

# Report on Masco Group Production, Supply Chain & Quality in Textile

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An internship report submitted to the Executive Development Center, Brac Institute of Governance and Development (BIGD), Brac University in partial fulfillment of the requirements for the degree of Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)

Executive Development Center, BIGD  
BRAC University  
May 2021

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## **Declaration**

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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**Industry Supervisor's Full Name & Signature:**

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**Mohammad Shahin Miah**

Sr. General Manager-HRAC

Masco Group.

**Academic Supervisor's Full Name & Signature:**

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**Dr. Narayan Chandra Das**

**Senior Research Fellow**

**BIGD, BRAC University.**

## **Letter of Transmittal**

Dr. Narayan Chandra Das

Senior Research Fellow

BIGD, BRAC University.

66 Mohakhali, Dhaka-1212.

Subject: **Report on Textile Production Management of Masco Group**

Dear Sir,

This is my pleasure to display Textile Production Management System of Masco Group, which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

---

Md. Mokbul Hosaine

Student ID: 19281154

Executive Development Center, BIGD

BRAC University

Date: 22<sup>th</sup> May, 2021

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between MASCO GROUP and the undersigned student at EDC, BIGD, BRAC University for Employment Investment Program (SEIP). To complete this internship, I had to collect huge information from the Supply Chain, Production & Quality Department regarding their existing policies which were very much supportive for me to complete the report. The head of SCM, Sr. Manager-Production and Deputy Manager-Quality, Asst. Managers & the Executives; all were too much supportive & cordial as well. I commit not to share any of the mentioned information in this report to any concern and all these information belong the MASCO GROUP.

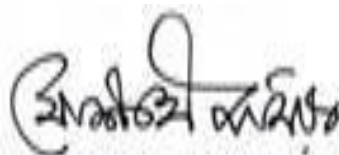
**Student's Full Name & Signature:**

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**Md. Mokbul Hosaine**

Student ID : 19281154

**Industry Supervisor's Full Name & Signature:**



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**Mohammad Shahin Miah**

Sr. General Manager-HRAC

Masco Group.

## Acknowledgement

At first I would like to express my gratitude to the almighty Allah for giving me the strength to perform my responsibilities as an intern and complete the report within the stipulated time. I would like to express my appreciation to my Industrial Supervisor Mohammad Shahin Miah, Sr. GM-HR, Admin & Compliance. I am grateful to him for his patience, motivation, enthusiasm, immense knowledge, effective guidance and endless encouragements during the preparation and compilation of this report. Without his valuable assistance, this work would not have been completed in time.

This report is based on research & industrial training in Masco Industries Ltd. (Knitting Unit) a sister concern of Masco Group. I am grateful to a number of people like my industrial supervisor, academic supervisor, colleagues, and co-worker, to complete this project.

I am also indebted to my academic supervisor **Dr. Narayan Chandra Das, Senior Research Fellow, BIGD, BRAC University.**

I would like to express special thanks to my colleague Mr. T. Chowdhury-AGM-Knitting, Mr. Ruhani, Mr. Zahangir Hossain, Asst. Manger-Fabric to give me endless support and ideas to complete my study in BRAC University under EDP program & continue my internship. They always helped me with their valuable advice and guideline to improve my skill. Special thanks to all of my colleague in different department who helped me by providing different valuable information about their respective department, of my which was very helpful and essential for completing of my internship and internship report.

I want to express special thanks to the Government of the People's Republic of Bangladesh and Ministry of Finance to establish Executive Development Center (EDC) at BRAC University which offers Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) and also thanks to Asian Development Bank (ADB) for providing financial support for the Skills for Employment Investment Program (SEIP).

Finally, I express my deepest gratitude to my Parents who was always ready to offer valuable advice. They endlessly supported me and gave me encouragement and inspiration whenever I needed it.

I believe that this paper and the understandings of the task will be more helpful in my future professional life & to build up my career.

## Executive Summary

This report is prepared on the basis of my three (03) months practical experience in different department of **Masco Group**. This internship helped me to have a practical idea about different departments which was not possible for me by working only in my own department. Masco Group is one of the largest Knit Composite Garments & Textile Industries in Bangladesh which is equipped with all kinds of modern machineries and other facilities. Masco Group has SMART quality team to provide quality product to their customers. This report has been presented based on my observation and experience gathered from the company.

The organization has many divisions and departments but the internship focuses on –

- ❖ Production Management
- ❖ Supply Chain Management
- ❖ Quality management
- ❖ Research & Development
- ❖ Compliance & CSR
- ❖ Human Resource Management

The report mentions about the functions of different department, briefly discuss about their working organogram, working procedure, SWOT analysis and future plan of every department. After analyzing and evaluating each department possible suggestion to improve the present status of the organization is described in details at the end of this report.

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## **List of Acronyms**

BRAC	-	Bangladesh Rural Advance Committee
PGD-KIM-		Post Graduate Diploma in Knitwear Industry Management
R&D	-	Research & development
BIGD	-	Brac Institute of Governance & Development
KPI	-	Key Performance Indicator
MIS	-	Management Information System
BSCI	-	Business Social Compliance Initiative
WRAP	-	World Responsible Accreditation Production
SWOT	-	Strength Weakness Opportunity Threads

## Chapter 1: Introduction

Bangladesh is the second largest exporter of ready-made garment products in the world for last three decades which exported over 132 Countries around the world. It's estimated to double from 2010 to 2015 and nearly triple by 2022. The total export of Bangladesh has crossed the USD 30.18 billion mark for the first time in the history which is 13.83% growth during the last fiscal year. The growth of this industry has been dramatic, increasing from 30 factories in 1980, to over 6000 in 2014. The RMG sector provides direct employment to around 4.4 million people, 80% of whom are women. Around 20 million people are directly and indirectly depending on this sector.

Bangladesh Garment Manufacturer and Exporters Association (BGMEA) is working to build a safe and sustainable garment industry. The ministry of labor and employment commission, the Bangladesh Institute of Development Studies found that about 80.8 percent factories buildings are approved structural designs, 85.9 percent factories are approved layouts, 92 percent factories have valid fire safety licenses and 55 percent factories electric generator is located outside of the factory. Under "TREES" (Toward Resource Efficiency and Environmental Sustainability) many of garments industry practices in the area of waste management, waste heat recovery, cogeneration, energy efficient technology, environmental management system and encourage them to adopt eco-friendly technologies. Some garments recently taken a greater step of going towards carbon-free production.

The government has taken initiative for influencing RMG sector allocated 470 acres of land in Baushia at Munshiganj for setting up a ready-made garment industrial park & also budget to achieve detail knowledge and working procedure of the organization.

- To focus on the operational activities in different sections in MIL.
- Apply the gained theoretical knowledge from which I learned.
- Increase proficiency in specific business disciplines; such as human resources management, operations management, marketing, accounting, and finance and business law.
- Develop and improve skills in communication, technology, quantitative reasoning and teamwork.

## **1.1 Overview of Industry:**

Masco Group, an export oriented knit manufacturer company founded by Mr. M A Sabur in 2001. This is one of the big export oriented group where about 18,000 people is work together. Main product is circular knit garments but they also have agro firm, English medium school, Shopping mall etc. This group has 22 units.

The goal of this group is to remain at the cutting edge of every industry and create a prominent value for all the stakeholders as well as surrounding communities and to enrich national economy. They are very careful about quality as well as on time shipment. They continue expand their business globally.

## **1.2. Mission & Vision:**

Masco believe in continuous improvement process. Masco group is very aware about its supplier relation & financial position, consider supplier as business partner & taken long term plan to train employees & supplier as well. Masco believe in employee empowerment & practices it as well & good relation with customer & already habituated with fast fashion to attract more customer. We have a track record of almost 100% on time garments shipment. The strong point of the company is professionally skilled people are placed in right seat.

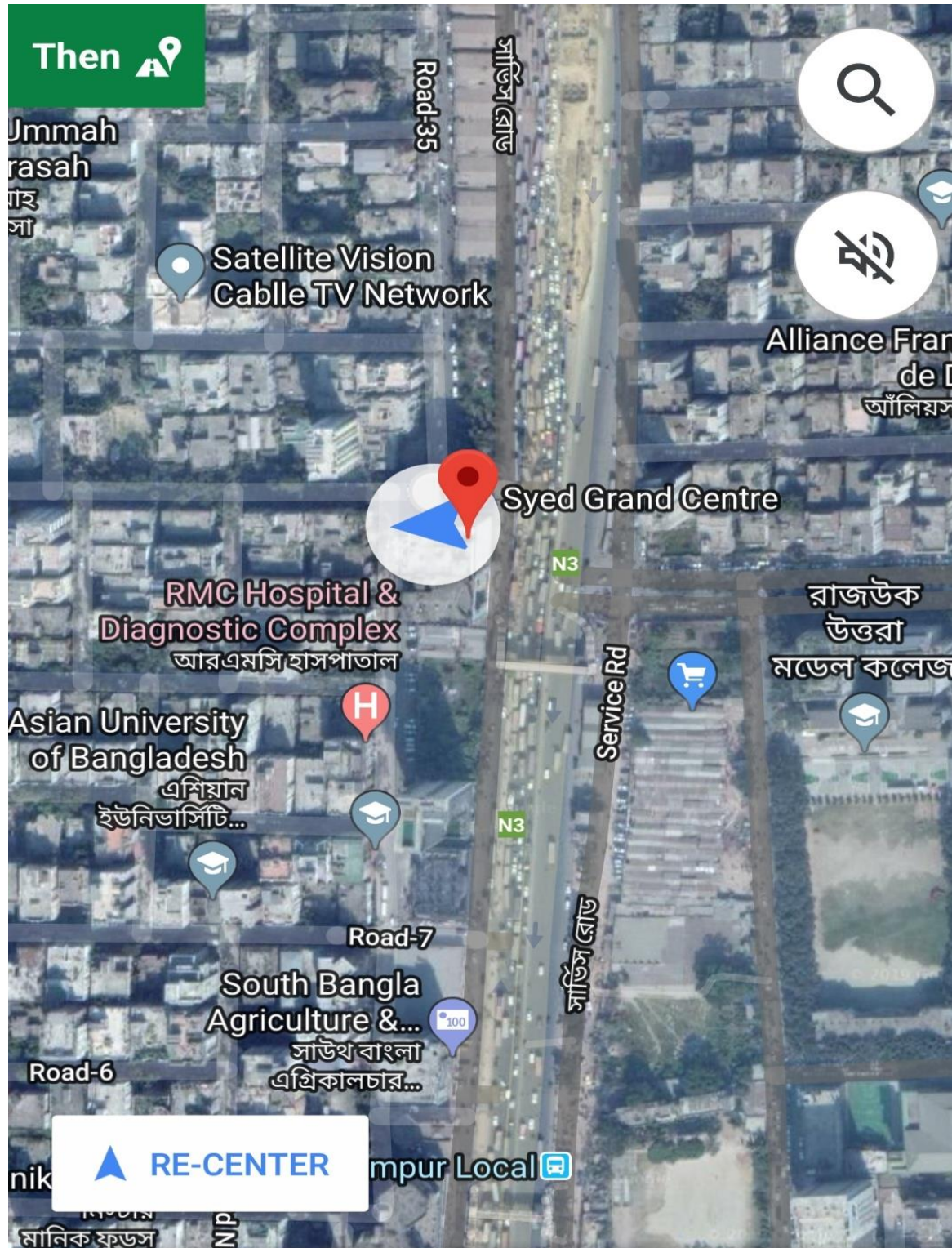
After implementation of 5S & CIP developed a lot in production & quality department. Management personnel such as ED, Sr. GM always visit from desk to root level & follow up 5S & CIP. All staff have higher authority to share their idea in Idea Lab of ERP. Management select the better idea from Idea Lab & implement it. After improving 5S. Not only in garment but also increase productivity in knitting section.

