

Internship Report
on
Quality Management Procedure of Way Mart Apparels Ltd.

Submitted To:

Md. Shoayeb Noman, PhD
Assistant Professor
Department of Business Administration

Submitted By:

SharnaAkter
ID: 2192011002
Batch 49-A
Department of Business Administration



Date of Submission: 15th December, 2024

Letter of Transmittal

Md. Shoayeb Noman, PhD
Assistant Professor
Department of Business Administration
Uttara University

Subject: Submission of the Report “Quality Management Procedure of Way Mart Apparels Ltd”

Dear Sir,

It is my great pleasure to submit you my internship report on “Quality Management Procedure of Way Mart Apparels Ltd. as a mandatory requirement for BBA program. While conducting the working report, I have gathered extensive knowledge on the subject. Despite various constraints, I finished this thesis report with my best effort given where I working. It would be a great honor for me if you consider this report worthy for my BBA degree.

However, if any clarification, suggestions, directions or recommendations for further improvement of the report, I will be obligate to provide with further explanation. I sincerely hope that you will appreciate my effort.

Sincerely yours,

Sharna Akter
ID: 2192011002
Batch 49-A
BBA Program
Uttara University

Letter of Authorization

This is to certify that SharnaAkter ID: 2192011002 Batch 49-A BBA Program Uttara University has completed the thesis report titled “Quality Management Procedure of Way Mart Apparels Limited successfully under my supervision.

I wish him every success in his life.

Md. Shoayeb Noman, PhD
Assistant Professor
Department of Business Administration
Uttara University

Student's Declaration

I do hereby that the work presented in this Term Paper has been carried out by me and it has not been previously submitted to any other university or organization for an academic certificate or degree.

I further undertake to identify the university against any loss or damage arising from the breach of the foregoing obligation.

Sincerely yours,

SharnaAkter
ID: 2192011002
Batch 49-A
BBA Program
Uttara University

Acknowledgement

First of all, I am very much grateful to the Almighty Allah who gave blessings, courage and ability to prepare this report. I am very much grateful Dr. Md. Shoayeb Noman, Assistant Professor Director, BBA Program for guiding me to complete my thesis report. I am also highly indebted to him for his scholarly and constructive suggestions which were of much assistance to prepare this report on “Quality Management Procedure of Way Mart Apparels Limited.

It was really a great opportunity to work on this topic, and which is really an important and exceptional report. Though I tried my best level, there are some limitations. My ultimate constraint was time. If I could give ample time, I could make it better.

At last, I am extremely sorry for my limitations and constraints that had impact in making report efficient and effective.

Executive Summary

Way Mart Apparels Ltd. sector shows remarkable growth and significant contribution in the country's economic development though product and service qualities are yet a considerable problem to worry about. RMG companies in Bangladesh are not fully aware about the impacts and value of Total Quality Management (TQM) implementation. Actually, they mostly give emphasis on ISO 9000 execution and various researches show that application of this only enhances problems. Researchers argue that effective implementation of TQM practices is a main criteria and predictor of gaining sustainability in business. So, for being competitive in the long run, RMG industry in Bangladesh should focus more on TQM practices rather than taking advantages out of the cheapest labors. As, it is notable to mention that in case of Bangladesh RMG sector, most of the existing literatures give more emphasis and discuss about the infrastructural and strategic matters whereas TQM and Human Resource Management (HRM) practices in an attempt to improve sustainable competitive advantage are still a debate both theoretically as well as empirically. In this aspect, literatures proved that, no previous studies were conducted to verify the association among practices of TQM, sustainable competitive advantage as well as the role of HRM as a mediator to build TQM climate in Bangladesh RMG sector. In order to bridge this gap and to generate a more comprehensive argument, this paper further proposes and aims at providing a tool, a procedural framework, to enhance TQM in various RMG companies operating in Bangladesh via the development of appropriate TQM model which will ensure organizational sustainable competitive advantage where HRM practices will consider as mediating variable. Proposed research direction and conclusion are discussed in conclusion of this research.

