Thesis Paper

on

Production and Operations Management Practices in Bangladesh; A Case Study on Akijbashir Group

Submitted by:

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ID: RMBA2201025001

Program: Regular Master of Business Administration

Major: Management

Semester: Summer-2023

Submitted to:

Department of Business Administration

Sonargaon University (SU)



Sonargaon University (SU)

Dhaka- 1215

Date of Submission: September 05, 2023

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Name: Md. Rafiqul Islam

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Submitted to:

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Sonargaon University (SU)

Dhaka- 1215

Date of Submission: September 05, 2023

Letter of Transmittal

Septeber'05, 2023

Md. Rasel Hawlader
Lecturer
Department of Business Administration
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Subject: Submission of Thesis Paper.

Dear Sir,

With humble honor and respect, I am submitting my thesis paper on "Production and Operations Management Practices in Bangladesh; A Case Study of Akijbashir Group". As per partial accomplishment of therequirements for the RMBA degree, I have completed internship from "Akijbashir Group" [Asper partial accomplishment of the requirements for the RMBA degree, this thesis has been carried out] under the supervision of you.

This paper is an integral part of our academic courses in completion of the RMBA program which has given me the opportunity to have an insight into the Management system. I hope this report reflects on the contemporary issues on the management that are being practiced by organizations 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,

Md. Rafiqul Islam

ID: RMBA2201025001

Program: RMBA
Major: Management
Semester: Summer-2023

Certificate of Supervisor

This is to certify that the thesis paper “Production and Operations Management Practices in Bangladesh; A Case Study on Akijbashir Group” has been prepared as a part of completion of the RMBA program from Department of Business Administration, Sonargaon University (SU), carried out by Md. Rafiqul Islam, bearing ID: RMBA2201025001 under my supervision. The report or the information will not be used for any other purposes.

……

Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU)

Student Declaration

I am Md. Rafiqul Islam, a student of Regular Master of Business Administration, ID: RMBA2201025001 from Sonargaon University would like to solemnly declare here that this report on "Production and Operations Management Practices in Bangladesh; A Case Study on Akijbashir Group" has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awardingany degree, diploma or certificate.

Sincerely Yours

Md. Rafiqul Islam

ID: RMBA2201025001

Program: RMBA

Major: Management

Semester: Summer-2023

Letter of Authorization

Certified that this project report titled “Production and Operations Management Practices in Bangladesh; A Case Study on Akijbashir Group” is the bonfire work of Md. Rafiqul Islam ID: RMBA2201025001, 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 dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

……

Md. Rasel Hawlader
Lecturer
Department of Business Administration
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Abstract

As a part of academic requirement and completion of RMBA program, I have been assigned to complete thesis report on “Production and Operations Management Practices of Akijbashir Group” under my supervisor Md. Rasel Hawlader.

As usual, primary data and secondary data were used to prepare this report. Primary data came from my day to day observation and interviewing employees. Secondary data were collected by Organizational employees, hand book, website, and relevant books. I tried to minimize bias and produce and unbiased report.

As a young internee in a reputed organization “Akijbashir Group”. I have tried to go through their Training and Development process to employee within little tenure of 03 months.

The report start with a general introduction “Akijbashir Group” and then comes the introduction of “Akijbashir Group” as well as Origin of the report, Statement of the research problem, Objective of the report. The Mission and Vision of Akijbashir Group are also discussed. Then this report proceeds onto the preliminary discussion about the products of Akijbashir Group.

After that I tried to shed a light on the Management structure of Akijbashir Group. All the function of all department are briefly described here. After that I continue on the main focus of the report “Production and Operations Management Practices of Akijbashir Group.” describing the different steps of these. Starting from identifying the need for new management, all the steps are well described with an example.

After completion of this report it can easily be said that efficient, competent and active part in The Management system process take a company to the peak of the success.

Executive Summary

Every great endeavor starts with a dream. From kindling the first fire to the latest advancements in technology, our futures are shaped by ones amongst us who can look beyond the ordinary, challenge the norms and push to defy limits.

Sheikh Akij Uddin was a man blessed with fortitude and perseverance. His indomitable spirit was highly acknowledged among the first generation of entrepreneurs of an emerging nation. From a humble beginning, he established an empire upon the strong foundation of ethics, honesty and diversity while keeping his humility intact. He left behind an enduring legacy! A branch of that legacy is set to evolve through the leadership of his son, Sheikh Bashir Uddin as AKijBashir Group. Bashir Uddin is an eminent businessman. Alongside his leadership stands a highly motivated team of professionals who aspires excellence. The collective endeavors build on the values cultivated by Akij Uddin and looks forward to transcend industry standards.

Akij Bashir Group is built on the founder's dream and heritage. We strive for a better future; we strive to walk a path beyond tomorrow. Our utmost priority is to deliver products of impeccable quality, uphold the high standards associated with the Akij name, and through our journey towards excellence, we aim to trailblaze new standards for others to follow. Akij Bashir Group mindset is characterized by a positive attitude, a commitment to excellence, and a willingness to work together to achieve shared goals. It is a mindset that inspires confidence and loyalty among members, and sets the group on a path to success.

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CHAPTER – 1

INTRODUCTION

1.1 Introduction

Akijbashir Group was inherited from Akij Group. a new group of industries consisting of some of the best brands and companies in Bangladesh. And I have raised the bar for ourselves by taking the challenge of setting new industry standards in every step.