### **1.3 Goals & Objectives:**

The management of Masco Group is always dedicated to continuous improvement of Community. The Masco Group thinks that he have some responsibility for community people in his business locality. So Masco group has been doing survey every year in the community since 2017. According to the survey, Masco set goal on highest 2 requirements which are as follows. Masco have been planned to tree plant 500 pcs in his local community gradually within 2020. Masco have been conducting a medical camp in local community for free health checkup also providing medicine & advising to the community peoples since 2018 and it will continue 2020. 25% 2018 50% 2019 Tree Plantation 2017 75% Medical Camp 2018 01 Camp 2020 100% 2019 01 Camp 2020

## Geographic location in Google map:

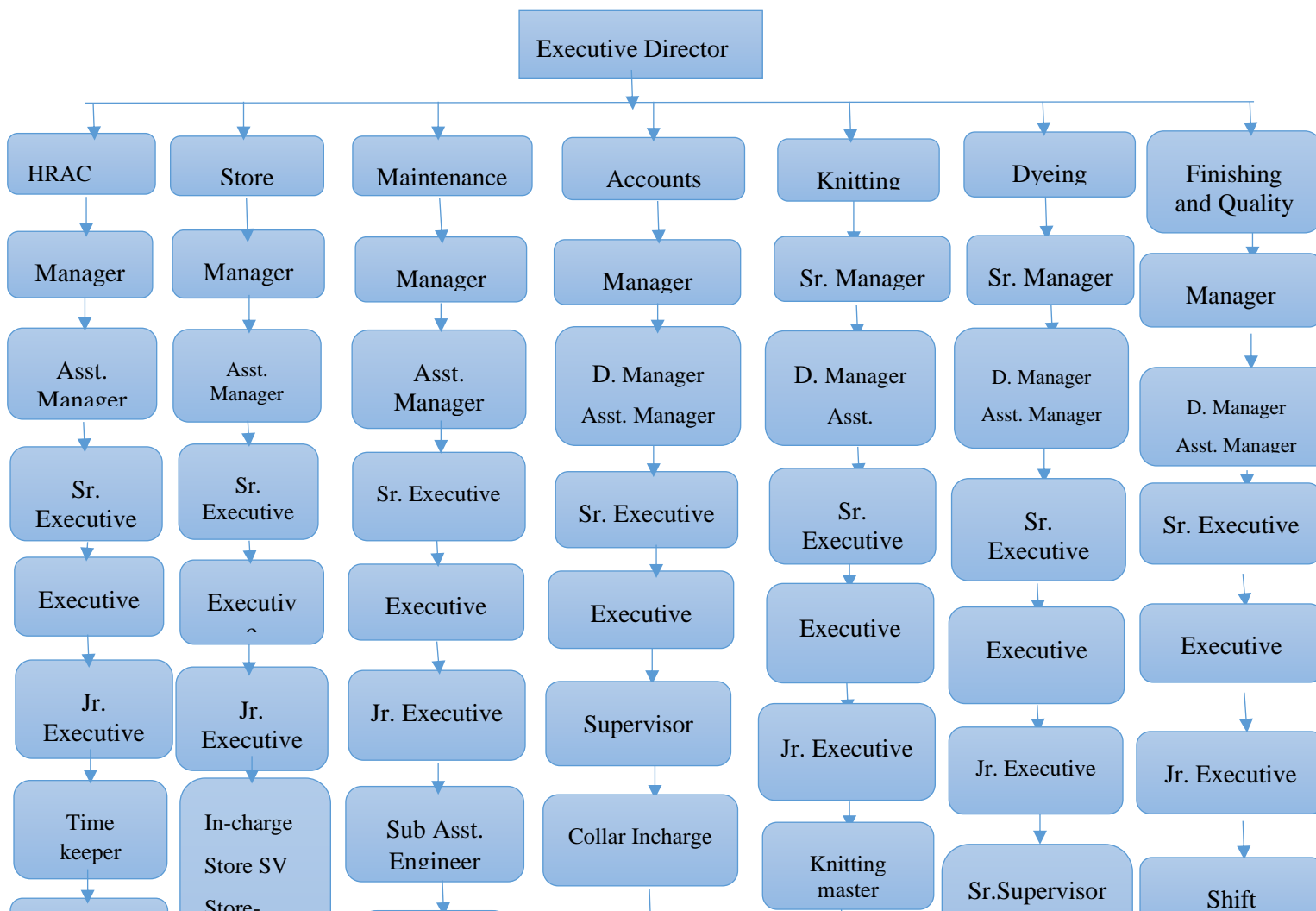
Masco Group Head Office: Syed Grand Centre, Sector-07 Uttara, Dhaka-1230.



## 1.4 The Business Units of Masco Group:

1. Masco Industries Ltd. (Knitting)
2. Shanta Expressions Ltd.
3. Concept Knitting Ltd.
4. Tasniah Fabrics Ltd.
5. Masco Cottons Ltd.
6. Mascotex Ltd.
7. Masco Industries Ltd (G-1).
8. Masco Industries Ltd (G-2).
9. MPL Wear Ltd.
10. Masco Picasso Ltd.
11. Masco Embroidery Ltd.
12. Masco Industries Ltd. (Dyeing)
13. Masco Sample Studio.
14. Masco Bazar Ltd.
15. Masco Shakib Cricket Academy
16. Masco School Kanchan
17. Masco Dairy Enterprise
18. Masco Poultry Enterprise
18. Masminu Horticulture Ltd.
19. Masco Fisheries Enterprise
20. Masco Dairy Enterprise (Brahma)
20. Masco Oversees Ltd.
21. Masco Export Ltd.
22. Masco Yearn Dyeing Ltd.

### Organogram of Masco:



## 1.5 Clients of Masco Group:





**Top buyers list with Export Volume %:** Masco Group is doing business with almost 53 customers of Europe/America/Japan/Australia. Based on the export volume percentage top twenty five customers list are given below-

**Table 01: Top buyers list with Export Volume %**

SL	Buyer	Country	Continent	Export Percentage
1	H & M	Sweden	Europe	24.87
2	C & A	Germany	Europe	17.14
3	Target	Australia	Australia	8.13
4	Zara	Spain	Europe	6.89
5	Cubus	Norway	Europe	4.08
6	Otto Intl	Germany	Europe	4.05
7	Debenhams	UK	Europe	2.97
8	Benetton	Italy	Europe	2.96
9	K mart	Australia	Australia	2.79
10	New Yorker	Germany	Europe	2.73
11	Lidl	Germany	Europe	2.56
12	Kapphal	Sweden	Europe	2.49
13	Tao	France	Europe	2.31
14	Carrefour	France	Europe	2.25
15	Ostin	Russia	Europe	2.13
16	Mayoral	Spain	Europe	1.38
17	Oshkosh & Carters	Canada	North America	1.14
18	El Corte Ingles	Spain	Europe	0.92
19	Kohl's	USA	North America	0.83
20	Lindex	Sweden	Europe	0.75
21	Sargent Major	France	Europe	0.60
22	Adler	Check Republic	Europe	0.54
23	Maruhisha (Mydo)	Japan	Asia	0.54
24	Toyoshima	Japan	Asia	0.53
25	Svantex	Sweden	Europe	0.44

## **Chapter-2: Description of Tasks Accomplished during Internship**

**SCM-**A supply chain is a network between a company and its suppliers to produce and distribute a specific product to the final buyer. This network includes different activities, people, entities, information, and resources. The supply chain also represents the steps it takes to get the product or service from its original state to the customer. Supply chains are developed by companies so they can reduce their costs and remain competitive in the business landscape have already work on it.

**Production & Quality Management:** Textile Production & Quality management is to ensure right quality product at the right time to the customer's hand. To ensure it proper technical knowledge is very essential for Production & Quality management. By proper coordination between different functional units it can be achieved. Role of each and every individual from logistic to maintenance is very important to achieve the goal.

**TPM:** Textile Production management is to ensure right quality product at the right time to the customer's hand. Proper technical knowledge is very essential for production management. By proper coordination between different functional units it can be achieved. Role of each and every individual from logistic to maintenance is very important to achieve the goal.

**RND-** Research and development is the art of creating new things or presenting an old thing in a new look. It is very essential part of today's world apparel business. Customer always in search of new items in most compatible price. RND team always ensure customers desire considering all limitations of the company in possible best price

**HR-**Human resource management involves developing and administering programs that are designed to increase the effectiveness of an organization or business. It includes the entire spectrum of creating, managing, and cultivating the employer-employee relationship.

**CSR-** Corporate social responsibility (CSR) is a self-regulating business model that helps a company be socially accountable—to itself, its stakeholders, and the public. By practicing corporate social responsibility, also called corporate citizenship.

### **Textile Production Management (TPM):**

Textile Production Management (TPM) is a vital term in textile & Garment industry. Textile industry is related with the terms of fiber, yarn, fabric, wet processing, garments etc. Production means to manufacturing from one to another by a process. The process varies depending on the type of raw materials to final product. In a production unit to maintain the sequence of operation & control the operation is involve with management. It is also important to control manpower who work with manager. I have spent 15 days of my internship period in the production department of Masco Industries Ltd where I have observed the production procedure and find out the strategy which they follow for increasing productivity. As its developed industry that's why it's working activity is different from Garment & other Textile industries.