Table of Contents

	Topics	Page
	Letter of Transmittal	2
	Letter of Authorization	3
	Students Declaration	4
	Acknowledgement	5
	Executive Summary	6
Chapter One: Introduction		
1.1	Introduction	8-9
1.2	Objectives of the study	9
1.3	Major Difficulties Faced	9-10
Chapter Two: Company Profile		
2	Company Profile	11
2.1	History of the company	11
2.2	Organizational Structure	12
2.3	Mission, Vision, & Objective	12
2.4	Service/Product of the Garments	13
2.5	Market: National and or international	13
2.6	Performance over the 5 years	14
2.7	Department where the intern worked	14
Chapter Three: Data collection and processing (Methodology)		
3.1	Data source 15	
3.2	Data Collection 15-16	
3.3	Analytical Techniques 16	
Chapter Four: Results and discussion		
4	Result & Discussion	19-21
Chapter Five: Internship Experience		
	Internship Experience	22
Chapter Six: Findings, Recommendation and conclusion		
References		23-25

Chapter 1: Introduction

1. 1. Introduction

Quality control in terms of garment manufacturing, pre-sales and posts sales service, delivery, pricing, etc. are essential for any garment manufacturer, trader or exporter. Certain quality related problems, should never be over looked. The consumers want to get high quality products in low price. The products should reach the consumers with right quality depends on the cost. Quality management is the aspect of the overall management function that determines and implements the quality policy. Quality assurance covers all the process within a company that contributes to the production of quality products. The inspection is carried out by representatives of the current production and the result record on control chart. The aim of garment inspection is to visually inspect articles at random from a delivery in order to verify their general conformity and appearance with instruction/description and/or sample received.

Way Mart Apparels Ltd. industry occupies a unique position in the Bangladesh economy. It is the largest exporting industry in Bangladesh, which experienced phenomenal growth during the last 20 years. By taking advantage of an insulated market under the provision of Multi Fiber Agreement (MFA) of GATT, it attained a high profile in terms of foreign exchange earnings, exports, industrialization and contribution to GDP within a short span of time. The industry plays a key role in employment generation and in the provision of income to the poor. Nearly two million workers are directly and more than ten million inhabitants are indirectly associated with the industry. Over the past twenty years, the number of manufacturing units has grown from 180 to over 4000. The sector has also played a significant role in the socio-economic development of the country.

The quota came to an end at 2004 but it continued to show robust performance, competitive strength and, of no less importance, social commitment. RMG's contribution to Bangladesh economy is well known, well appreciated and well respected. Garments industry is the largest export industry for our country and it contributes 75% of total export. The industry is associated with its strength, weakness, threat and opportunity. In 2005-06, the industry faced a great

instability due to the protest of the worker. After that under the state of emergency, the sector enjoyed a stable growth and finally reaches at the matured stage.

1. 2. Objectives of the study

The general objective of preparing this report is to fulfill the requirement of Internship Program as well as completion the BBA Program through gaining the practical job experience and view the application of theoretical knowledge in the real life. The report focuses on two parts. They are:

Broad Objectives

The broad project objective is to analyze the quality management procedure of Way Mart Apparels Ltd.

Specific Objective

In order to reach the broad objective, some specific objectives are identified.

- To know the different aspect of garments industry, its prospects and problems.
- To know the business mechanism of Way Mart Apparels Ltd.
- To analyze the performance of Way Mart Apparels Ltd.

1. 3. Major Difficulties Faced:

To promote and facilitate TQM adaptation in Way Mart Apparels Ltd., this research result will contribute significantly. The levels of service offered by ready-made garments companies in Bangladesh were not always acceptable to customers. However, this study is immensely significant for Way Mart Apparels Ltd. companies as for the growing competition, imposition of various new rules and regulations in global business context. The necessity of this research can be justified. One, almost every organization need to develop a quality environment to ensure the quality performance.

Two, the purpose of the organizations is mainly to variegate the competitive market as well as boost up the export and revenue through quality performance. Three, to cope up with the changing market condition and ensuring quality performance, organizations need to involve

every employee as well as gain commitment. Four, ensuring customer satisfaction is the precondition of business success and sustainability. Five, the importance of group work and an interdisciplinary research was firmly recommended.