Akij Bashir Group mindset is characterized by a positive attitude, a commitment to excellence, and a willingness to work together to achieve shared goals. It is a mindset that inspires confidence and loyalty among members, and sets the group on a path to success

To provide you with more accurate information, could you please provide additional context or details about the Akijbashir Group? This could include the industry or sector it operates in, its location, or any other relevant information that might help me assist you better.Sheikh Akij Uddin was a man blessed with fortitude and perseverance. His indomitable spirit was highly acknowledged among the first generation of entrepreneurs of an emerging nation. From a humble beginning, he established an empire upon the strong foundation of ethics, honesty and diversity while keeping his humility intact. He left behind an enduring legacy! A branch of that legacy is set to evolve through the leadership of his son, Sheikh Bashir Uddin as AKijBashir Group. Bashir Uddin is an eminent businessman. Alongside his leadership stands a highly motivated team of professionals who aspires excellence. The collective endeavors build on the values cultivated by Akij Uddin and looks forward to transcend industry standards.

1.2 Scope of the Report

I have worked directly in the organization and I was assigned in Akijbashir group as a daily production and operation managerial job. So, I got lots of scope to know about the company and also their products. In my repot I tried to find the present condition of Akijbashir group ltd and business plan.

1.3 Objectives of the Study

The main objective of this thesis report is to describe the "production and operation management practices of Akijbashir group".

Specific Objectives:

1. To explore the development of Akijbashir group.
2. To analyze the managerial strategies of Akijbashir group.
3. To examine how Akijbashir using the managerial concept in its managerial strategies.
4. To make recommend as increase the managerial efficiency of Akijbashir group.

1.4 Methodology

The core objective of selecting the topic is to better understand the beverage industry and its respective managerial strategies. Akijbashir came into the Heavy industrial plants only a few years back. The objective of my thesis report was to identify whether the evaluating managerial strategies used by Akijbashir for its products are communicated and perceived by the consumers and their capability of earning according to their expense. For this several statistical tools are used for product analysis like 4Ps analysis, matrix analysis, and SWOT analysis. The results are shown through graphs and charts. In assessing the financial condition of Akijbashir, ratio analysis has been done and graphs and charts are given to

show the results. This is descriptive research by nature. Two types of data have been used for preparing this report – Primary and Secondary data. The main sources of these two types of data are discussed below:

1) Primary Source:

Primary data and information was collected through interviewing the management personnel's, customer service personnel's and other related people. Most of the information was collected from (Category Manager, Branch Manager and employees) who are very much involved in the branding and marketing process.

2) Secondary Source:

Most of the information was collected from internet, newspapers, magazines, journals, annual report, and other company publications.

1.5 Limitations of the Study

The study is not out of limitations. The report has certain limitations which are described below: The main constraint of the study was inadequate access to information. Confidentiality of data might be another important barrier that might be faced during the conduct of this study.

Most of my research is dependent on the secondary sources rather than primary sources. Time and cost are the key constraints of my report. Due to lack of time and increased cost I could not properly done my report.

CHAPTER – 2

Profile of the Organization

2.1 Company Profile

Akij Group, a privately-held company is one of the leading industrial groups in Bangladesh. Initially, it started with trading business in a humble way in early 1940 by Late Sheikh Akijuddin and later on he involved himself into manufacturing of handmade cigarettes (BIRI) & Jute business in 1950. His main vision & mission was to create employment for the countrymen by establishing various industries in different areas of the country. To achieve this goal, he worked hard with honesty, punctuality, loyalty & ethics throughout his whole life. As a result, under the dynamic leadership of the founder of Akij Group successfully diversified into various industrial & commercial units under one fold to become a large conglomerate. Akij Group is one of the largest Bangladeshi industrial conglomerates. Akijbashir Group was inherited from Akij Group. The industries under this conglomerate include Akij Ceramics Limited, Akij Bathware Limited, Akij Tableware, Akij Particle Board Mills Limited, Akij Biax Films Limited, Janata and Sadat Jute Industries Ltd., Robin Resources (Malaysia) Sdn. Bhd.Robina Flooring Sdn. Bhd., Akij Polymer Industries Limited, Akij Steel Mills Limited,Bahadurpur Tea Estate, etc.



2.2 Corporate Mission & Vision of Akijbashir group

"Our mission is to create sustainable value for our stakeholders, customers, and the community by delivering innovative and high-quality products and services. We strive to be a market leader in our diverse business sectors, maintaining a strong commitment to excellence, integrity, and social responsibility. Through continuous improvement and a customer-centric approach, we aim to contribute to the economic development of Bangladesh while upholding our core values."

Vision

"Our vision is to be a leading and globally recognized conglomerate, known for our commitment to excellence, innovation, and sustainable growth. We strive to expand our presence in diverse industries while maintaining a strong focus on delivering superior products and services that exceed customer expectations. Through strategic partnerships, operational efficiency, and a forward-thinking approach, we aim to make a positive impact on society and contribute to the overall progress of our nation."

2.3 Current Situation

Akij Bashir Group, with the DNA of Akij Group, will try to expand its business but needs to look inward and then outward given the current economic situation and the group's identity issues, according to Bashir.

Regarding the Malaysian business, he said it faced with tough restrictions amid the pandemic and the factory was closed for many days.

Despite the challenges, the company is doing good in repaying associated loans and the wages of its 700 to 800 employees in Malaysia.

Hopefully, the loan will be repaid within the next three years and then the venture will start to pay dividends, Bashir added.

Regarding the impact of the recent economic situation, he said the pandemic and ongoing Russia-Ukraine war, two unexpected global shocks, created some challenges for almost all businesses.

The pandemic created problems by disrupting supply chains while the war impacted the world through energy and food crises, so these compounded the problems.

Afterwards, almost all the global central banks took up expansionary monetary policies that induced inflationary pressure on the whole world, Bashir said.

Current account deficits and challenges in opening letters of credit ultimately affected the supply end and Akij Bashir Group has not been left unaffected.

It is also facing those challenges, so some of its businesses incurred losses while some saw lower profits. In an overall assessment, it is in a good position, he added.

Akij Bashir Group is targeting to run its business using at least 25 per cent of the energy from renewable sources. It has already launched a three-megawatt solar plant and signed a contract to set up a 12-megawatt solar power plant, Bashir informed.