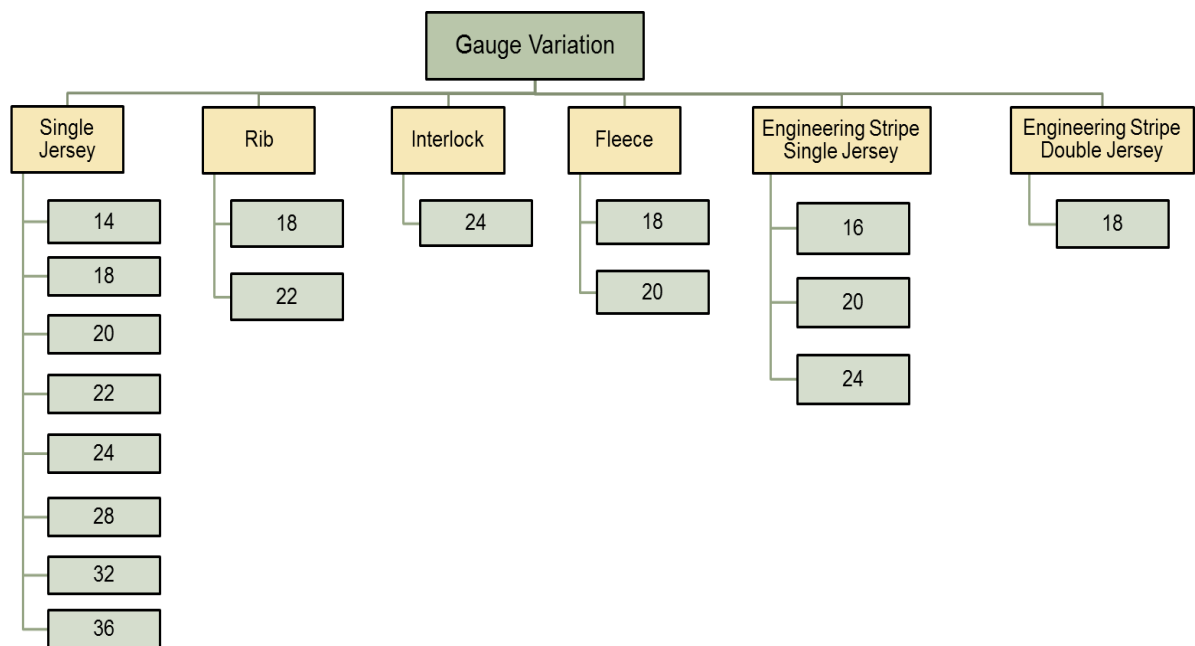
### **Machine Brand**

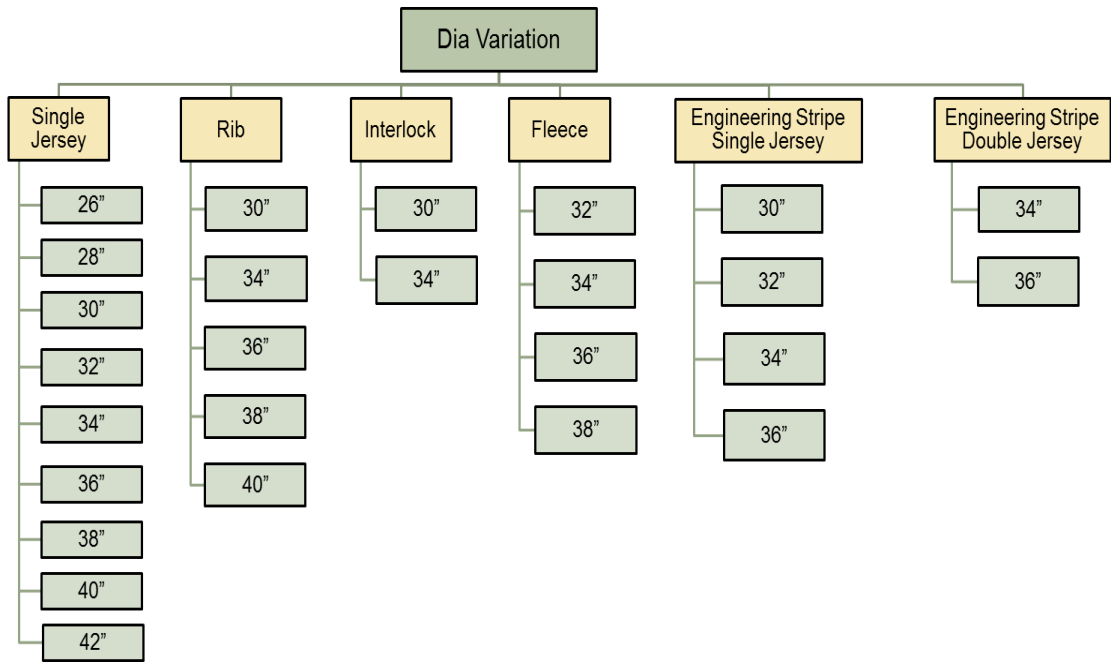


Fig-01: Different types of Machine Brand

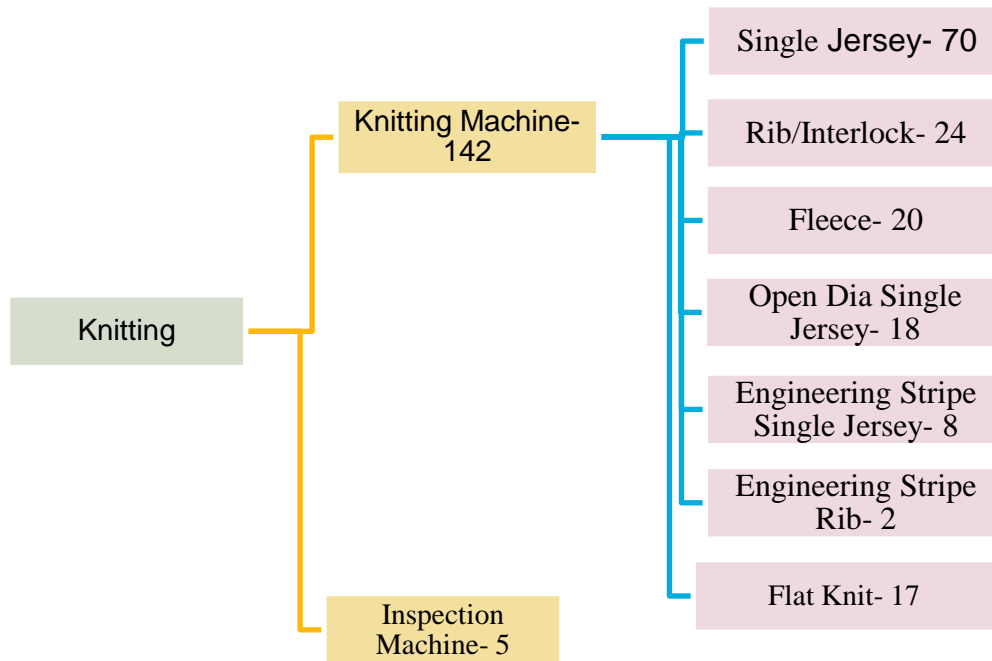
## Diameter and Gauge Variation

Diameter & Gauge variation added a new opportunity to develop the fabric. It helps to investigation of various gauges of circular knitting machines with a view to producing same single jersey fabric with different parameters. All parameters including machine diameter, stitch length, yarn count, yarn lot, yarn tension etc. but gauges are used for this work is different. Even dyeing has been done at the same time on the same machine by stitching one with other, finishing parameters and processes are also same and done at same time as well to minimize the effects of other variable which can be responsible for changing the physical and mechanical properties like finished width of the fabric, finished GSM, shrinkage, spirality, bursting strength etc. This is done for finding only the effects which actually affects the fabric properties.

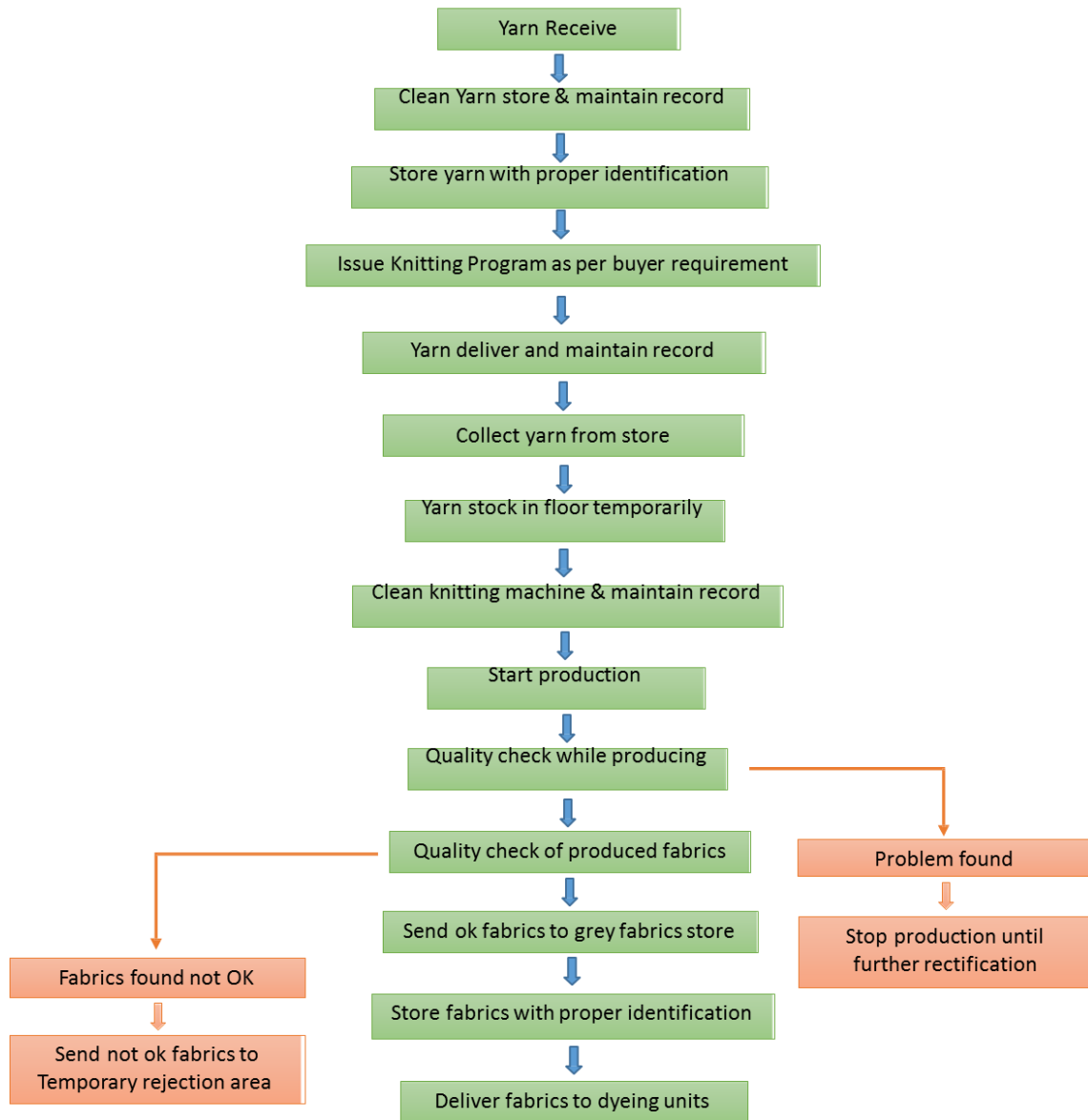




**Fabrication Wise Machine Information**



## 2.1.4 Process Flow Chart in Knitting



Masco Industries Ltd is equipped with various automated world class machineries to give a massive support to our valuable Buyer. Here we have a strong production team and they have enough supportive team for smooth production. Before starting production any style of any buyer in the production floor, production team arrange a Pre-Production Meeting with the concern people of each department is held. It will be held on every Wednesday & discuss about upcoming production order technical difficulties & how to solve this difficulties. There is production manager & production coordinator for each floor & buyer.

One manager works as multi work like one manager is responsible both Production floor & also some buyer. 1stly after getting the order sheet from merchant dept. they approved order sheet with process loss. Then booking yarn by officer it will be knitting on floor with the visualization of central planning system. In knitting dept. all system will be automatic & also visual for everyone & here also regularly maintain lean. Production management is concerned with those process which convert the inputs into outputs.

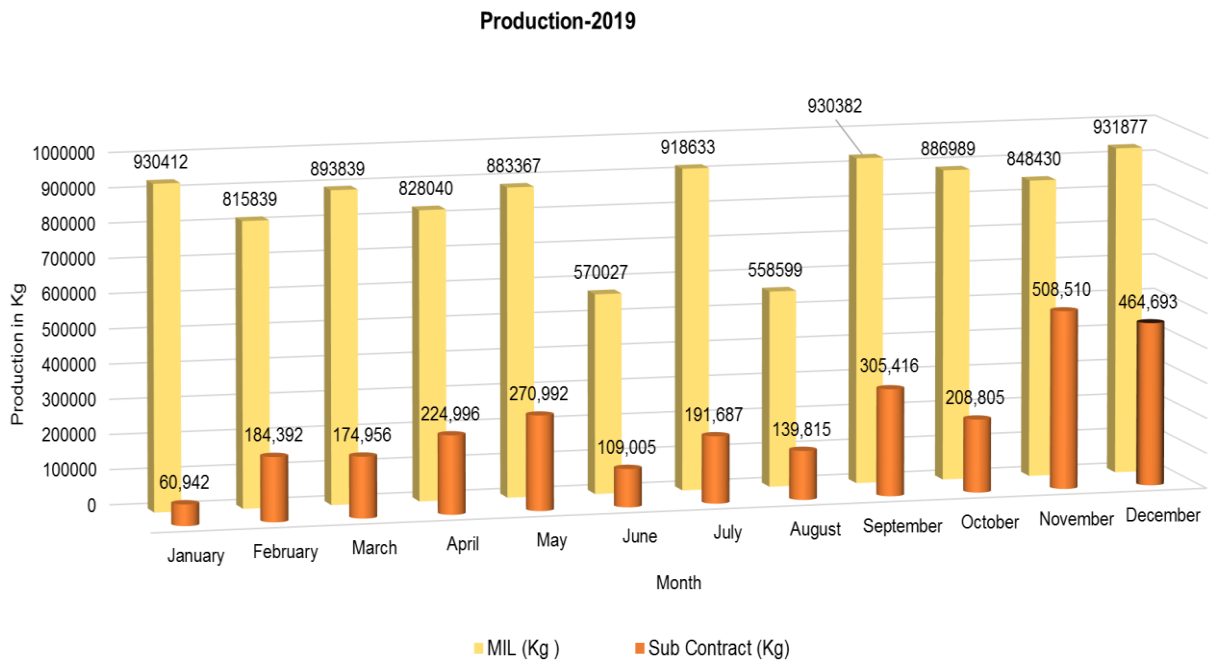


Fig-02: Production Summary in 2019

Masco believe in continuous improvement process. After implementation of 5S & CIP developed a lot in production & quality department. Management personnel always visit from desk to root level & follow up 5S & CIP. Officer to higher authority share their idea in Idea Lab. Management find the better idea from Idea Lab & implement it. Around 8millin pcs excess garment shipment by the same machine & manpower after improving 5S. Not only in garment but also increase productivity in knitting section.