As well as the findings of this study will be useful to government and other organizations in Bangladesh that are currently implementing TQM practices, as well as those seeking to establish TQM practices within their systems with the aim of improving performance as well as gaining sustainable competitive advantage of their businesses. The current study offers significant values for practitioners since it has considerable managerial significance. At the same time, this research will be significant in Bangladesh garments sector by offering new insights into the various TQM as well as HRM functions. The results of the study will enable buyers as well as customers to buy products from Bangladesh without worrying about the quality standard of products and services. Clearly, theoretical contribution of this study is significant because the research model will form theoretical and practical variables to relate TQM, HRM practices and sustainable competitive advantage. These initiatives will cover the latest research gap on the implementation of TQM, HRM as well as gaining sustainability in the literature.

Additionally, it is believed that this study can be replicated in other context such as other product and service industries in Bangladesh. Therefore, this study will assist and explore for future research prosperities and opportunities in TQM area of research. Another relevance of this study is to serve as a guide for researchers who focus on quality management to strategize and help maintain competitive advantage of a given government through implementation of TQM practices. Overall, this research can help to build up remarkable understanding of practicing TQM in Bangladesh RMG sector as well as contribute significantly in building the scientific knowledge in the subject of the research area.

Chapter 2: Company Profile

Way Mart Apparels Ltd. is a leading garment manufacturer in Bangladesh. Known for its dedication to quality, sustainability, and ethical practices, Way Mart produces a diverse range of woven and knit apparel for both domestic and international markets.



2.1 History of the company: Way Mart Apparels Ltd. was established in March 2007 and operates as a significant part of the DSL Group in Bangladesh. The factory specializes in the production of woven garments, including denim pants, jackets, trousers, and shorts. Located in Dhaka, the factory has over 400 employees and a production capacity of around 80,000 dozen pieces annually. It is ISO-certified, ensuring compliance with international quality standard Bangladesh. The factory specializes in the production of woven garments, including denim pants, jackets, trousers, and shorts. Located in Dhaka, the factory has over 400 employees and a production capacity of around 80,000 dozen pieces annually. It is ISO-certified, ensuring compliance with international quality standards. Way Mart Apparels primarily exports its products to various international markets. Its managing director, Md. Rafiqul Islam Kazi Shopping Center ,2nd-4thFloor, Progotisarani,kuril,dhaka.

2.2 Organizational Structure: While I couldn't find specific details about Way Mart Apparels Ltd.'s organizational structure, I can provide a general outline based on typical structures in the garment manufacturing industry .Given the nature of garment manufacturing, which often involves a linear production process, a **functional organizational structure** is commonly adopted. This structure groups employees based on their specialized functions or skills.

2.3 Mission, Vision, and Objective:

Mission: To deliver innovative and stylish apparel while ensuring exceptional quality, customer satisfaction, and a commitment to sustainability and ethical production.

Vision: To be a leader in the apparel industry by embracing sustainable practices, fostering a positive work environment, and continuously improving our products to meet the evolving needs of our customers.

Objective: Way Mart Apparels Ltd.'s stated objectives, I can provide a general overview of common objectives in the garment manufacturing industry based on industry trends and best practices.

- **Profitability:** Generating sustainable profits through efficient operations, competitive pricing, and customer satisfaction.
- **Growth:** Expanding market share, increasing production capacity, and diversifying product lines.
- **Quality:** Delivering high-quality products that meet or exceed customer expectations.
- **Customer Satisfaction:** Building strong relationships with customers and providing excellent service.
- **Sustainability:** Minimizing environmental impact and promoting ethical practices.
- **Innovation:** Staying ahead of industry trends by investing in research and development.
- **Employee Satisfaction:** Creating a positive and supportive work environment for employees.

2.4 Service/Product of the Garments: Way Mart Apparels Ltd. is a leading Bangladeshi garment manufacturer offering a wide range of apparel, including like shirts, pants, jackets, t-shirts, sweatshirts, and more.



2.5 Market: National and or international:

Way Mart Apparels Ltd., a leading Bangladeshi garment maker, exports its products worldwide. Here are some potential markets for Way Mart Apparels Ltd.:

National Market:

- Local retailers
- Department stores
- Supermarkets
- Online marketplaces

International Markets:

- The United States
- Europe (United Kingdom, Germany, France, etc.)
- Canada
- Australia
- Japan
- China
- Other countries in Asia, Africa, and South America

2.6 Performance over the 5 years:

Way Mart Apparels Ltd. has shown steady performance over the last five years, focusing on sustainable and ethical manufacturing practices. The factory operates with six production lines and employs around 900 workers. Their production capacity per month includes approximately

40,000 pieces of outerwear and work wear and 125,000 pieces of woven or denim products. The company has also obtained several certifications, including the Organic Content Standard (OCS) and Recycled Claim Standard (RCS), reflecting their commitment to sustainability. In terms of annual production capacity, Way Mart Apparels manufactures up to 80,000 dozen garments yearly, including denim pants, jackets, trousers, and shorts. The factory employs a balanced workforce, with an equal distribution of male and female employees, contributing to their diverse operational strength.

