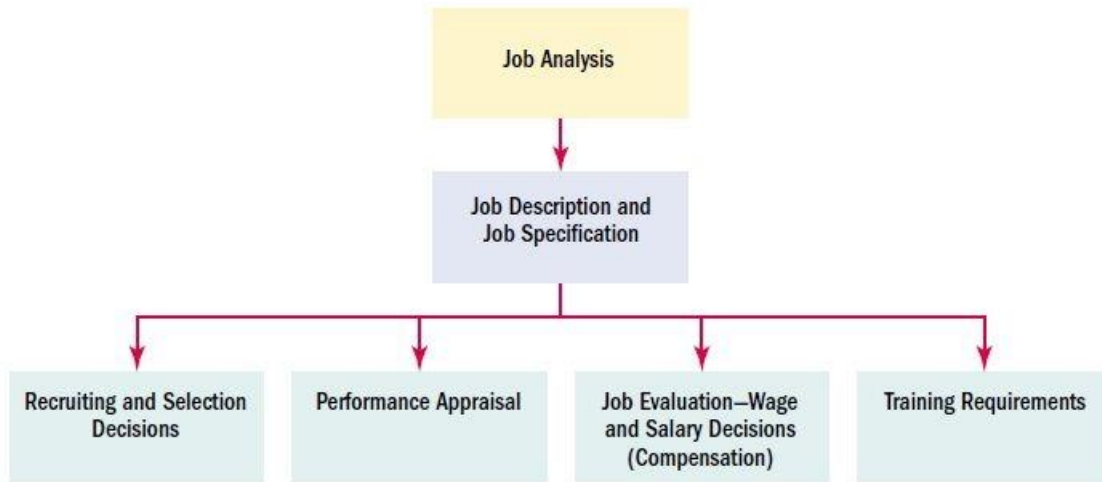


Fig 2: Procedure of Job Analysis

3.5 Internal Sources

Internal sources are contains with the following steps, these are:

Personal recommendations: When there is a vacancy in an organization the existing employees will possibly know some of their relatives or friends who might effectively fulfill the job vacancy.

Notice board: It is very simple and appropriate way to pass an important message to the current employee. A job circular could be pinned to a notice board which should be placed in a suitable place so that a number of employees will see it and read it. The notice should be well designed for attention so that it will catch the employee eye so that they can read it and they can apply it they want. It will create the equal opportunity for all.

Newsletter: Newsletter could be a source of recruitment as there are many companies produce their own newsletter, magazines and journals for the employee. So when the employee read it and find if there any news about the job vacancy and aware of job opportunity.

Memorandum: This is probably the finest method of circulating update for the job openingistosendmemorandumtodepartmentmanagerstocheckouttotheteams. Or to write all staff perhaps enclosing memoranda in wage packets if appropriates. However it can be a time consuming process to contact with employee individually.

3.6 External sources

External sources are discussed below:

Advertisements: the best methods to use. Advertisements could be differed by the type of job. Some variety of advertisements is,

- Internet ads
- Newspaper ads
- Televisions and radio ads

Employment agencies:

- Public agencies: Most public agencies attract unskilled individuals or who have the minimum teaching.
- Private employment agencies: Private agencies are believed to propose positions to candidates of a higher level.
- Head-hunter: Head-hunter are actually specialized in mid-level and top level managerial employments.

Professional organizations: Organizations like management associations, engineer's institutions, chamber of commerce and industries, which is external sources of recruitment.

3.7 Recruiting internally and externally

Internal Recruiting: When there is vacancy arises existing employees provide the internal sources and someone from the organization is transferred, upgraded or promoted or even demoted.

Advantages:

- a) The right candidates having requisite skills can be pickup by the management.
- b) Management has knowledge about the suitability of the candidate.
- c) The cost of recruiting is minimal.

Disadvantages:

- a) For incompetent candidates it may prove to be a blessing.
- b) It discourages entry for talented people.

External Recruiting: External source is when recruiter hire candidates from outside of the organization.

Advantages:

- a) Candidates having special skill and good knowledge will get hired.
- b) The organizations have the freedom to select candidates with requisite qualifications.
- c) It helps the internal employees to do hard work and compete with new external candidates.

Selection: Selection is a process of selecting new candidates who got there Levant skill and knowledge to fulfill the jobs in an organization. The basic reason is to hire the qualified candidates who have the ability to perform the job successfully. After the recruitment process is over selection process is start.

7 Steps to Effective Recruitment

- Step 1 – Before you start looking.
- Step 2 – Preparing a job description and person profile.
- Step 3 – Finding candidates.
- Step 4 – Managing the application process.
- Step 5 – Selecting candidates.
- Step 6 – Making the appointment.
- Step 7 – Induction.