## Product Variety in Masco

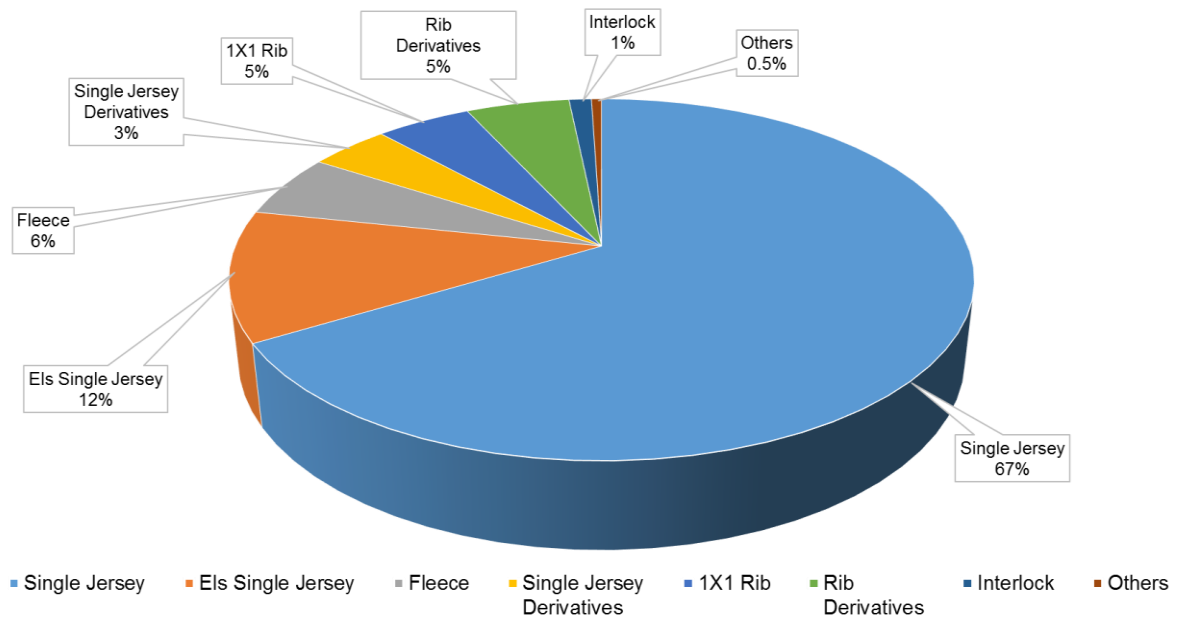


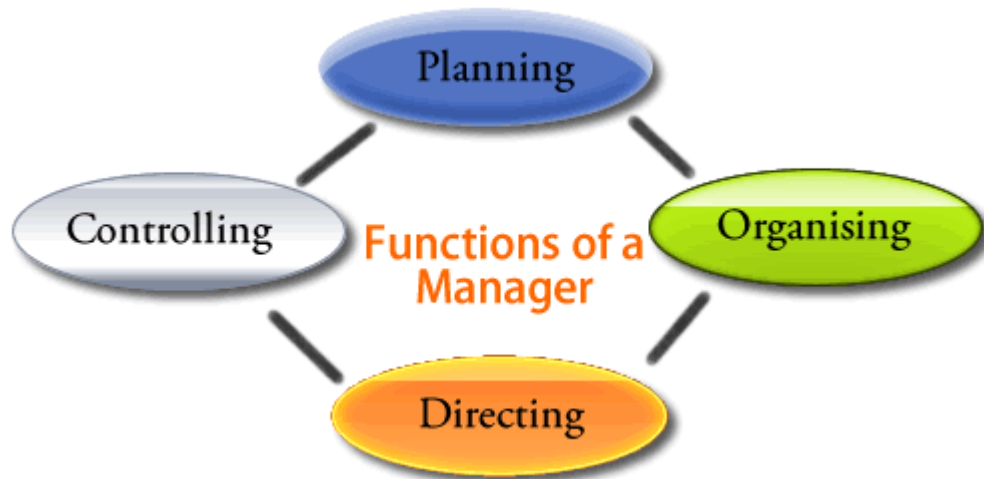
Fig-03: Product Variety in Masco

### 2.1.5 Objective of Production Management:

- ❖ Capacity utilization
- ❖ Improve efficiency
- ❖ Cost minimization
- ❖ Produce at right first time
- ❖ On time fabric delivery.
- ❖ Produce good quality.
- ❖ Subcontract marketing.



Production management process is done at Masco Industries Ltd through the below process.



### **Planning:**

We set monthly Weekly, daily basis planning on the basis of raw materials availability. Everyday make a WIP report and make forecasting report at previous day. Our planning department get the shipment plan of each style of each buyer from our central planning department. Usually the get information about all upcoming order booking from online **MIS 365** and take necessary preparation like raw material & machine availability, production planning. Soon they are going to start a standard planning tools name **Fast React** to take preparation for upcoming order. If there is any raw material are to buy from international market development department share the data to the planning department and planning department place the order of that yarn to the procurement department. Finally they provide An ETA (estimate time of arrival) then we make knitting, dyeing & garments plan.

**Organizing:**

After getting production plan from the planning department production concern collect the production file form the production coordinator along with approval strike off, FPS and organize all the equipment & allocate line & machine as per capacity.

**Leading:**

Production officer of each floor and each shift lead the daily production. They give instruction to their subordinate floor in-charge and supervisor to start the production and before starting the production they also give a short brief about the style, what type of risk factor should be considered in that particular style and what type of difficulties may face to complete that style and what type of steps should be taken to avoid any unwanted damage of the goods.

**Controlling:**

To solve any problem at production management stage our JAL team use the 5W1H questioning technique

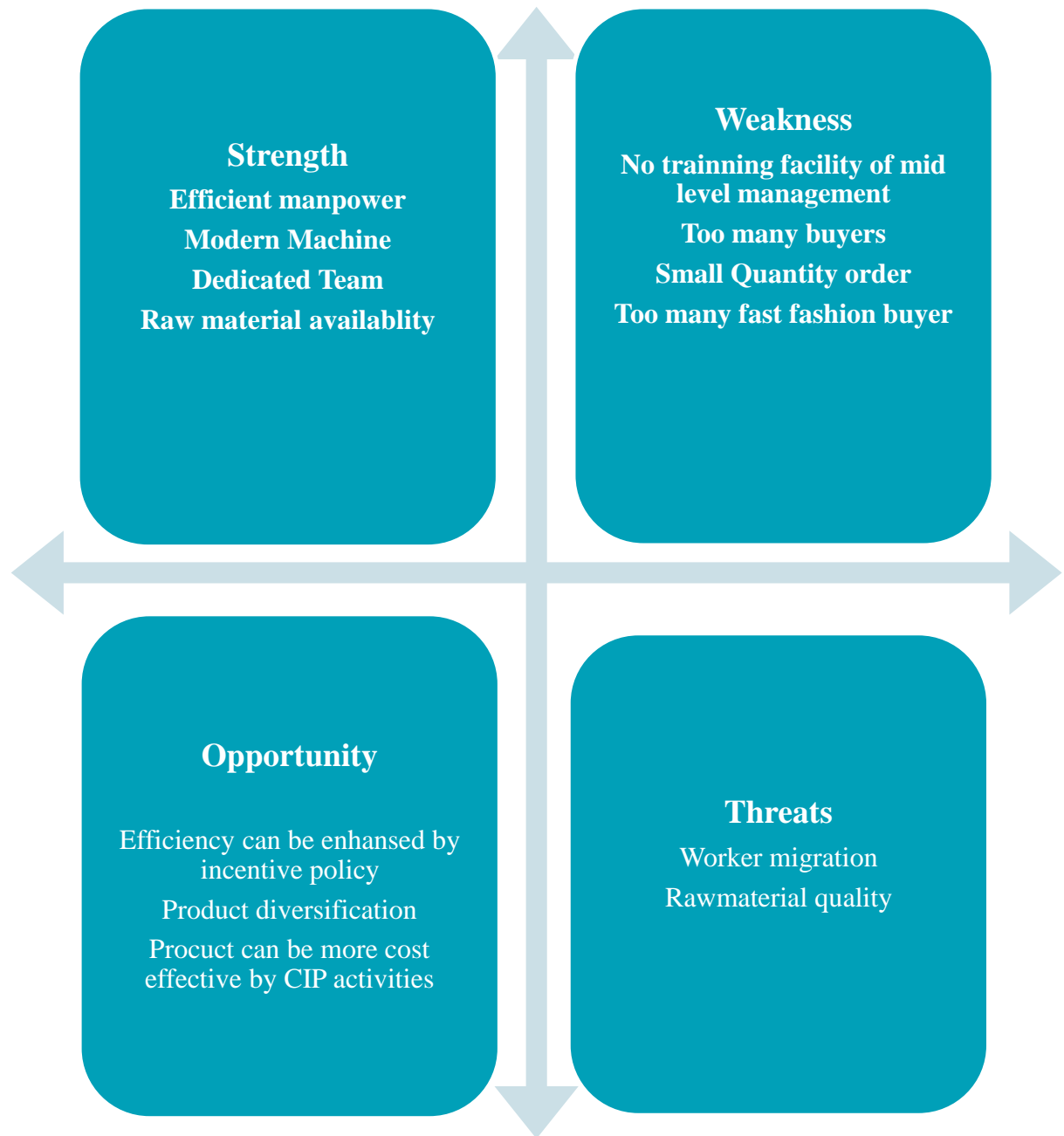
- What
- Who
- Why
- Where
- When
- How

During production running if there is any problem occur they use 5W1H tools to solve that problem by the following way-At first they identify the problem then by root cause analysis who is responsible for that problem, why the problem is happening, where the problem is, when the problem is to be solved and how the problem will be solved & finally make a SOP for future.

### **Job Responsibilities of Production Team:**

- Receive order schedule from central planning and distribute the schedule work to the machine.
- Hand over File, Design, FPS, Buyer Approval to the off
- Attend and demonstrate PP meeting
- In case of any technical problem give solution and if necessary contact with Development team.
- All types of trial which is production related
- Following risk assessment sheet when sending program to machine.
- Controlling operator and helper with ensuring their appropriate training
- To control process time.
- Following risk assessment sheet when sending program to machine.
- Take initiative to increase productivity.
- Follow up production regularly.
- All types of quality control based on customer requirement
- Controlling production management based on TOD (On Time Delivery).
- Also communicate with customer in case of any technical problem.
- To control production cost.
- Ensure on time Delivery fabrics to dyeing.
- Maintain Quality of production goods both in online quality and finished goods
- Follow up production regularly.
- Take initiative to increase productivity.
- Communicate with Line Manager in case of any technical help is needed
- Always monitor for zero rejection.

### 2.1.6 SWOT Analysis of Production Management



## **2.2 Research & Development (R&D):**

Research & Development is a broad field of endeavor dealing with the design, creation, and marketing of new products. It involves modification of an existing product or its presentation, or formulation of an entirely new product that satisfies newly defined customers want or market niche. The textile industry is one of the world's major industries and the knitwear industry is a substantial component of it. Knitwear garments are designed, manufactured and sold in a wide range of countries, and is the subject of a large amount of international trade. Masco Industries Ltd has a separate Research & Development team. Here R&D team is working continuously for the betterment of Production and new development. Efficient manpower with Technical knowledge availability of modern machineries makes this strong R&D team stronger than many other companies.

**Activity & Responsibility of R&D Team:** R&D section plays a vital role to the overall production & quality of a fabric. The task of R&D section starts from the fabrication & end at the final inspection of finished fabric. That us they used to follow up all the section like fabric planning, knitting, dyeing, printing, finishing, lab quality control & assurance etc. Till the finished fabric comes out. In Masco Industries Ltd R&D team is consist of a number of technical person & their working procedure is different from conventional way.

### **There are 2 major section in R&D department:**

1. Real R&D
2. Buyer R&D

R&D officer make a coordination among this 2 section and proceed R&D work for the buyer.