In the current year, the group aims to use a 40-megawatt solar power plant for operations. Within three years, it targets to reduce heat emissions by 20 per cent and bring down waste discharge and groundwater usage.

"Already, it has turned two of its factories into zero discharge units," he said.

Regarding business potential, Bashir said agriculture and manufacturing were the sectors bearing the most potential in the country considering the large size of the population.

A huge amount of money is also being spent on shipping freight and aviation, so investment in these sectors can save money if aided by policy support and efficient plans, he added.

2.4 The Business of Akijbashir group

Akijbashir Company Limited controlled eleven individual business units under their umbrella.

- Akij Ceramics Limited.
- Akij Bathware Limited.
- Akij Tableware Limited.
- Akij Particle Board Mills Limited.
- Akij Biax Films Limited.
- Janata and Sadat Jute Industries Ltd.
- Robin Resources (Malaysia) Sdn.
- Bhd.Robina Flooring Sdn. Bhd.
- Akij Polymer Industries Limited.
- Akij Steel Mills Limited.
- Bahadurpur Tea Estate.

2.5 Company Photography

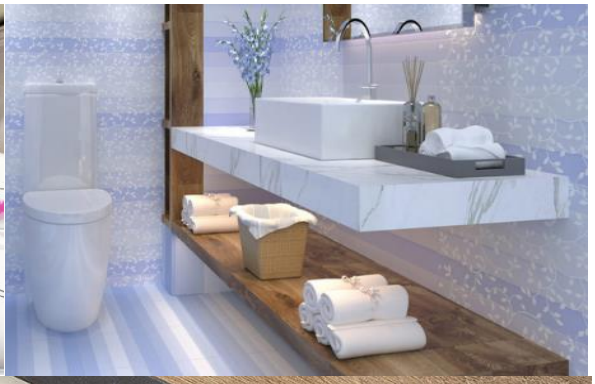






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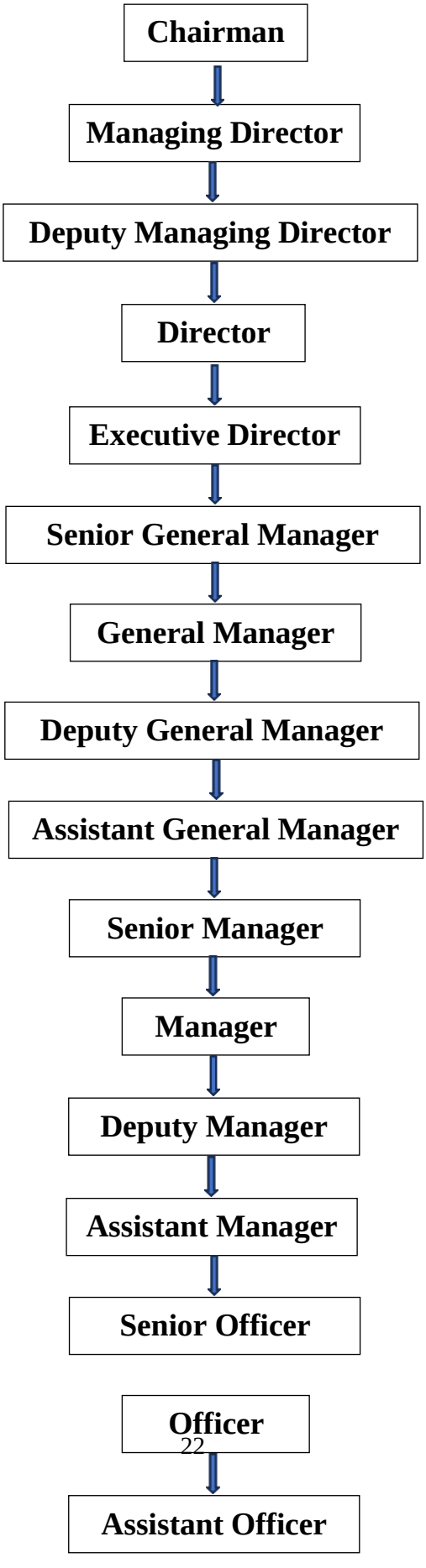





ANJU CERAMICS
No. 1
CERAMIC
TILES BRAND
FUELED BY
PASSION
INSPIRED BY
YOU

2.6 Company Organogram

ORGANOGRAM OF AKIJBASHIR GROUP



CHAPTER – 3

Theoretical Framework

3.1 Introduction

Production & Operation Management is a dynamic system of creating an enabling environment where goals of an Organization can be achieve. To achieve these goals, there is need for different activities to be carried out. Such activities which are the main functions of management include;

- ❖ Planning
- ❖ Organizing
- ❖ Directing
- ❖ Controlling

Some other functions which I shall not go into details in this book but in other books include, communication in the book Effective Communication in an Organization, Leading in the book Leadership in an Organization and Staffing which also encompasses Motivation, in the book Human Resources Management. In this Chapter, we shall discuss each of the management function highlighted above and how they influence management in their decision making process.

3.2 Planning

For over time, business activities, individual activities cannot succeed without initial planning. Planning is a process of gathering and putting together all the activities that needs to take place to achieve an objective. Planning is a product of brain storming and intellectual initiation. The result is an after mart of comparing various variables. It is the evaluation and analyzing of ideas and choosing between option to come up with a valued and favorable opinion that is most suitable and best for a particular task or operation to be carried out by individual or staff of an organization.

A popular saying goes that ‘’if you fail to plan, you plan to fail.’’ In other words, any business that does not have a plan, is expose to failure.

3.3 Features of Planning

(Louis & David 1987) enumerated three basic features of planning;

Anticipatory Decision Making: This involves Managers deciding what to do and how to do it before action is/ required.

System of Decision: Managers recognizes the interconnections between one decision or set of decisions and others. As a result, an entire network of decisions is present, and each impending decision should be considered not only in isolation but also in terms of how it will affect every related decision. Creation of Desired Future States: Managers engage in decision making concerning the objectives for their organization.