Recruitment and selection is the process of identifying the need for a job, defining the requirements of the position and the job holder, advertising the position and choosing the most appropriate person for the job.

Selection process: Selection includes a series of steps. Each candidates need to successfully cleared before the candidates proceed to the next. Some organizations give the priority to emphasize interviews and reference checks while other give the priority to testing. Also a single interview might be sufficient for the position of lower level applicants, while for managerial job applicants interview may take by a number of employee.

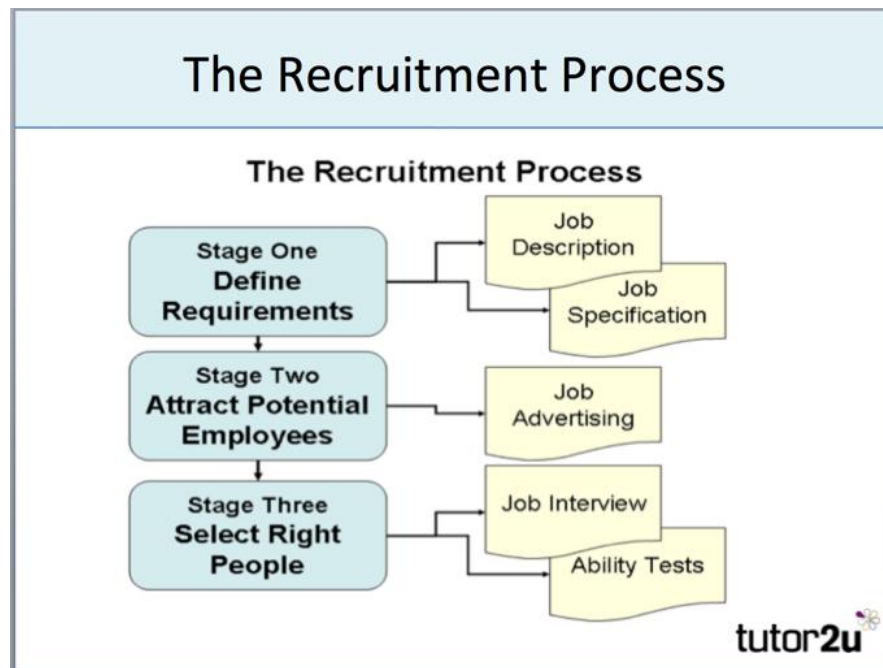


Fig 3: Recruitment process stages.

The various process involved are:

Process # 1. Application Form:

The application form is designed to contain detailed information about the candidates. It also helps in comparing the merits of the applicants.

The information required in the application form will include some or all of the following:

1. Post applied for.
2. Personal data – name, address, telephone number, age, sex, marital status, children, nationality, next of kin.
3. Education – school, college and university attended, degree/ diploma passed, year of passing, subjects offered, grade or division obtained.
4. Professional qualification(s).
5. Languages known- ability to read, write and speak.
6. Employment history of all jobs since leaving college/ university, dates from and to, employer’s name, address and nature of business, position and duties held, reasons for leaving.
7. Personal circumstances; when required, prepared to serve anywhere or not, etc.
8. Medical history; brief details of any serious illness, disability, major operation, etc.

Process # 2. Interview:

An interview is the first face to face interaction between the candidate and the company representatives. It is a sine qua non for applicants who qualify in the first screening as probable ones having all the basic requirements. The objectives of selection interviews are to elicit information about the candidate's motives and behavior, to assess personality, to check the factual information already given by him and to inform him about the job and the company.

Process # 3. Employment Tests:

As a method of selection, the employment tests are an exception rather than the rule. They may be used to supplement the information already collected through the application forms and interviews. The future performance of the candidate in a particular field may be predicted to some extent by the tests specially designed for the purpose. The disappointment which arises from failures and dropouts in training and later on the job can be avoided by the use of the tests of ability and potential of applicants.

Process # 4. References:

References should be sought, after the selection is finalized. These may be either in a written form or checked over the telephone. If references are sought before the interview, they may bias the thinking of the members of the selection board. The opinions of the previous employers and other persons referred to by the candidate are only as reliable as the judgment of the person giving them. References may help in checking certain facts given by the candidate in the application form.

Process # 5. Medical Test:

The selected candidates are medically examined by the company's doctor or approved medical practitioners. Medical tests may vary from the comprehensive to the nominal, depending upon the nature of the job. The manual jobs may require comprehensive medical tests to prevent infection, detect ailments and complicated diseases.