## 2.2.1 Fabric Development Flow Chart in Masco Group

# FABRIC DEVELOPMENT PROCESS FLOWCHART

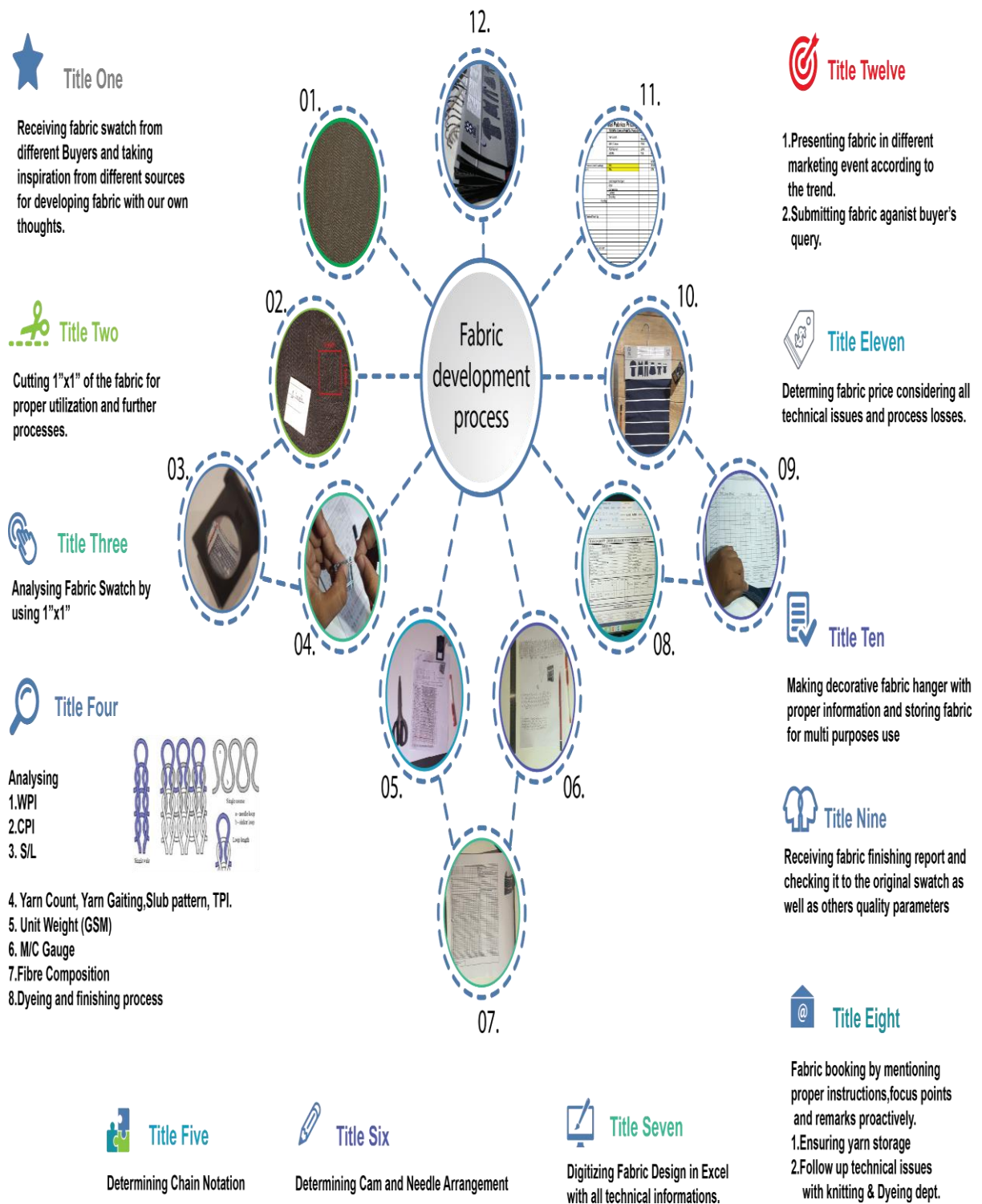


Fig-04: Fabric Development Flow Chart

## 2.2.2 Trends- Adaption & Focus on New Fabric

### Single Jersey:

- Very Light Weight Fabrics
- Special Fiber Base Fabrics
- Fancy Spinning Base Fabrics
- Recycle Fiber Base Fabrics
- Jacquard Look Structural Fabrics

### Fleece Jersey:

- Diagonal or loop design Fleece
- Binder and brush Variation Fleece
- Decorated yarn Fleece
- Engineering Stripe Fleece
- Structural Design Fleece

### Double Jersey:

- Vertical Stripes
- Drop Needle Variation
- Waffle and Structural
- Cord or Ottoman Fabrics
- Ponti De Roma
- Mesh Fabric

### Technological Focus:

- Lurex and Glittered Fabrics
- Indigo and Fancy yarn dyed fabrics
- Bonded and Double faced fabrics
- Engineering Stripe fabrics
- Cross dyed and Neon dyed fabrics
- Quarter gauge fabric

## Job Responsibilities of R&D Officer

- File Receive Form Buyer/ Merchandiser & Read through to identify difficulties & understand buyer requirements.
- If there is any production difficulty & anything required consult with merchandiser to production department to analyze production feasibility. If needed come to a settlement with buyer.
- Forward to Design Room & Follow up design.
- Monitor Sampling in Machine.
- Check & approve the sample before submit to buyer.
- Regular take feedback from production team & take necessary steps accordingly.
- Research & Develop new technique.
- Analyze previous problem & take necessary steps to avoid those problem in future.
- Keep Records of every experiments.
- Follow up cost minimization factors.
- Provide Fabric price to the Marketing
- Take initiative for minimization of process cost
- Contact with Merchandizer & Buyer if anything is missing in the artwork file

## Job Responsibilities of Real R&D

- Receive file from respective officer which already failed in sampling.
- Analysis design or technical drawback & find out both way solution to success with team meeting.
- Arrange raw material & execute it on different option with considering buyer requirement.
- Ensuring physical chemical test requirements of every chemical & discuss the risk factor with respective persons.
- Reducing overall wastage in cooperation with officer and supervisor.
- Follow up production difficulties and concern with production department
- Training & Motivation of Team member

### 2.2.3 Recent Fabric Ranges Added Masco R&D Team

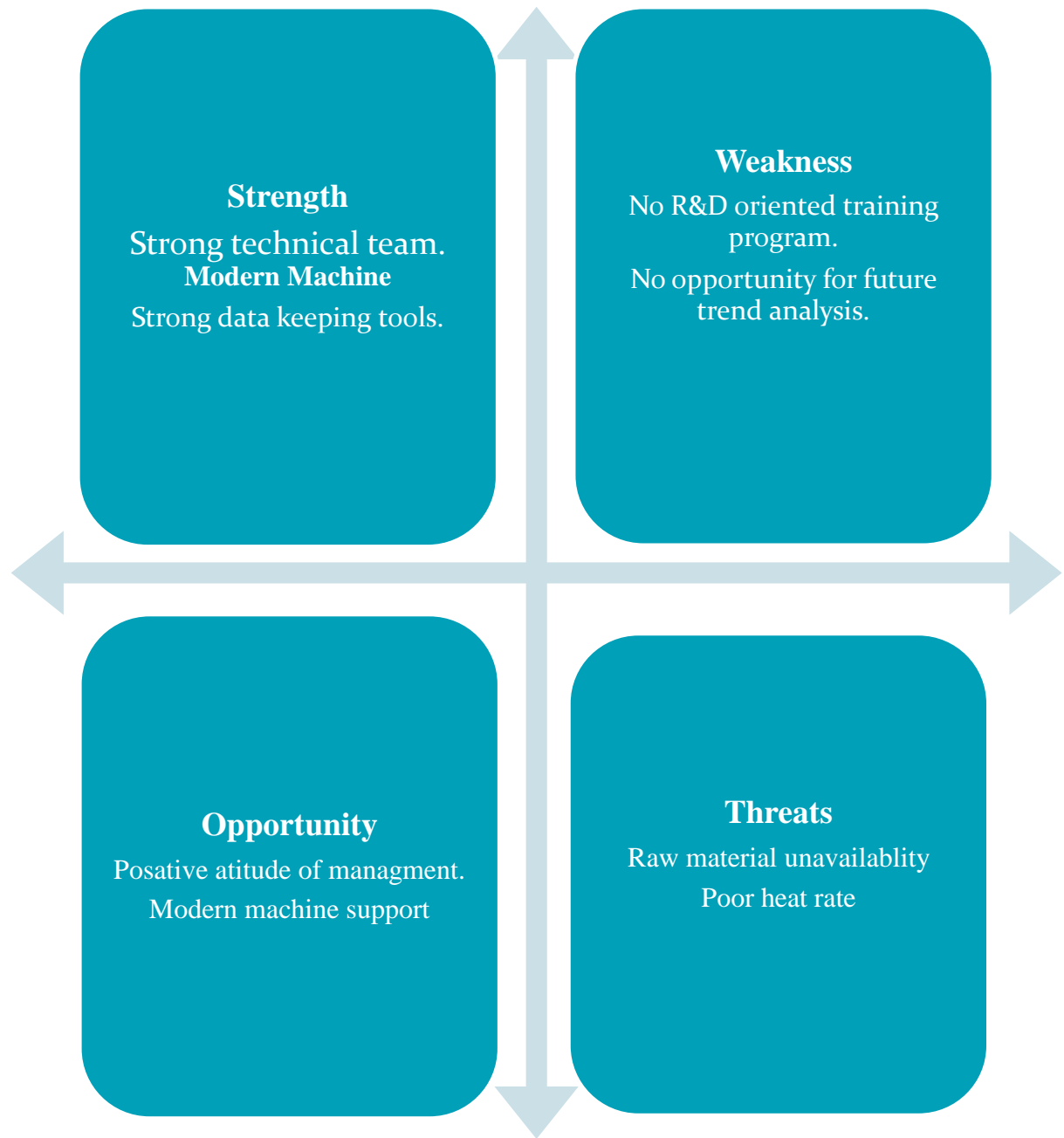
**Special Fabrics:** In our R&D the area of Design is no longer limited with embossing it has a wide range of diversification. We have added some special features with embossing technique. Below fabric are knitted on coarser gauge machine.



Fig-05: New Development Fabric



### 2.2.4 SWOT Analysis of R&D Department:



## **2.3 Human Resource Management:**

Human resource management is a practice that deals with recruiting, selecting, training and development of human resources in an organization. It involves all management decisions and practices that directly affect or influence the people or human resources who work for the organization. Some common characteristics of Human Resources Managements are stated below:

- It's an integral part of management that deals with both psychology and sociology.
- It's people and development oriented.
- Expertise, Communication, Compassion, Integrity and Leadership are the major characteristics of HRM.
- It has wide application and goal directed activity.
- It is related to future and a universal function.
- Human resources managers have strong communication skills to interact with wide range people effectively and efficiently.

### **2.3.1 Objectives of Human Resource Management in Masco Group**

- The main objective of Human Resource Management in Masco group is procuring of capable person for an organization.
- Utilizing the human resources effectively for the organization is the main purpose of HRM in Masco Group.
- It provides the needs of satisfaction to employees individually.
- Maximum development of human resources effectively to ensure the company's goal is the ultimate purpose of Human Resources Management in Masco group.
- It minimizes the total cost and maximizes the profit.
- It defines the organizational structure and drives out the productivity.
- It builds good relations among organizations.
- Better communication practices within organizations.

### **2.3.2 Roles of an HR Manager in Masco Group**

- Maintaining all the securities and safety in the company.
- Balancing working environment and provides a good working environment to it's employees.
- Monitoring Salaries to the employees.
- Conducting training and development to the new hiring employees including training orientation, leadership training and professional development.
- Oversees the recruitment and selection processes.
- Monitoring Overall discipline of the company.
- Planning, organizing and controlling all the activities and actions of the HR department.
- Implementing and revising company's compensation program.
- Maintaining company's policies and procedures.
- Monitoring transport, cleaning and lunch.
- Making office order, transfer order, promotion letter etc.
- Overseeing Interviews.
- Recommending new policies, rules and regulations.
- Maintaining all necessary documents and files.
- Monitoring wastage goods.