3.4 Organizing

This is the process of coordinating all the activities of an Organization by using human, material and other available resources towards achieving the overall objective of an Organization. (Hersey P et al) sees Organization and the concept organizing as a social system. Found that the focus of the administrative/structural sub-system is on authority, structure, and responsibility within the organization: "who does what for whom" and "who tells whom to do what, how, when, where, and why". That "the informational/decision-making, sub-system emphasizes key decisions and their informational needs to keep the system operating'. (James et al 2000) posit that ''Coordination is the process of integrating the activities of separate departments in order to pursue Organizational goals effectively''. (Kreitner R. 1995) posit that Organization is a system of consciously coordinated activities of two or more people.

In the Organizational function of management I shall highlight and discuss seven (7) activities that takes place within an organizational setting. These include;

a. Job Description- This allows employees to understand the scope and limit of job they are to perform. It describes where best an employee can perform and produce positive results. It is the duty of the Heads of departments or manager to develop job description that would be fit to the Organizational objective.
b. b. Job Specification- This describes the duties and task of each employee. This task is shared according to the qualification experience and field of an employee.
c. c. Job Specialization: When an employee has worked on a particular job for a period of time, he develops skills on such task. Maxwell J. Posit that ‘’practice does not make perfect— it makes permanent”. Employees, having spent period of time on their job, seems to be specialist on the job.
d. d. Span of Control- (Laurie J. 1996) found that Span of Control arises in line authority and refers to the number of subordinates who report directly to a given manager or supervisor. It does not refer to the total of subordinate operating staff that is those staff who report first to another person. (Pg. 347) that if span of control in too wide it becomes difficult to supervise subordinates effectively and this places more stress on the manager.
e. e. Unity of Command.
f. f. Job design- This is the division of an Organization’s work among its staff. Job design explains the efficacy of each task towards achieving the objectives of the Organization.
g. g. Job analysis- This can be viewed as the method and procedures used to collect information concerning the task, duties and responsibilities of the particular job. It requires gathering of skills in an Organizational environment.

In organizing, tasks are distributed to each departments or unit. An instance is a factory where certain departments like **Production** department**, Sales**

department, **Administrative** department, **Marketing** Department and so on, each departmental heads are responsible for specific task. Heads of Production Department ensures that proper jobs are delegated to each individual employee in the production department like making available raw materials, processing them at adequate time, at the adequate quantity and quality to meet customers' need. In this sense, the main objective of this department would be centered more on customer's satisfaction and not just for maximization of sales or maximization of profit.

At the Sales Department, the Head of department is of the responsibility to ensuring that prices of finished goods produced by the Organization's production department are highly competitive. Here the head of department determines the best pricing policy to use that would be suitable for the Organization to achieve its objective.

The Head of Administrative Department ensures that in every department qualified personnel are recruited on each job. The Head of Administration in most Organizations are mostly the Heads of all other departments. The department work out remuneration due for each staff of the Organization. Staffs are being motivated by given incentives and rewards for outstanding efforts put into their jobs. It is the task of the administrative Department to determine the right employee to be trained on particular jobs and those to be promoted. At the Market Department, the Head of the department has the task of ensuring that Advertisement are done, Product Promotion is encouraged. This department organize what is known as Product Branding. They are centered on looking at customers interest at all times. Organizing at a logical sense tend to determine who does what and tend to gather all necessary resources to achieving the overall Organizational goal.

An illustration can be looked into of a building where a structure is being erected. The contractor of whom the job has been assigned to is duty bound to source for specialized human resources in place who would be capable of achieving the

objective of setting up the building. These human resources are specialist in their fields of activities. Some of these human resources include meson, carpenter, electrician, and plumber.

Specialization invariably is as a result of division of labor. The disadvantage of this is that it leads to boredom some and no one individual can perform all the task that is required to achieve the goal of the Organization.

3.5 Directing

This involves the process of delegating tasks to staff of an Organization. It is also a process of passing instructions to staff on what to do. For directing to be effective, there must be proper communication. This is a process of distributing or delegating task by Heads of Department to staff or subordinates either in a Private or Public Sector. Directing is an act of assigning formal authority and responsibility for completion of specific activities to a subordinate.

3.6 Controlling

This is a process of ensuring that what has been done is in line with what was planned. Control guides management to monitor the effectiveness of their plan. What is most important in control is taking the most corrective actions that is suitable.

(Flamholtz E. G 1996) posit that Organizational Control is a process which is designed to motivate people to achieve goals and to influence the probability that people will behave in the desired ways. It cannot guarantee, nor does it intend to, control 100% of people's behavior

(Roberts J. Mockler) posit that Management control is a systematic effort to set performance standards with planning objectives, to design information feedback systems, to compare actual performance with these predetermined standards, to determine whether there are

any deviations and to measure their significance, and to take any action required to assure that all corporate resources are being used in the most effective and efficient way possible in achieving corporate objectives.

James et al Pg. 559 highlighted steps in the control process.

They include thus;

Step 1 Establish Standards and Methods for Measuring Performance

Step 2 Measure Performance

Step 3 Does Performance Match the Standards Step 4 If Step 3 is Yes, Do Nothing

Step 5 If Step 3 is No, Take Corrective Action and Re-evaluate Standards.

3.5.1 Need for Control

- To know if actual performance meets with plan.
- To Adjust to Change if performance deviates.

Control is needed so that plan does not deviate or go awry. It helps Managers monitor changes in the environment *(e.g.)*

- To Add Value
- To Facilitate Delegation and Teamwork.

(Flamholtz E. G 1996) found that the concept of control views it as an ongoing process. Control is dynamic and not static. It must adjust to changes in goals over time.