2.7 Department where the intern worked:

In the time of internship period I was worked in Way Mart Apparels Ltd. in HR department. From this department I have collected information of the whole Recruitment & Selection process.

Chapter 3: Data Collection and Processing

3.1 Data source:

Primary Sources:

- **Interviews:** Conduct interviews with key personnel at Way Mart Apparels Ltd., such as management, production supervisors, quality control managers, and employees.
- **Surveys:** Distribute surveys to employees, customers, and suppliers to gather their perspectives on the company's operations.
- **Observations:** Observe the company's production processes, work environment, and employee interactions.
- **Documents:** Collect internal documents like production records, quality control reports, financial statements, and employee manuals.

Secondary Sources:

- **Company Website:** Review the company's website for information on its history, products, services, and corporate social responsibility initiatives.
- **Industry Reports:** Consult industry reports and publications for data on the garment manufacturing sector in Bangladesh and global trends.
- **Academic Research:** Explore academic journals and research papers on topics related to garment manufacturing, quality management, and sustainability.

3.2 Data Collection:

- **Interviews:** Management, supervisors, employees, customers, suppliers.
- **Surveys:** Employees, customers, suppliers.
- **Observations:** Production, work environment.
- **Documents:** Production records, quality control reports, financial statements, employee manuals.
- **Company website:** History, products, services, CSR.
- **Industry reports:** Garment manufacturing in Bangladesh.
- **Academic research:** Quality management in the textile industry.

3.3 Analytical Techniques:

The methodology is crucial for effective reports, as the quality of the outcomes depends on **appropriate** methods. This report utilized practical work, observations, interviews, and document analysis for data collection. **Data collection** was organized and analyzed with the help of Microsoft Excel.

Chapter 4: Discussion of the Study Objectives

4.1 The different aspects of the garments Industry, Prospects, and Problems.

4.1.1 Prospects:

Way Mart Apparel Factory and the broader garment industry have a number of prospects and challenges that shape their operation, growth, and sustainability. Below is an analysis of both the prospects and the problems within the garments industry, focusing on aspects relevant to a typical factory like Way Mart Apparel.

Prospects in the Garment Industry

1. Growing Global Market Demand:

The global demand for apparel is rising, driven by increased consumer spending and the fast fashion trend. Emerging markets like Asia-Pacific and Africa show significant potential for growth due to increasing disposable incomes and urbanization.

2. Diversification of Export Markets:

Expanding into new markets can mitigate the risk of relying on a single region. Free Trade Agreements (FTAs) and Generalized System of Preferences (GSP) arrangements with Europe and North America open up new avenues for garment factories.

3. Technological Advancements:

The integration of automation and Industry 4.0 technologies such as AI, robotics, and smart manufacturing can enhance efficiency, reduce production costs, and improve quality. Digitization in design, manufacturing, and supply chain management is streamlining processes.

4. Sustainability and Eco-Friendly Manufacturing:

Sustainable practices are gaining attention, and companies that adopt eco-friendly methods can gain a competitive advantage. Demand for sustainable clothing and transparency in sourcing is on the rise, encouraging investments in green manufacturing.

5. Vertical Integration:

Many garment companies are increasingly moving towards vertical integration, which includes controlling various stages of production, from raw material sourcing to the finished product. This model helps in reducing costs, ensuring quality, and shortening lead times.

6. Innovation in Textiles and Fabrics:

Smart textiles, moisture-wicking fabrics, and sustainable fibers like bamboo and recycled materials are becoming popular. Factories investing in R&D for advanced materials can differentiate their offerings.

4.1.2 Problems and Challenges in the Garment Industry Labor Issues:

1. Labor-intensive nature: The industry is highly labor-dependent, leading to challenges in maintaining quality control, worker safety, and wage disputes. Labor shortages, especially skilled workers, and increasing labor costs can hurt profitability.