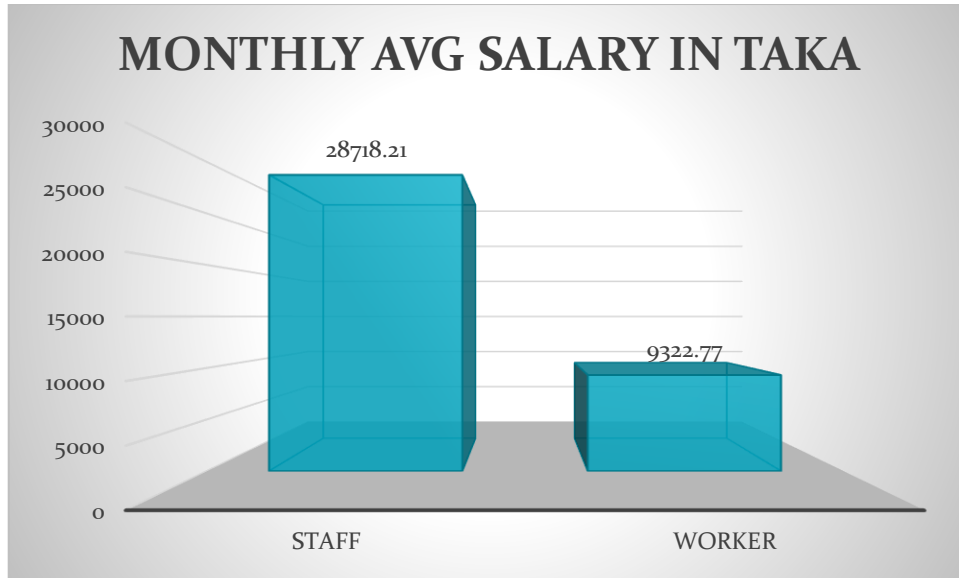


Fig-06: Average Salary of Staff and workers in Masco Group

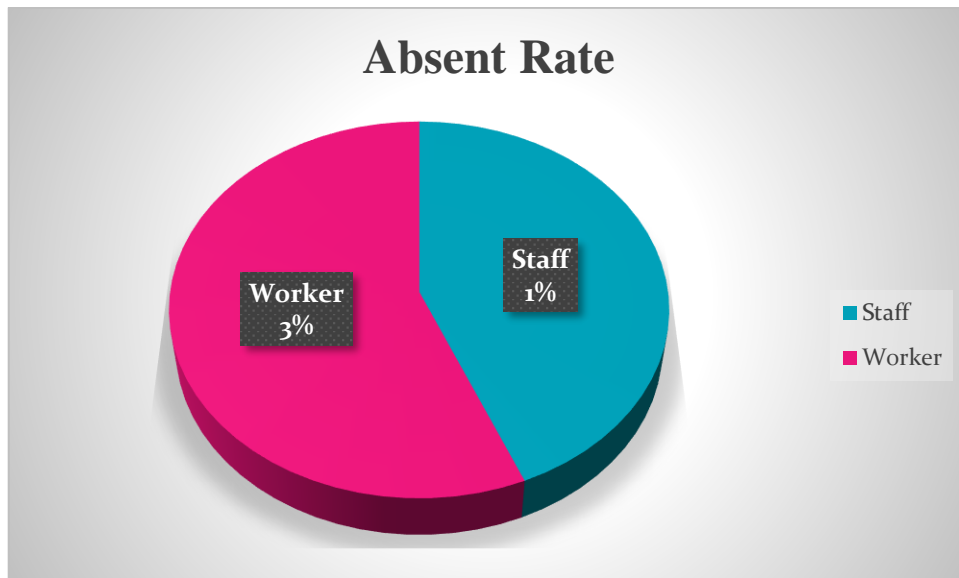


Fig-07: Absent rate of Staff and workers in Masco Group

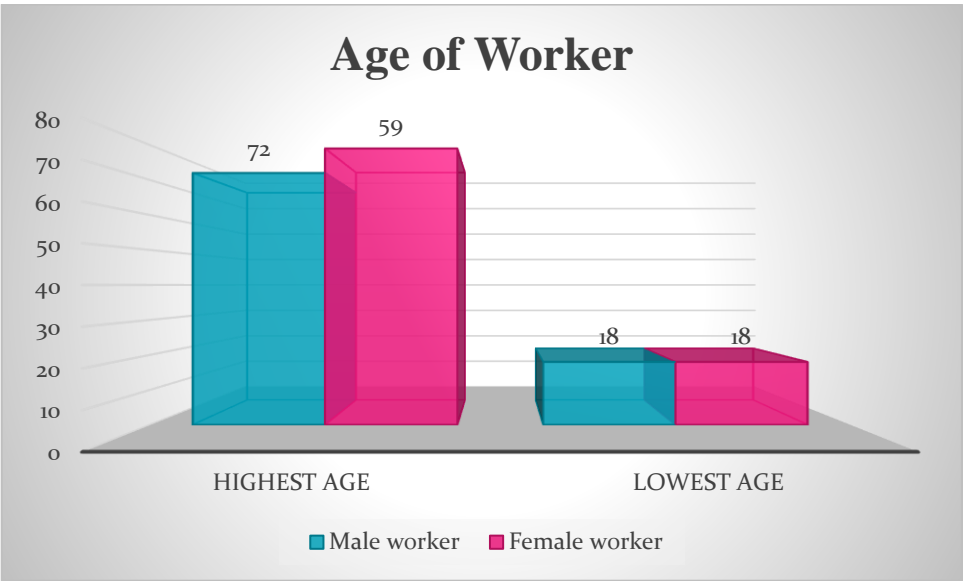
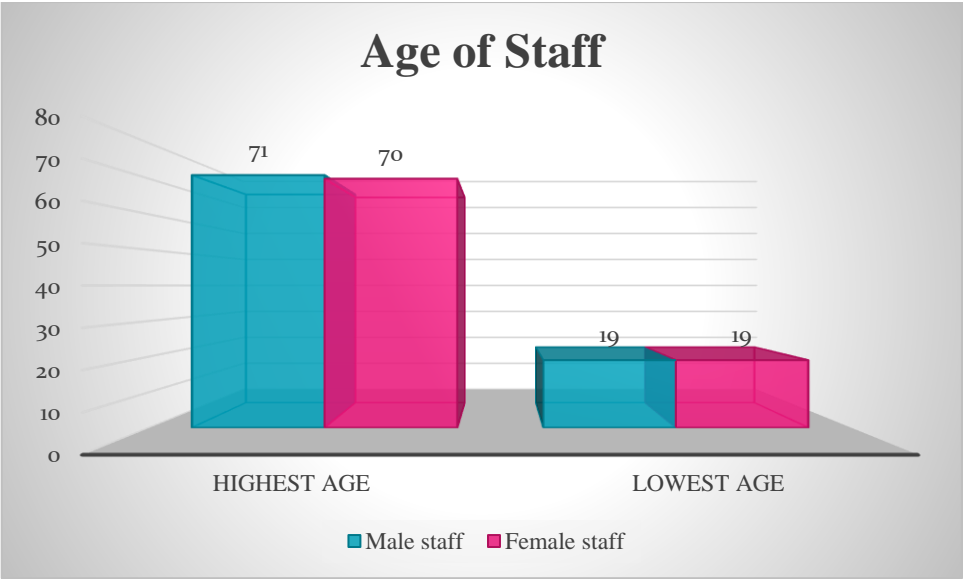


Fig-08: Age differences of Staff and Workers in Masco Group

### **2.3.3 Job Analysis procedure in Masco Group**

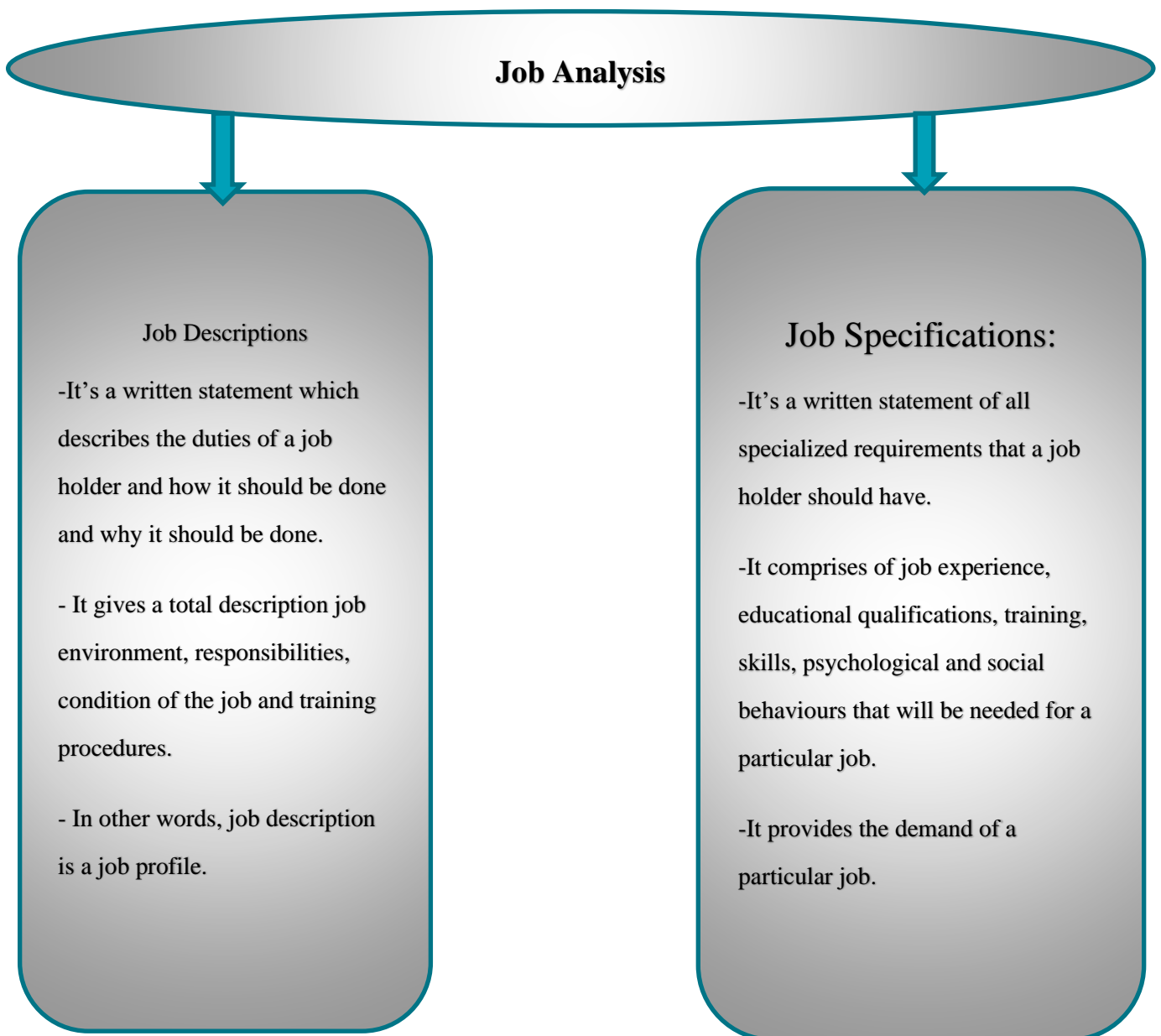
Job analysis is the process to define a particular job description, its duties and requirements. It collects data related to operation of the work. It also provides a detail description of responsibilities about the given job. Masco Group uses the below job analysis parameters:

- Job Title
- Job Number
- Job Department
- Job description
- Job Duties
- Knowledge for required job
- Skill for required job
- Experience required
- Education required
- Age limitation

### **2.3.4 Objectives of Job Analysis in Masco Group**

- The main purpose of job analysis is to find out the right fit between job and employee.
- To provide a detail description of a particular job.
- To figure out the best possible way to perform a job.
- To appoint the best person who fits in all criteria that will be written in a job description analysis form.
- To assess the employees to determine the worth of a specific task.
- To maintain the relation of the job and technology to other jobs.
- To evaluate the job worthiness.