3.7 Forms of Control

❖ Financial control

❖ Personnel control

❖ Material Control

Internal Audit is a Unit in an Organization either in the public or private sector with the sole responsibility of ensuring that rules, regulations and laws are adhered to. The unit ensures some level of control. The main test carried out by the Internal Audit Unit is the Compliance Test. The Administrative Department also do exercise some levels of control especially the Personnel Control. Such controls can be seen in the areas of appointment and recruitment. That is ensuring that well qualified personnel are recruited or appointed into the mainstream of the public sector or the private Organization. The administrative department ensures right discipline and adequate training of its staff. The Internal Audit Unit however, controls all the other controls in the department. It ensure that all the controls of other departments comply to set down rules. To ensure Financial Control, the Internal Audit Unit wants to determine if funds are properly allocated. To determine if funds were disbursed according to each particular sub head in accordance to rules. This would guide against misappropriation and loss of funds. Materials are kept in the store. Control at this level ensures that quality materials are supplied.

Personnel Control enables the Organization to guide against unqualified personnel occupying positions which they are not qualified for, or underemployed. It would guide against unnecessary training;

- Weather the necessary resources are available,
- If the resources have been properly allocated.
- How available resources can be more efficiently used.
- If they are not been wasted.

In Financial control some basic elements are been considered;

- Budget Variance
- Financial Ratios

- Cash Management and
- Cost Control

Budget Variance as a Control Tool

Krietner R (pg 544) defines budget as ‘’a formal financial projection’’. ‘’They provide managers with standards for control. Control occurs when actual figures are compared with budgeted figures. Some refer to this process as ‘’management by exception.’’

(Flamholtz E. G 1996) posit that control functions in various ways. Control motivates people to behave in ways consistent with Organizational goals. Control System must coordinate the efforts of several different parts of an Organization. I provide information about the results of operation, and people’s performance.

3.8 Production Management

Production management is the process of controlling a company's operations to provide the services and products it wants to produce. It comprises organizing, carrying out, and managing processes that transform raw resources into completed products and services.

Production management aims to monitor and improve the efficiency of activities, materials, staff resources, and budgets to produce goods. Production outcomes vary according to the industry

The five types of production are:

- Mass production,
- Batch production,
- Job production,
- Service production, and.

- Customized production.

Here's a simple production planning and control example: A factory produces handbags. The management plans the production of a number of bags based on demand forecasts for each design seasonally. Using the right material and resources, such as leather for each item, the bags are made in the factory.

Lean is an all-encompassing philosophy that takes the 5 M's (Man, Material, Machines, Methods, and Money) and harmonizes or helps orchestrate them together for the best possible outcome in your manufacturing operations.

3.9 Operations Management

(Roberta S. R. & Bernard W. T) posit that Operation Management is the technical core of an organization. It is the central function of an Organization. Operations interacts with marketing to receive estimates of customer demand and customer feedback on problems; with finance for capital investments, budgets and stockholder requirements; with personnel to train, hire, and fire workers; and with purchasing to order needed materials for production.

(Everett E. et al) posit that operation System is an organization that produces the Organization’s physical goods or services.

(Krietner R. 1995) found that Operation Management is a process of designing, operating, and controlling a productive system capable of transforming physical resources and human talent into needed goods and services.

Krietner highlighted four basic reasons for operations management.

1. Production is a core organizational function.

2. The production function commands the flow of resources through the Organization.

3. Society depends heavily on the outputs of productive Organization.

4. The production function is tied closely too many serious societal problems such as resource scarcity, [periodic] inflation, and declining productivity''.

Barnett (1996) sees Operations Management as ''concerned with the efficient conversation of an Organizations resources into the goods and services that it has been set up to provide''.

After researching on the definitions of past writers, I would define Operations Management as the planning and controlling of all the activities that process raw materials into finished goods. It can also be defined as all the activities carried out within an Organization in all departments (Marketing, Sales, and Finance) to meet to the strategic plan of the Organization.

Operation Management is carried out in every activity of an Organization to meet to the needs of the consumers. It could be in form of service rendered to customer or goods provided to final consumers. In a business setting where beauty is the business of the day, which could be in a tailoring shop or a hair-styling shop, involves the processes of getting measurement of the customer, Cutting of the material and sewing it to bring it to final touch in an effective and efficient manner is what is referred to as Operation Management. Likewise all the processes involved in producing fabrics in a manufacturing industry are known as Operation Management.

Operations Management can help improve the competitiveness of the producer and even be of advantage to the community and country at large.

3.10 Brief History of Operations Management

Robert et al (1998) gave a brief history of Operations Management ''Operations Management did not begin until the Industrial Revolution in the 1700s. Prior to that time, skilled craftsperson's and their own homes. Every piece was unique,

hand-fitted, and made entirely by one person. Then the invention of an improved steam engine by James Watt and the availability of coal and iron ore set into motion a series of industrial inventions that revolutionized the way work was performed. Great Mechanical-powered machines replaced the laborer as the primary factor of production and brought workers to a central location to perform tasks under the direction of an ‘’overseer’’ in a place called a ‘’factory’’. The revolution first took hold in textile mills, grain mills, metalworking, and machine-making facilities.’’

3.11 Forms of Operations Management

Operations Management plays a lot of functions in so many areas of work activities. It could be carried out in different forms like;

- ❖ Extraction
- ❖ Manufacturing
- ❖ Procurement
- ❖ Sales
- ❖ Total Quality Management
- ❖ Advertising/Promotion
- ❖ Transportation
- ❖ Software packages

- Extraction. This involves processes of obtaining substance especially raw materials like coal, rubber, oil, cotton and so forth either from the soil or water. Some of these materials could be in liquid or hard form. The processes involved in the extraction activities are known as Operation Management. Mechanized equipment’s are used to achieve this. Before

extraction is done or carried out, the management needs to know what level of materials they can obtain to determine its effectiveness.