Process #6. Appointment Order:

The selected candidates are issued letters of appointment after the recommendations of the selection board are approved by competent authority in the company.

Appointments at senior positions such as the chief executives, general managers, financial advisors, etc. need the approval of the board of directors. The chief executive may be the approving authority in the case of other posts.

Selection Process can be success:

1. Someone should have the authority to select. This authority comes from the employment requisition as developed by an analysis of the work-load and workforce.
2. There employee may be compared i.e., a comprehensive job description and job specification should be available be forehand.
3. There must be sufficient number of a number of employees may be selected.



Figure 4.1: Recruitment Process.



Figure 4.2: Recruitment Process

Chapter-04

Human Resource Management Practices of Apex Foot Ltd

4.1 HR PRACTICE

HRM is a recent notion that brings priority to the management of the overall employee. The HRM handles workers in a way that provides companies with competitive advantages. This department's core functions include recruiting and selection, training sessions, performance evaluation, salary packages, employee encouragement for better performance, etc. HRM is the manager's responsibility at all stages. HRM's main operations are set out below:

4.1.0 Recruitment

- The first move prior to recruitment is to provide effective advertisement for the post.
- The Significant part is prepare job description.
- Lastly the person specification where the qualification of the candidates is outlined.

4.1.1 Employment Legislation

- This means giving the organizations ' workers equal opportunities regardless of age, gender, and disability.
- It also means ensuring the employees ' health and safety.
- 4.1.2 Discipline
- Organization ensures strict discipline in employee recruitment and dismissal.
- Implement HR protocols by informal or formal meetings, verbal warnings, grievance processes, etc. to deal with any kind of dispute.

4.1.3 Development

- This HR segment involves support
- They also emphasize the growth of people
- They often concentrate on the planning of succession or continuing professional development (CPD)

4.1.4 Rewards Systems

- The incentive packages include traveling abroad, different monetary packages.
- They strive to inspire workers by various incentives.

4.1.5 Training

- The training involves the growth by providing the necessary knowledge of any employees.
- Training helps workers with up-to-date and advanced knowledge. • Efficiency is also improved.
- It can be in-house or by coaches from elsewhere

4.1.6 Measuring performance

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

4.1.7 Motivation

- Motivation strategies are being followed to keep employees working smoothly and perfectly.
- Employees are rewarded on the basis of the methods of appraisal and if the results are positive, they will be influenced positively.
- Employees are inspired by the rise in compensation and benefits packages.

4.1.8 Selection

- It is a method to select the right candidates.
- Qualified applicants are being shortlisted and called for further procedure.
- Different skills are assessed by various tests such as psychometric test, aptitude test and presentation.

4.1.9 Sustaining and retaining HR Inventories

- Human Resources Department maintains the record of the current employees and their information. Employee personal files that hold the details remain as HR inventory.

4.1.10 HR activities of the Company on Day to Day Basis

- Job description setting up and reviewing.
- Finding gap in competency and function.
- Key Performance Indicator is standardized.
- Planning for performance improvement.
- Succession Planning.
- Updating details in the program IFS, POS.
- Updating leave, and record the leave form.
- File creation for every employees of own information.
- Keeping record of ID used, giving token for Canteen.

4.2 FORECASTING DEMAND

4.2.1 Forecasting

Through predicting an organization will predict the number and types of workers it will need in future. When organization needs to increase production, demand forecasting is conducted to achieve business goals. This depends on the organization's future and growth strategy. This will show the following:

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

4.2.2 Recruitment



Fig 5: CV

4.2.3 Recruitment Policies of APEX

According to long term business plan recruitment plan takes place. By requisition from different department HR different initiates the recruitment process from the defining job description.

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

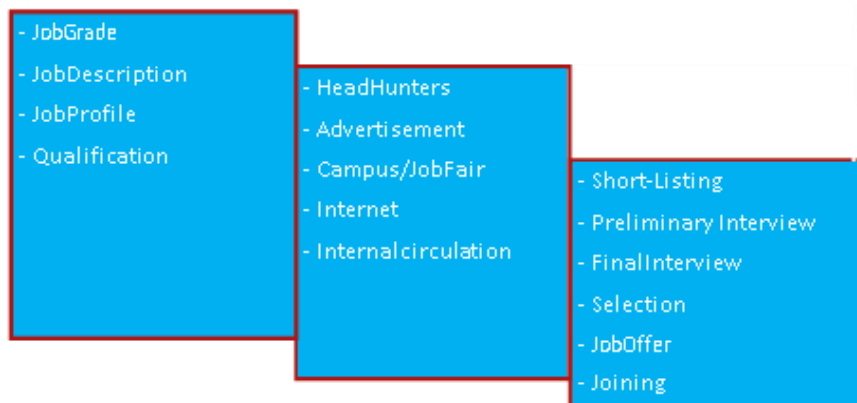


Fig 6: Recruitment Policies keys.