### 2.3.5 Job Analysis includes two subdivisions



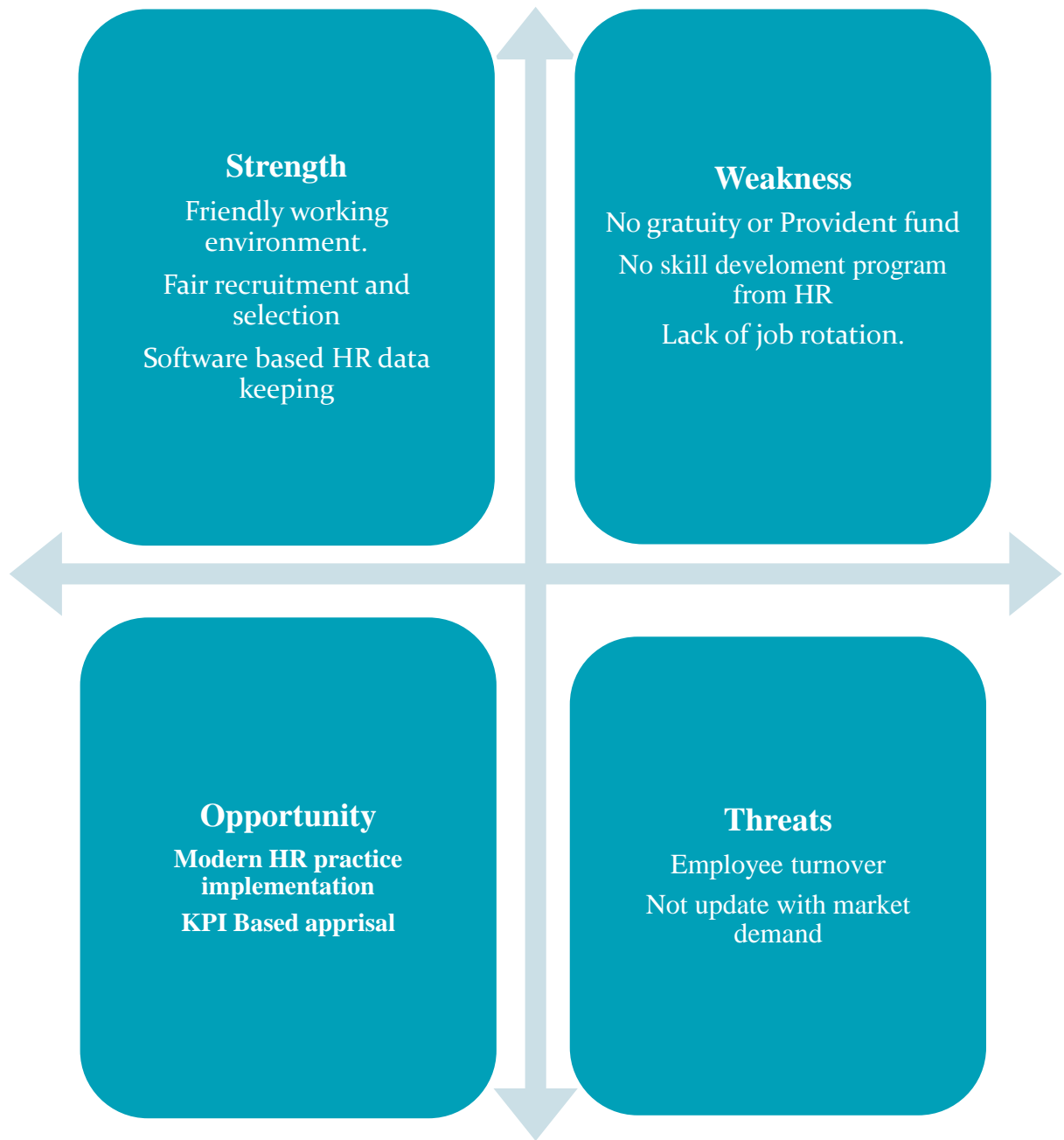
### **2.3.6 Job Requisition Procedures in Masco Group**

A job requisition is a written document that states to request for a hire and as well as mention the value for the role. It's a formal request to fill a position in a company. Some common parameters of a job requisition are used in Masco group stated below:

- Type of requisition.
- Requisition title.
- Requisition number/code.
- The name of the requester and his/her designation.
- Name of the department.
- Details of requisition the status of employment and reason for hiring.
- The preferred starting date.
- Job description.
- Mentioning if the hiring is replacement, reallocation or a new post.
- Names of requisition approvers.
- Total budget for the post.
- Approvals of authorizations.



### 2.3.7 SWOT Analysis of HR in Masco Group



## **2.4 Compliance & CSR:**

### **2.4.1 Social Accountability:**

In today's fast changing global market, it is not only the quality of garments which cherished the retailers and manufacturers but also the working environments of the organization wherein the products were produced. Those are equally important to gain and strengthen consumer confidence and to build-up more reliable relationships with vendors. In other words, specific code of conduct that protects the basic human rights of the workforce engaged in the trade is to be respected to satisfy consumers and to add social value to the product. Basic awareness of the social accountability helps to understand and monitor the compliance part of it in protecting the image of a particular brand of product.

In order to do so, the reputed and leading market players in the garment trade have imposed compulsion on the related factories to achieve those objectives as a condition of the export contract. Even the exports were either withheld or cancelled elsewhere in the event of non-compliance to such issues.

### **2.4.2. Code of conduct:**

Social Accountability standards have been developed by the international organizations such as Fair Labor Association (FLA), Worldwide Responsible Apparel production (WRAP). Council on Economic Priorities Accreditation Agency (CEPAA). The Ethical Trading Initiative (ETI) and Business for Social Responsibility (BSR). Reputed brand buyers in large supply chain have taken the guideline from those organizations and formulated their own standard of COC and also the acceptance criteria. The basic principles of COC have been derived from the principles of international human rights norms as delineated in International Labour Organization Conventions, the United Nations Convention on the Rights of the Child and the Universal Declaration of Human Rights.

### **2.4.3 Nine core areas to be addressed as compliance**

1. Child labour

2. Forced labour
3. Health and safety
4. Compensation
5. Working hours
6. Discrimination
7. Discipline
8. Free association and collective bargaining
9. Management systems

Highlights of typical findings in different aspects of social accountability are described below. This is to understand the actual scenario of social compliance in Masco Group.

**Child Labor & Forced Labor:** Child labor (under 16 years old) is strictly prohibited in Masco Group. No one is forced to work above 8 hours duty in Masco group.

**Discrimination:** Usually Factory management is reluctant to recruit employees from the area where the factory is situated. This is not only to avoid local protests against working condition, but also due to fear of post scenario of a disciplinary case. Thus, there is discrimination in hiring workforce. To comply with social accountability standard, Masco never ever biased toward avoiding local candidate at the time of recruitment

**Disciplinary Practices:** Usually Overtime wages of the workers are deducted as a means of punishment if they could not achieve the daily production target. Masco never ever do so.

In some of the factories in Bangladesh, physical torture is also reported for simple mistakes including no payment of wage whereas Masco arranges training for worker development. Masco don't engage in or support the use of corporal punishment, mental or physical coercion, and verbal abuse. Wages is not deducted as a form of punishment.

#### **2.4.4 Health & Safety**

**Protective equipment:** Employees of Masco group is motivated through training to use gloves and/or masks to the appropriate workers for safety.

**Toilet:** Number of toilets in the production floor is sufficient to cover all the employees of Masco group. Adequate soap and towels are there inside all the toilets.

**Fire extinguisher:** There are adequate Fire extinguishers here in each production unit of Masco Group. Area in front of fire extinguishers is marked on the ground with yellow lines to indicate that the area must be kept clear at all times.

**Smooth evacuation:** Masco put marking on the floor with yellow lines to indicate the evacuation paths. Masco prepare and post evacuation plan at different areas of the factory to facilitate smooth evacuation in the case of emergency.

**Drinking Water:** Masco placed sufficient drinking water closets at a minimum of 20 feet distance from the toilets.

**Electrical Control Panel:** Masco made sure that all the passages and control panels remain unblocked at all times.

**Metal hand gloves:** Masco always supply metal hand gloves to the operators and motivate them to use such protective equipment for safety.

**Freedom of Association and Collective Bargaining:** All employees are permitted.

**Compensation and Working Hours:** Masco Keep record all worked hours in payroll sheets and time cards and shall compensate those correctly.

**No Gender Discrimination:** Masco always allow female workers to work between 7 a.m. to 8 p.m. only with a view to comply with The Factories Act, 1965, Chapter-6, Bangladesh.

**Working Hour:** Masco don't allow anyone to work more than 10 hours per day and 60 hours per week. The duration of 60 hours per week is represented as 48 hours general duty plus 12 hours overtime as per the local law of Bangladesh.

**Over time:** Overtime compensation is double of the basic pay in Masco Group.

#### **2.4.5 Management Systems**

**The Payments of Wages:** Employee salary is cleared within 6<sup>th</sup> of the next month in Masco.

**Working Hour record:** All working hours is recorded in the time card of Masco group.

**Masco always strictly follow the below**

i) Minimum basic salary, ii) Working hours, iii) Overtime calculation, iv) Off day in a week and v) Yearly increment, vi) Casual Leave , vii) Sick Leave, viii) Earn leave encashment if it is not enjoyed.

#### **2.4.6 Corporate Social Responsibility**

The term ‘Corporate Social Responsibility’ or ‘CSR’ is used to define the corporate responsibilities to the society. It identifies and instructs the companies to take their responsibilities to society for their work and business. It is a continuous communal responsibility between company, community, and government to achieve a sustainable social, environmental, and business success.

CSR is welfare of – “Triple Bottom Line: People, Profit and Planet (3P)” -John Elkington in 1994.

The term ‘CSR’ has no generally accepted definition but it is commonly understood as: “doing more than what is required by law” (Buhmann, 2006).

#### **CSR guidelines formulating agencies:**

International Labor Organization (ILO), Universal Declaration of Human, Rights agencies (UDHR); UN Global Compact (UNGC); ISO 26000;World Wide Responsible Apparel, Production (WRAP);Fair Labor Association, Clean Clothes Campaign; Fair Wear Foundation; Fair Trade Label, Control Union/Skal certificate; and, Oeko-tex 100/1000 standard.

### **CSR is necessary –**

For reducing social ‘bads’ such as poverty, human rights abuse and environmental degradation, and increasing social ‘goods’ such as sustainable livelihoods, education and biodiversity, must include overall impact analysis as well as compliance monitoring. To keep a balance between economic and social goals with environmental respect where resources are used in a coherent way and social needs are to be addressed sensibly.

### **CSR practice in Textile and Apparel industry of Bangladesh mainly covers –**

**Working conditions,**

**Social issues (Child Labor), and**

**Environmental issues.**

#### **Working Goals**

- Working hours and transportation
- Fair compensation and benefits
- Discrimination
- Force labor and bonded work
- Workplace, health and safety
- Working environment and management system
- Freedom of association.