- Manufacturing is an Operational Process of transforming raw materials that has been extracted into what is called finished goods. An instance is a textile industry. Here, we find different types of manufacturing equipment performing different task of making the cotton in a material form, another mixing the cotton with some percentage of nylon if need be, giving the material the colors and designs needed. All these requires some level of operations which the management needs to handle in and efficient and effective way toward achieving the Organization's objective.

- Procurement is a department of Operation Management which requires acquiring of material needed. It could be procurement of raw material or finished goods depending on
- the need of the Organization as it relates to its activities. In procurement, finished goods of an Organization could be raw material for another Organization. An example of this is crude oil which is being processed into refined oil, or raw cotton processed into material clothing. In this context, it serves as finished goods to the industry. To an Organization that buys this material or textile, it serves as raw material to them; an example is a tailoring Organization. A material which they prepare into final finished goods as readymade sewn clothing ready to be worn for the covering of man's nakedness.
- Sales is another part of Operations Management which requires some tactical decisions to be taken especially in areas of price determination, product modification and design, promotion. The Operation Manager is of the duty in determining what price that would have competitive advantage to the Organization. Here; the Operation Manager would

- Be more conscious of its internal and external environment. He must be able to analyses his strength and weaknesses and also the opportunities and threats that surrounds the Organization.

- Total Quality Management (TQM). This is an intrinsic part of Operations Management. It encompasses the whole activities of management. The Operations Manager here need engage in activities that would distinguish the entire activities of the Organization from others. It ranges from quality of product or services, **quality of leadership**, quality of management employees and work processes.

  The Operations Manager should be conscious of **Time Management**. That is Product and Services should be available to users at appropriate time. It also considers how well a product or service meets to the specification of its users. An example of this is where a leather sofa or settee is demanded, and instead a settee made of wool or fabric was produced. This can cause the Organization to be at disadvantage to its competitors. The Operation Manager should inculcate the spirit of **team building.** Team Building helps to solve problems and improve quality of work in the
  Organization. He should ensure control and waste elimination within the production department.

3.12 Task of Operations Manager

Operation Manager is of the duty to ensuring that he understands the objectives of the Organization's operation. He should understand this in terms of;

- ❖ Quality of Product
- ❖ Speed
- ❖ Dependability

- Flexibility
- Cost

3.13 Inventory Management System

An inventory management system can simplify the process of ordering, storing and using inventory by automating end-to-end production, business management, demand forecasting and accounting. Optimize your maintenance, repair and operations (MRO) inventory.

Process management

Process management is a systematic approach to ensure that effective and efficient business processes are in place. It is a methodology used to align business processes with strategic goals.

Material management

Materials management uses inventories and production requirements for planning and control to ensure materials are available as required to meet production schedules. This material planning includes managing logistics, stock levels, materials quality, cost and more.

EOQ

The economic order quantity (EOQ) is a company's optimal order quantity that meets demand while minimizing its total costs related to ordering, receiving, and holding inventory. The EOQ formula is best applied in situations where demand, ordering, and holding costs remain constant over time.

CHAPTER – 4

Analysis of the Study

4.1 Management Practices of Akijbashir Group

A well-implemented management framework is ultimately about trained and committed people. Senior management commitment is critical, but beyond that organization need people throughout the company who take responsibility for the EHS management systems. There needs to be a progression from awareness to commitment to implementation.

The management team should not work in isolation. It should work cross-functionally with colleagues from other departments and existing teams (e.g., engineering and maintenance, quality, production) when identifying risks and impacts, developing improved procedures, designing actions plans, and implementation, etc. To be truly effective, the ASML Team needs to consult with people from all levels of the company, including workers, supervisors and managers.

Akijbashir has two levels in its organization – one at corporate level and the other at facility level. Both are described below.

Akijbashir has a manager team for Akijbashir operations who reports to the Chief Financial Officer and Managing Director for the Akijbashir business. They have overall responsibility for implementation of the Akijbashir management system framework. The detailed job description of the management is described below.

Management is also responsible for:

- Leading overall management framework implementation with support from top management, facility level management and teams.
- Regularly reporting to the senior management and board of Directors on status and progress on its implementation.
- Coordinate preparation of environment impact assessment (EIAs)/Initial Environment Examinations (IEEs) required for new facilities or facility expansions and modifications and ensuring all mitigation measures suggested in these assessments are implemented.

- Agree with the senior management and respective facility-level management regarding the assignment and allocation of the day-to-day support staff resources to be provided.
- Review designs of proposed facilities to ensure measures are adequately included in the design and coordinate with the projects, engineering and other teams to ensure implementation of the same; and
- Receive regular updates from the facilities on their performance and compile the same in a corporate level report for the senior management.

Akijbashir also has E&S Steering Committee at corporate level to manage environment, health and safety and social issues. This committee will be chaired by the Akijbashir managing director with representation from all functions. The committee will meet quarterly/half yearly. The responsibilities of this committee are as follows:

- Review E&S performance of factories,
- Set Akijbashir annual E&S objectives,
- Approve and provide adequate budget to maintain E&S management system,
- Review serious incidents/near misses and audit results.

4.2 Facility Level of Management

The facility head is overall responsible for effectiveness of management systems. Each facility will have a dedicated and qualified staff responsible for day-to-day implementation of all management systems including various processes discussed in this framework as well as others required under the ISO 9001 and ISO 45001 management system requirements. Facility staff will coordinate with all other heads of departments like engineering,quality, human resources, and/or other technical staff, as appropriate.

The detailed job description of the facility level staff is described below.

Additionally, all Akijbashir facilities will form following committees:

- A committee chaired by the facility head with representation from all heads of departments and staff. The committee will meet on a monthly basis to discuss issues and also identify improvements. Issues identified in previous meetings will be followed up for their corrective actions in the next meeting. All meetings will be documented.

Similar committees will also be formed at the department level.

- A safety committee with equal representation of workers and management (as required under the labour law), which will discuss all issues. The committee will meet on a quarterly basis to discuss all issues of management and also identify improvements. Issues identified in previous meetings will be followed up for their corrective actions in the next meeting. All meetings will be documented.