4.3 Recruitment & Selection Process

4.3.1 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 method to hire their employees.

Recruitment For:

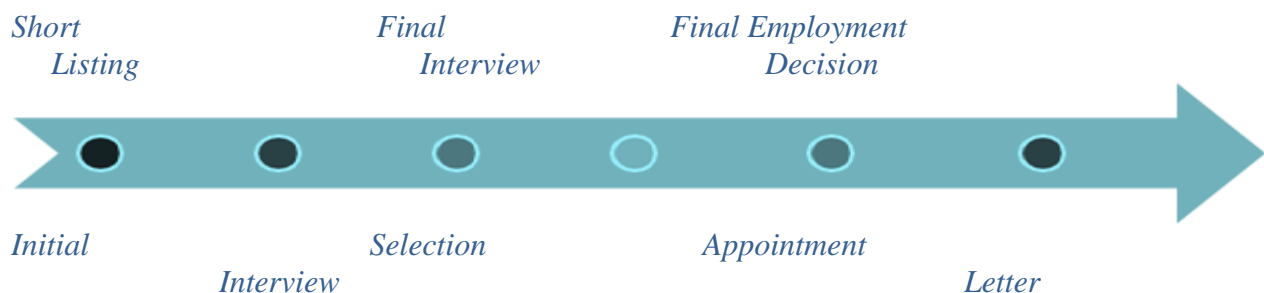
- Headquarter
- Store

Source of recruitment:

1. Outside.
2. Inside.

4.3.2 HEADQUARTER (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.
4. For hiring sales force HR and retail department follows the below steps:
5. Selection: - After oral or in some cases written exams are taken for hiring them.
6. Final Employment Decision: - If the candidates are potential then final decision is given by the HOD for hiring.
7. Appointment Letter: - Then in the last step if the candidate passes then hired after providing with an appointment letter within a few days

4.3.3 STORE (SALES Person)

The procedure of recruitment for the sales force is given below:



Fig 7: Procedure of recruitment.

Internal Source

Apex also gives priorities to the internal junior officers to get promoted to the higher positions. Based on performance assessment, internal candidates will be shortlisted.



Sources

There are a number of sources of recruitment. 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 the determination of the requisite and management 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.

4.3.4 Candidates Background Check

Checking the Employees' history is a very important part of the HR department's recruiting or hiring. 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 It. checks the online profile of the employees like in LinkedIn, Facebook etc. They also check the S.S.C and H.S.C certificates of the sales force on the websites.

4.4 TRAINING & ORGANIZATIONAL DEVELOPMENT



Fig 8: Training & Organization development.

4.4.1 The Training Process

Success of the organization depends on the performance of employee. As Apex needs to give service to the customer frequently it has a bigger plan for the employees to do better by training and development. Apex footwear ltd. follows a five-step process. These are given below:

- Evaluation of requirement.
- Set purpose
- Training plan
- Implementing &
- Assessment

4.4.2 Analysis of Requirement

By analyzing the performance of employee's organization does need analysis and need assessment. Here, organization finds the gap between the skills employee has and the skill employee needs.

By following types of analysis organizational needs can be found:

- **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.

4.4.3 DETERMINING TRAINING OBJECTIVE

Apex provides different training and development program for which it defines the objective of the training which aims to fulfill the gaps the skill employee has and what the employee needs.

4.4.4 DESIGNING TRAINING PROGRAM

According to the outcomes of the analysis Apex Footwear Limited plans the training sessions.

1. 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. Doing this it is required the following things:

- Make preliminary decisions on who needs training.
- Assure staff that this training works perfectly.

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. The allocation of resources is an integral part of the design process and it also involves supporting materials such as detailed syllabus, research notes, case studies, guides, brochures, etc. 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

4.4.5 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 there are any issues, then the company will take the necessary steps.

4.4.6 Other Matters Relating to Training

Training Calendar: HR provides training calendar based on training needs. The changes are communicated between the departments.

Training Budget: Top management provides yearly budget to the HR department for arranging training and other programs. HR uses the budget effectively to ensure the utilization of the budget.

Past trainings record: Upon reviewing to the latest document, HR and the individual employee will maintain each employee's training history.

Training components: Resources are objects that are used in a training environment by instructors and learners. The components are outlined below:

1. Outline
2. Tools

They use many tech tools such as projector, sounds system, laptop etc. for the training purpose.