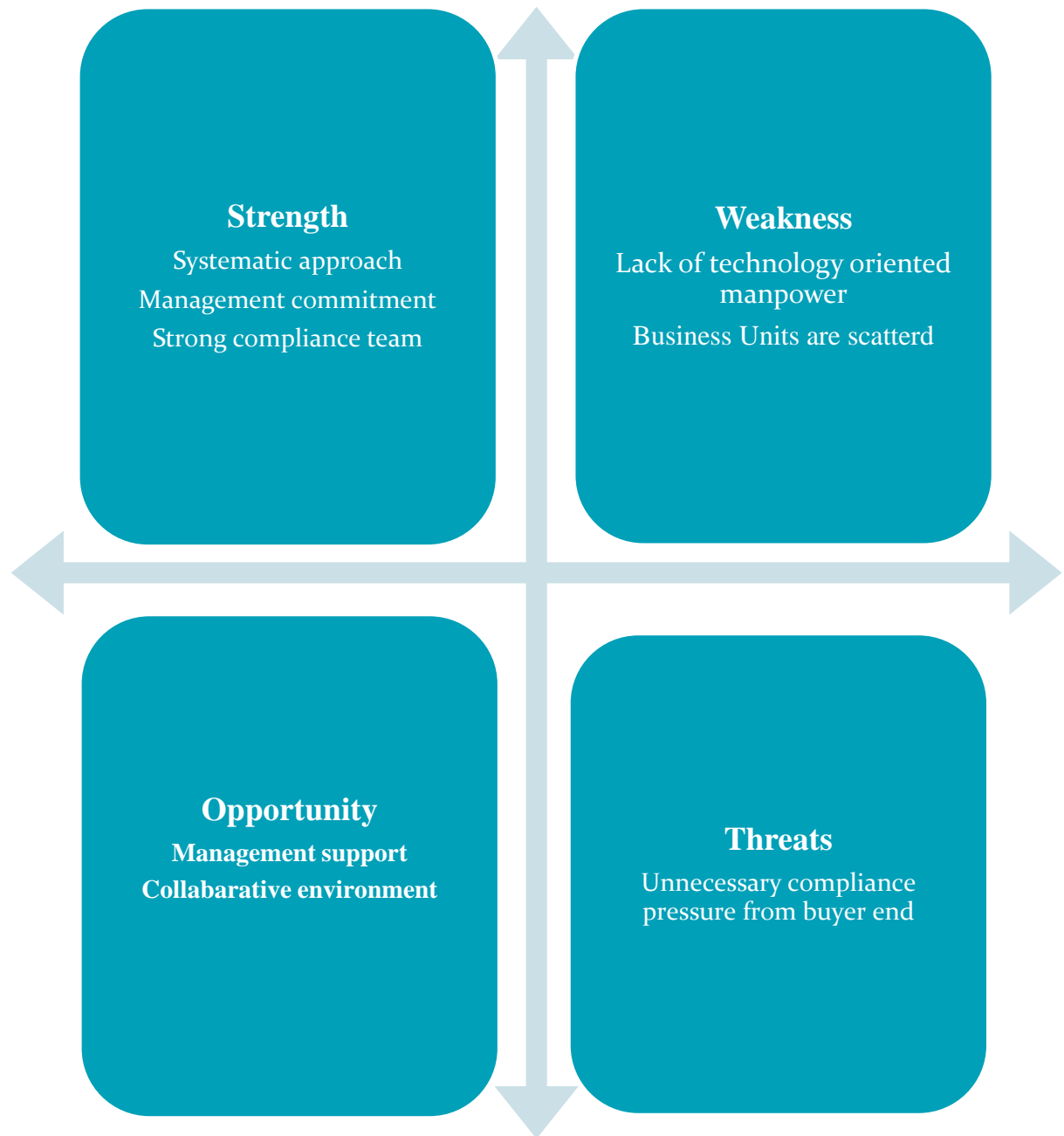
#### **Environmental Issues:**

- Surface water contamination
- Ground water depletion
- Damaged eco-system
- Biodiversity broken down
- Air pollution

#### **2.4.7 CSR Practice in Masco Group**

- No Child labor
- Standard Salary and wages
- Workplace, health and safety
- Safe Working environment
- Mandatory effluent treatment plant (ETP)
- Banned of some toxic dyes and chemicals
- Improvement of socioeconomic conditions & Competitiveness of the industry.
- Scholarship fund in different college/university to support poor but meritorious students
- Napkin facility for Female worker
- Masco School Kanchan
- Donation in School, College, Mosque, Madrasa & other charitable organization.
- Employment of total 17000 people (Stuff & Worker).
- Different employment strategy
- Buyer's involvement

## 2.4.8 SWOT Analysis of Compliance & CSR





## **Chapter-3: Critical Assessment of Internship Work**

### **3.1 Company's Business Plan to sustain its strength:**

Masco group is very aware about its supplier relation & financial position, consider supplier as business partner & taken long term plan to train employees & supplier as well. Masco believe in employee empowerment & practices it as well & good relation with customer & already habituated with fast fashion to attract more customer. We have a track record of almost 100% on time garments shipment. The strong point of the company is professionally skilled people are placed in right seat. Our vision is sustainable continuous development.

### **3.2 Company's Business Plan to overcome weakness:**

Already taken 5years plan, maintaining FIFO & just in time method to keep minimum stock. To minimize covered van problem already purchased some covered van & have 5years plan to be sufficient. Already planned to make a textile hub (with all sister concern in a boundary) in Gazipura shataish area including spinning, knitting and new 25tons polyester and nylon dyeing factory. Started to expand export in USA, Canada, Russia, Japan, Australia etc. Already it is in plan to ensure provident fund & gratuity facilities for each employee.

### **3.3 Company's Business Plan to grab opportunity:**

To grab North/South American market, Russian & Australian market already started business & trying to start in Japan & African Market .There is 5-6 years plan to develop sample & make participation in fair to attract customer. To grab value added product market already lingerie product in development stage. Almost captured 80-85% compliance requirements & hopefully within next 2-3 years Masco will be 100% compliance factory for the betterment of People, environment & to be more liable to customers. Masco Group doesn't have any spinning mills whereas per day yarn consumption around 50tons. Fabric price approximately 45% of FOB garments price and yarn price contribute nearly 55% cost of the fabric price. We also don't have any accessories factories like cartoon, poly bag, and label and for other related accessories. Accessories cost nearly 10% of FOB garments price. So we are missing to earn more profit from spinning and accessories factory also sometimes miss the actual production plan due to delay in-house of goods from suppliers side. If we would have the factories we might control the supply chain timeline more accurately and grasp more order by submitting samples within short time. Masco Group can make better business plan for trendier product making like seamless garments to gain more margin which is very rare in Bangladesh market.

### **3.4 Company's Business Plan to minimize threats:**

Higher the compliance higher the motivated employee & lower the risk in business. To be 100% compliance factory Masco all production unit already taken 2-3 years mega plan. Raw Material & employee wages is increasing & it will continue & a threat in RMG sector.

To train & Motivate employee, 10years development plan is taken where there will be sufficient training session & workshop to make employee expert & smart & thus efficiency will increase. To reduce Employee turnover & to motivate them, it is under approval stage to offer competitive compensation and benefit packages (Provident fund & gratuity).

### **3.5 Strategic 5 years business plan of Masco Group:**

The group is planning to expand the textile business in near future and working on it to be competitive over the years. Currently Masco Group making 100% cotton and cotton blended with other fibres jersey fabrics. Within next two and half years Masco Group going to expand 60 lines garments for filament polyester and nylon based sportswear and active wear. The group also planning to make a textile hub in Gazipura shataish area including spinning, knitting and new 25tons polyester and nylon dyeing factory. They are also going to diversify their business in different areas like LPG gas plant, footwear industry and sports centre within very short time.

### **3.6 Improvement activities in working area:**

#### **3.6.1. Initiative Taken To Improve Profitability in Knitting Area**

Previously we used to make fabric roll of 25 kg in our knitting factory.

Our average total production is 35,000 Kg/Day.

We took one initiative to increase the fabric roll weight to reduce wastage.

Now we make 35 kg roll in our factory.

Previously Total no of 25 kg roll was 1400 /Day

Now total no of 35 kg roll is 1000/day

No of roll reduced 400/day

In every roll .5 m fabrics is not useable from both end.

Fabric saved 400m/Day

If we consider average fabric GSM 160 and Width 1.7 m (68")

Fabrics saved/day  $= (400 * 1.7 * 160) / 1000 \text{ Kg} = 108 \text{ Kg}$

Cost Saved of Fabrics = (Yarn Price + Knitting Charge + Dyeing Charge) \* 108

$= \{ (3 * 85) + 18 + 120 \} * 108 \text{ Tk/day}$

$= 42,444 \text{ Tk/Day}$

Monthly Savings  $= 42,444 * 26 \text{ Tk}$

$= 1,103,544 \text{ Tk / Month}$

Here by changing our work procedure we saved more than 1 million BDT/Month.

### 3.6.2 Performance analysis of different yarn brand

To analyze the performance of different yarn brand we selected one Indonesian yarn brand PT. Embee and another local brand Malek. Collected data at every stage of knitting and dyeing and Garment. Detail as below.

**Table 03: Performance analysis Data**

Section	Variables	30/1 Malek-W9	30/1 PT. Embee-21W	Remarks
<b>Knitting</b>	Machine No	74	74	
	Machine Brand	Top Knit	Top Knit	
	Machine RPM (Speed)	27	27	
	Yarn Breakage	222	80	
	Yarn Breakage/hour	6.7	2.4	65 % lower in PT Embee
	Process loss	0.78%	1.36%	75 % higher in PT Embee
	Average Production per Hour (kg)	17	19	12 % higher in PT Embee
	Hole	18	7	38 % lower in PT Embee
	Fluff Knit	50	33	33 % lower in PT Embee
	Press off	10	5	50 % lower in PT Embee
<b>Dyeing</b>	Color	White	White	
	Process loss	10.19	9.70	0.5 % lower in PT Embee
<b>Garment</b>	Cut pannel Rejection	0.59%	0.52%	

From above table we see that knitting & dyeing performance of PT. Embee yarn is better than Malek yarn tough the Process loss at knitting stage is almost double of Malek.

## **Chapter-4: Conclusion**

Garments is the most growing & foreign currency earning sector in Bangladesh & our economy is mostly depends on Garments sector.

Masco Group started exporting from 1999 and since then is operating its business on its reputation, quality service and relationship of direct contacts with supplier & customers. Masco always strives for protection of their capital as well as ensure highest return and growth of their assets. Masco also strives for best compensation to all the employees who constitute the backbone of the management and operational strength of the company through a pay-package composing salary, allowances, bonuses & other benefits. Masco always tries to optimize profit through conduction of transparent business operations within the legal and social framework and create more jobs with minimum investment.

During my internship I have worked different departments of Masco Group and learned different departmental activities which enhance my knowledge and experience. Through this intern I just go through some clear message that will be very helpful as I am a yarn sourcing concern of Masco group

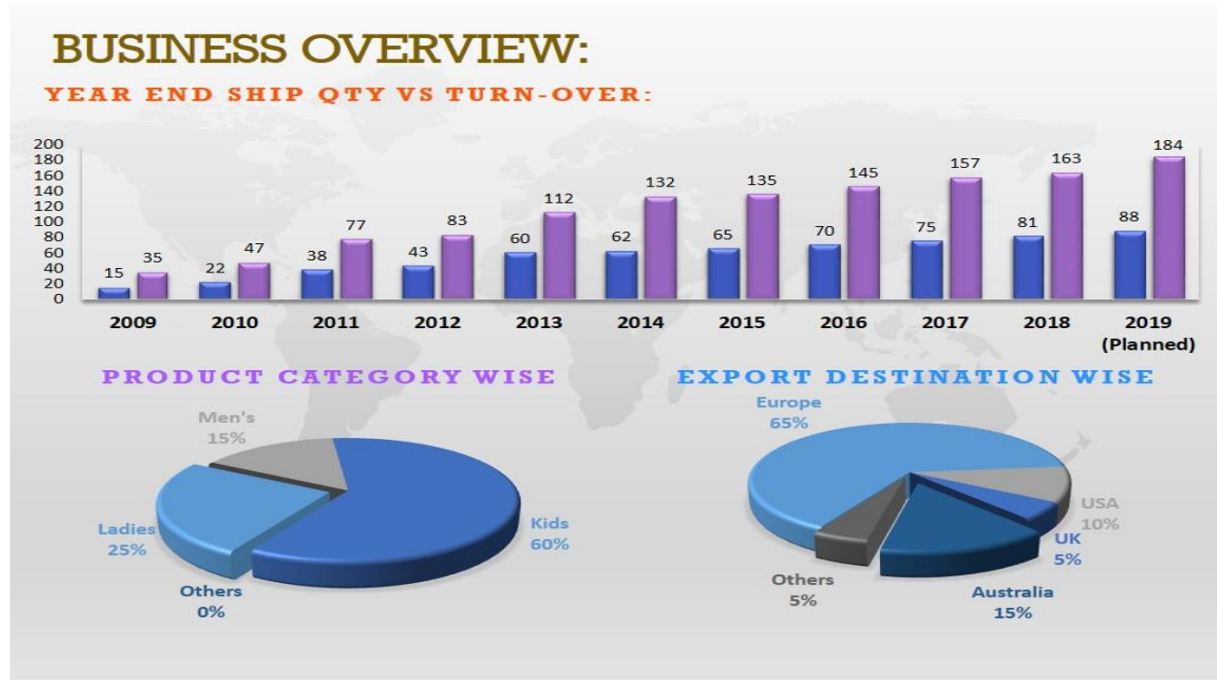
## **Chapter-5: References**

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4. <https://journals.sagepub.com> › home › tri
5. <https://www.researchgate.net> › publication

## Appendixes:

### Appendix 1:

Business Overview of Masco Group which shows quantity vs turnover rate.



### Appendix 2:

Growth Plan of Masco Group.