The facility level staff will be responsible to review operations of all contractors on-site including the construction safety work undertaken by construction team for their compliance against requirements of this framework and other relevant corporate health and safety management policies, programs, and operational

The facility level staff will send a performance report to the GM based on the key performance indicators identified.

To implement the policy objectives, risks and impacts of Akijbashir existing operations, as well as any new activities to be acquired, developed, and/or constructed, will be identified and understood through the processes described below.

Akijbashir will ensure that land purchased for any new facility or expansion is free from involuntary resettlement. All land purchases will be screened by the legal and purchase department with support from General Manager.

Akijbashir facilities are covered under the Environment Impact Assessment (EIA) requirements under the Environment Conservation Rules 1997 and therefore, expected to obtain location clearance, prepare initial environment examination (IEE) and Environment Management Plans (EMP) for its facilities in line with the applicable laws and other requirements (e.g. from investors).

The management will lead the preparation of these studies with support from external consulting company and internal heads of departments. Once completed, Akijbashir will apply and obtain the environmental clearance certificate (ECC) for its operations.

Overall, key risks associated with the operations of Akijbashir facilities are:

- The generation and storage of significant amounts of organic, putrescible **solid waste** in the form of inedible materials and rejected products;
- **Wastewater effluent and sewage** discharge streams containing high levels of organics, chemicals, detergents, and pathogenic bacteria;
- **Conservation of natural resources – water and energy**
- **Air emissions** – particulate matter and odor – arising from solids handling, solids reduction and drying, and thermal processing steps;
- **Emergencies** or other unplanned events that may result in risks to human health, property or the environment; and
- **Occupational health and safety hazards,** including exposure to noise and heat and cold, as well as various physical (Machine guarding, lightning protection, earthling etc.), biological and chemical hazards in the workplace.

4.3 Roles and responsibilities

The risk assessment process will be led by the facility level staff. Support will be provided by all department heads, unit head and GM. Risk assessment teams will be formed for each department to identify key processes, risks and impacts.

4.4 Management Programs

Based on the risks identified in the registers of each of Akijbashir facility, each Akijbashir facility will develop and implement programs consisting of a set of mitigation and management measures to comply with Akijbashir Social Policy. The programs shall be developed by the facility's department with support from corporate other department and reviewed and approved by the facility's Head.
A management program will include operational procedures, practices, and plans and related supporting documents as required that will help to avoid, minimize or mitigate the risks and impacts identified under the risk assessment.

Based on an overall risk assessment, typical E&S risks and issues at the facility are related to the following. Management programs related to these are described in the sub-sections below. These will be supplemented by facility specific risk assessment and management programs.

(a) Solid and Hazardous Waste Management

(b) Wastewater Effluents and Sewage Management

(c) Emissions to Air

(d) Emergency Preparedness and Response

(e) Conservation of Natural Resources – Water and Energy

(f) Occupational Health and Safety Hazards

(i) General Facility Operation

(ii) Personal Protective Equipment

(iii) Hazard Communication

(iv) Physical Hazard

(v) Biological and Chemical Hazard

(g) Construction and Decommissioning Hazards

4.5 The Role of Management Practices for Enhancing Productivity

There is no doubt that management practices are linked to the productivity and performance of a company. However, research findings are mixed. This paper provides a multi-disciplinary review of the current evidence of such a relationship and offers suggestions for further exploration. We provide an extensive review of the literature in terms of research findings from studies that have been trying to measure and understand the impact that individual management practices and clusters of management practices have on productivity at different levels of analysis. Some studies have found a positive relationship between the adoption of management practices and productivity, some negative and some no association whatsoever. We believe that the lack of universal consensus on the effect of the adoption of complementary management practices might be driven either by measurement issues or by the level of analysis. Consequently, there is a need for further research. In particular, for a multi-level approach from the lowest possible level of aggregation up to the firm-level of analysis in order to assess the impact of management practices upon the productivity of firms.

4.6. Marketing Strategy of Akijbashir Group

Akijbashir is currently most well-known hevay industrial Company in Bangladesh. They are now the market leader of industrial and home sector in the market position of Bangladesh .They always try to maintain some product standard like ISO. Except that they are very conscious about their consumers, investors, customers and all about stakeholders. As a market leader they have some market strategy. Akijbashir strategies are divided into 4 parts-

4.6.1. Strategies for product

- High export quality products.
- Maintaining the international standard in food, beverage and plastic products.
- Maintaining HALAL & HACCP (USA) standard.
- Quality Management standard of ISO (9001).
- Attractive & colorful package like, bottle, packet etc.
- Low rate of chemical and food color.
- Different flavors for different customer choice.
- Different foods and beverages for different age of customers.
- Carbonated beverages, snacks are especially for young generation.
- Juice, snacks are for all customers.
- Long-lasting plastic products.
- Export quality products which attract both local & foreign customers.
- Changing products with the changing needs.

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4.6.2. Strategies for price

- Reasonable price of product for all kinds of customer.
- Cheaper product price than any other international companies of product.
- Maintaining high quality products with comparatively low price.
- Fix their product price cheaper than other local competitors.
- Discount & offers on their products in various occasion like EID, New Year, etc.

4.6.3. Strategies for place

- Specifying market places according to the choice & needs of customers.
- To be the market leader of local market.
- To achieve a good position in international market.
- Increasing local & international dealer in different locations.
- Activate market with their product

4.6.4. Strategies for promotion

- Lots of attractive TV. Advertisement.
- Billboards.
- Newspaper, magazine advertisement.
- Radio advertisement.
- Internet advertisement.
- By sponsoring social & national events.
- Providing discounts among dealers & customers.
- Attracting young generation.

4.7 Customer Analysis

4.7.1 Market Segmentation

This group of consumer who has distinct needs, behavior demands and who requirement findings or analyze their separate products or marketing mixes.