2. Supply Chain Disruptions: The industry often faces supply chain issues due to over-reliance on certain raw material suppliers, political instability, or logistical hurdles. Events like pandemics, natural disasters, or geopolitical tensions can disrupt the supply chain, affecting production timelines.

3. Intense Competition: Competition from countries like Bangladesh, Vietnam, and India has made it difficult for many garment manufacturers to compete on price and quality. The rise of low-cost manufacturing hubs puts pressure on factories to reduce prices, often at the expense of profit margins.

4. Compliance and Regulatory Challenges: Factories have to comply with a multitude of local and international regulations, including labor laws, environmental norms, and safety standards. Meeting these compliance requirements can be costly and time-consuming.

5. Economic Instability: Fluctuations in exchange rates, raw material prices, and the overall economic environment can significantly impact profitability. Trade restrictions, tariffs, and shifts in political landscapes add further uncertainty.

6. Environmental Impact and Sustainability Pressure: Garment manufacturing is often criticized for its environmental footprint, including water pollution, chemical waste, and carbon emissions. Pressure from both consumers and regulators to adopt sustainable practices is rising, requiring investments in eco-friendly processes.

7. Technological Lag: Smaller factories may lack the capital to invest in the latest technologies, making it difficult to compete with larger players who have automated systems and data-driven operations. Slow adoption of technology can result in lower productivity and higher costs.

8. Shifting Consumer Preferences: Consumers are becoming more conscious of product origins, sustainability, and ethical manufacturing. Fast fashion trends are declining in favor of long-lasting, high-quality garments, impacting factories that rely on mass production.

4.2 The business mechanism of Way Mart Apparels Ltd:

Way Mart Apparels Ltd. operates by designing and developing fashionable apparel, sourcing quality raw materials, and manufacturing garments either in-house or through outsourcing. It distributes products via retail stores, online platforms, and wholesale channels, supported by effective marketing strategies and supply chain management. The company emphasizes ethical practices, regulatory compliance, and sustainability to ensure quality and long-term growth.

Listening to Customers: They talk to customers to find out what they want and need.

Designing Clothes: They draw pictures and make samples of the clothes.

Finding Materials: They buy the right stuff to make the clothes, like fabric and buttons.

Making the Clothes: People cut, sew, and finish the clothes.

Checking for Quality: They make sure the clothes are good before they sell them.

Packing and Shipping: They put the clothes in boxes and send them to stores.

Root Cause Analysis:

- **Investigate Defects:** When quality issues arise, conduct a thorough root cause analysis to determine the underlying causes.
- **Implement Corrective Actions:** Develop and implement corrective actions to address the identified root causes and prevent recurrence.

Continuous Improvement:

- **Set Quality Goals:** Establish clear quality goals and targets.
- **Implement Quality Initiatives:** Implement initiatives such as Six Sigma, Lean Manufacturing, or Total Quality Management (TQM) to improve quality processes.
- **Monitor and Review:** Continuously monitor quality performance and review the effectiveness of improvement initiatives.

Key Areas for Focus:

- **Material Quality:** Ensure that the materials used in production meet the required standards.
 - **Process Efficiency:** Optimize production processes to minimize defects and waste.
 - **Employee Training:** Provide adequate training to employees to enhance their skills and knowledge.
 - **Supplier Management:** Work closely with suppliers to ensure they provide high-quality materials and components.
 - **Customer Feedback:** Actively seek and address customer feedback to improve product quality.
- By following these steps and focusing on continuous improvement, Way Mart Apparels Ltd. can enhance its quality performance, increase customer satisfaction, and strengthen its competitive position in the garment industry

4.3 To analyze the performance of Way Mart Apparels Ltd.

To analyze the performance of Way Mart Apparels Ltd., I would need to consider several aspects, including financial performance, operational efficiency, market position, and other relevant metrics. Here's a framework to conduct such an analysis.

1. **Financial Health:** Assess revenue growth, profitability (gross/net margins), and cost management. Ensure liquidity (current ratio) and low debt levels (debt-to-equity ratio).
2. **Operational Efficiency:** Check inventory turnover, production costs, and supply chain effectiveness.
3. **Market Position:** Evaluate market share, brand reputation, and competitive performance compared to peers.
4. **Strategic Moves:** Look at expansion, sustainability initiatives, and technology investments.
5. **Industry Context:** Analyze economic and industry trends affecting demand, costs, or regulations.