Training Method:

APEX offers the employees different types training which are mentioned below:

- Training for Knowledge about manufacturing
- Induction
- Advocacy training
- Stimulate training
- Orientation Training

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

Benefits of Training To individuals

- Better decisions and solve problem effectively.
- Increase confident and personal development.
- Helps on emotional intelligence.
- Supply enhancement details.
- More insight.
- Increases recognition and job satisfaction.

For The organization

- Improved Job knowledge and skills.
- Creating a good image for the company.
- It helps in the interpretation and implementation of organizational policies.
- Productivity and quality of work are improved.
- Helps to reduce cost.
- Utilizing competent advising internally.

4.5 PERFORMANCE APPRAISAL

What is Performance Appraisal?

Performance Appraisal is a systematic approach and regular of employee's job performance.

It evaluates the skills, achievement and growth.

- Quality of performance
- Output measuring
- Output on time
- Attendance
- Teamwork

Methods of Performance Appraisal

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

Apex is using rating scale for the performance appraisal.

Rating Scales: By following job rating scale organization evaluates numerical scales demonstrating job related task. Each one ranges from one to four. This combines the cumulative numerical scores and provides final decisions. It is done in two ways:

1. KPI based Appraisal – 70(Based on KPI.)
2. Competency based Appraisal – 30(Number is provided based on employee Competency.)

Who appraises Performance?

Companies do appraisal for locating the potential employees inside the organization. It is reviewed annually.

In Apex Performance Assessment is performed on KPI basis. Apex does an assessment of performance twice annually. The Time is mentioned below:

June- JulyDecember

Field Force (Below Officer)

Officer to Above

Department head (HOD) has set the KPI (Key Performance Indicator). Apex Footwear Ltd.'s HR Department maintains a performance appraisal form, and the form is filled out by the HOD. In this phase, KPI-based number 70 is given, and employee skill-based number 30 is provided.

In Apex evaluation is done primarily by the supervisor.

Uses of performance appraisal

The performance appraisal helps to monitor the organization success. Both manager and can review the change in the future performance and can keep the record. It also helps for employee promotion, transfer and rewards. Based on this, AFL takes the decision training and development program. Performance appraisal gives a structured process for an employee to approach the management for discussions, plan for the future, identify problems, and clarify expectations. It lets both manager and employee set up short-term and long term goals.

Chapter-05

Findings

Findings of Study:

After doing a careful analysis and interpretation of data earlier - here in this part of the report I would like to mention findings of my study through relating with research paper's stated problem, research questions and research objectives in following:

Major findings of the study:

- The HR team does not check properly the examination script of the candidates.
- They do not have as much space to co-ordinate interview properly; arrange sittings for joining session etc.
- Apex faces problems in hiring appropriate individuals as sales force in some situations. Because they have no specific source of recruitment for the sales force, they are suffering from this problem. Apex needs a huge number of sales force in the running of the retail business. Recently, however, high turnover creates a business problem.
- Moreover, new employees lack skills, so more time is spent on gaining knowledge and skills. With little paybacks, which generated more costs but the training session held in apex isn't enough for the new employee to gain knowledge.
- The organization continuously tries to keep up great workplace, wellbeing and security strategy which is confirmed globally.

Chapter-06

Recommendation and Conclusion

Recommendations:

- ✓ APEX should utilize inventive versatility way which implies portability in the association toward any path, including up, down and from side to side.
- ✓ Sales force must be carefully trained to serve on a long-term basis.
- ✓ To keep pace with new software and technology, Apex needs to plan additional worker training at all levels.
- ✓ The HR team should check properly the examination script of the candidates.
- ✓ They should have as much space to co-ordinate interview properly; arrange sits for joining session etc.

Conclusion

It was my first experience in corporate for a long time. Though I faced some challenges to adjust myself at first but over the time I was learning and enjoying the days at Apex. I got to see how a big company works. The proper execution of HR practice helps me to learn more form here. I got the chance to see the ERP software which is very important to know for working in big companies. Lastly, I would say, the experience and knowledge will help me for my HR career.

Regularly changing business condition creating designs in a dynamic circumstance requests basic investigation of the circumstance and strictly holding fast to the center main of the association As AFL is decentralized organization animation and center values are esteemed by everybody inside the association, working in unique circumstance is less demanding than it appears.

In this report, I tried my level best to identify the recruitment and selection procedure used by APEX. In this report I tried to implement my academic knowledge from all HRM course to real life working place.

Lastly, the company should focus more in quality rather the quantity in terms of recruitment and selection process. The company also should give priority to the potentiality rather than the representative look. The Bangladesh Govt. can help them to flourish their business worldwide.

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