4.7.2 Target market

Then as like a consumer thinking that class people target market is highly profitable for them. They are trying to provide high price product rather than low price of quality product for target competitive market.

4.7.3 Market Positioning

Akijbashir Group positioning there are customer mind by offering products in their benefit. There are target markets to competitive each and every product in the minds to position distinctive and desirable place.

4.8 Marketing Mix of Akijbashir Group

This company are analysis the market segment and find out current products strategies to evaluate more than values of market involves 4Ps analyze (Product, Price, Promotion and Place) each of these explained below that:

4.8.1 Product

Akijbashir Group is customer needs to provide good quality products. Its factory products made by advanced technology machineries ready to capacity fulfill consumer needs satisfy and take care products in qualified manager. These industries products are unique and different from any other company.
The arrangement of the product category and brand name below the box:
Their products contain following qualities:

Fit and Finish: All products appear and experience approximating aquality product.

Dependability: Each person draws on results in the same satisfaction.

Performance: Already shows good quality performance.

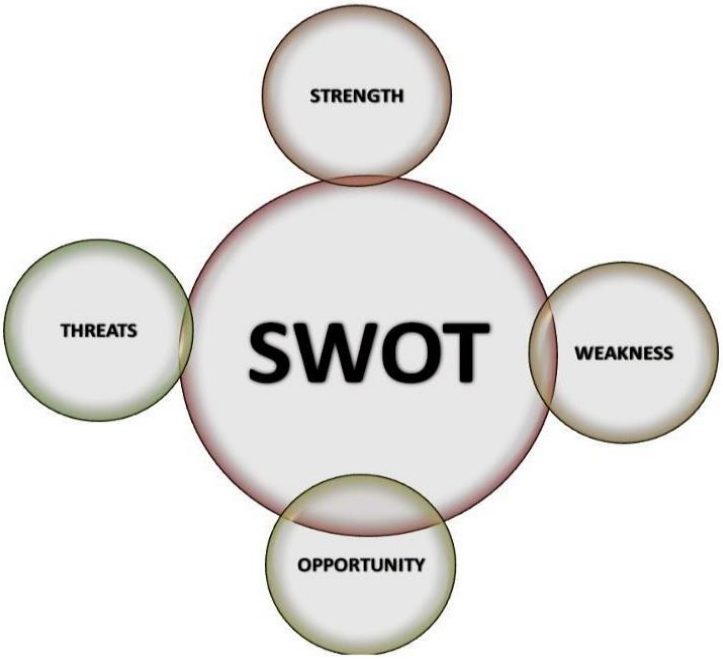
Features: Good facial appearance.

The Name: A name that contains inferiority.

Consistency: Each person use results in the equivalent contentment.

Serviceability: The service arrangement professional, expert and well-situated.

4.9 SWOT (Strength/Weakness/Opportunity/Threat):



SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and so a SWOT analysis is a technique for assessing these four aspects of your business. SWOT Analysis is a tool that can help you to analyze what your company does best now, and to devise a successful strategy for the future. Here are some examples of opportunities you might list in a SWOT analysis: Market shifts increasing demand for a product your business could sell. Your ideal customers flocking to a new social media platform you can use to reach them. A competitor ceasing operations in a region where you don't currently operate.

Basic principle of SWOT?

A situation analysis is often referred to by the acronym SWOT, which stands for strengths, weaknesses, opportunities, and threats. Essentially, a SWOT analysis is an examination of the internal and external factors that impact the organization and its strategies.

CHAPTER – 5

Findings

5.1 Findings

- Inexperience persons are in the company.
- inexpert and unreliable persons are in the company.
- This is the main lickings of the company. Personal care is not in satisfactory level.
- There is no way to get effective customer’s feedback because they have no channel to collect this type of information.
- Employee productivity is so low. There is no sufficient trained employee.
- Not enough training.
- Does not work with adequate protection.
- Employee performance is not up to the level.
- Service department is not reliable, so that customer reliability from the company is going down.

CHAPTER – 6

Recommendation & Conclusion

6.1 Recommendations

Through the performance of Akijbashir Group, Bangladesh is found in the satisfactory level but the following important positive steps may be taken to improve its product and service and to face competition in this sector according to my short observation.

- Experience and expert personnel should be kept in the company.
- Increase personal care for the customer.
- The company should set up effective channels forcustomer's feedback and use the latter constructively.
- Effective training may increase the productivity of the employees. So proper training and incentive mustbe offered to the employee to generate higher net profit, total asset and loan per employee.
- The employee should be upgraded as per their performance.
- In order to get higher customer satisfaction, Akijbashir Group has to concentrate more on employee satisfaction, which will lead to more quality of service.
- Service department should be more reliable in ensuring that customers are constantly aware of their services.
- In the contest of Bangladesh, it is difficult to make accurate forecasting about the future prospect of the business as the external environment factors are continuously changing and creating a good number of barriers in the business sector.
- Continuous improvement, gaining the competitive edge, increase the market share, higher profits-none of these things are possible unless they can findnew ways of getting closer to the customers.

6.2 Conclusion

Akijbashir Group is a very well-known national figure in Bangladesh. They are the leading home &industrial processing company in our country and are believed to be processing about half of the home & industrial produce that goes to the processed channel in the country. So, the company has a very well reputation for this society. Akijbashir group product is internationally certified to export many countries of the world. Already Akijbashir group had nominated for the trophy for creating export market all over the world. Bangladesh is a very fast-growing free market economy. We have cheap labor comparing to other countries, so Akijbashir Group is producing high quality products than others at a lower cost. So, they are contributing our economy by initiating such a business that is satisfying our need as well as doing business beyond the frontier. Akijbashir group earning valuable foreign currencies in the country every year by exporting their products. As Bangladesh is import dependent country, so we think Akijbashir group step is helping us to have a positively balance of trade.

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