Chapter 5: Internship Experience

My internship at Way Mart Apparel Factory Ltd. provided invaluable insight into the quality management procedures in the garment industry. The factory's quality management system was rooted in a structured, multi-step process that emphasized maintaining high standards to ensure customer satisfaction and minimize production errors.

Key Aspects of the Quality Management Procedure:

Initial Quality Planning: The process began with thorough planning where quality expectations were set. This involved collaboration between the design, production, and quality assurance (QA) teams to align on specifications, such as fabric quality, stitching standards, and finishing details.

Supplier Quality Control: The factory worked closely with suppliers to ensure the raw materials met predefined quality standards. Regular audits and sample checks were conducted before materials were accepted into the production line.

In-Process Inspections: Quality control didn't stop at the material intake. The factory maintained in-process inspections at various stages of the production line. This step was crucial for catching any defects early and reducing wastage. Inspectors would check seam strength, measurement accuracy, and overall adherence to design specifications.

Standardized Work Procedures: A key part of quality management was the use of standardized procedures for every task. This ensured consistency across different production batches and minimized human errors.

Continuous Improvement Initiatives: The factory embraced a continuous improvement culture, with regular team meetings held to analyze defect data and adjust processes as needed. Training sessions were also conducted to keep staff updated on quality standards and best practices.

Chapter 6: Findings, Recommendation & Conclusion

6.1 Findings:

Following are the findings of the study on Way Mart Apparels Factory Ltd:

1. Operational Efficiency

Productivity Levels: Assess the productivity of the factory, including throughput times, and any areas where bottlenecks may occur. Machinery and Equipment Utilization: Evaluate the usage, maintenance, and condition of equipment. Underused or outdated machinery can impact productivity.

2. Quality Control

Defect Rates: Examine the rate and types of defects. High defect rates could indicate issues in the production process or materials. Inspection Procedures: Assess how inspections are conducted and at what stages to catch issues early. Customer Feedback: Consider any customer complaints or returns related to quality issues.

3. Supply Chain and Inventory Management

Raw Material Sourcing: Review the reliability of suppliers, lead times, and the quality of incoming materials. Inventory Turnover: High or low inventory turnover can impact cash flow and indicate overstocking or understocking issues. Logistics and Delivery Timelines: Evaluate the ability to meet delivery deadlines, including any disruptions or delays.

4. Compliance and Sustainability

Labor Compliance: Ensure adherence to local labor laws, including working hours, wages, and worker safety. Environmental Impact: Assess waste management, water usage, and energy efficiency. Sustainability Practices: Evaluate sustainable practices such as fabric choices, recycling, or waste reduction initiatives.

5. Technology and Innovation

Automation: Look into the adoption of automation or advanced manufacturing technologies.

Data Analytics and Monitoring: Evaluate the use of data and monitoring systems for tracking production metrics and predictive maintenance.

Product Development Capabilities: Assess the speed and flexibility in developing new designs to respond to market trends.

6.2 Recommendations:

- **Streamline Production Processes:** Conduct an operational audit to identify bottlenecks and areas for automation, potentially reducing lead times and increasing output.
- **Enhance Quality Control:** Implement stricter quality checks, especially during peak production periods, to maintain consistent standards and reduce returns.
- **Strengthen Financial Monitoring:** Implement regular financial reviews to track expenses, explore cost-cutting measures, and ensure cash flow stability.
- **Expand Sustainability Initiatives:** Adopt eco-friendly materials and sustainable practices to enhance brand appeal and open new market opportunities.
- **Invest in Employee Development:** Develop training programs and encourage skill development to improve productivity and reduce turnover.

6.3 Conclusion:

Way Mart Apparels Factory Ltd. has growth potential, but it may benefit from refining operations, strengthening quality control, and adopting sustainability practices. Financial stability and market positioning are critical to sustaining growth and meeting evolving customer expectations.

References:

- <https://dslgroupbd.com>
- <https://www.dslgroupbd.com>
- <https://www.coreties.com>
- <https://www.importyeti.com>
- <https://www.importgenius.com>
- <https://www.dslgroupbd.com>
- <https://bbs.fobshanghai.com>