

Thesis Report on
Management Practices of PRAN-RFL Group

Submitted by:

Name: S. M. Imran

ID: EMBA 1903018009

Program: Executive Master of Business Administration

Major: Management

Semester: Fall 2020

Submitted to:

Department of Business Administration

Sonargaon University (SU)

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



Sonargaon University (SU)

Dhaka- 1215

Date of Submission: February 03, 2021

Thesis Report on
Management Practices of PRAN-RFL Group

Submitted by:

Name: S. M. Imran

ID: EMBA 1903018009

Program: Executive Master of Business Administration

Major: Management

Semester: Fall 2020

Submitted to:

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University (SU)

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



Sonargaon University (SU)

Dhaka- 1215

Date of Submission: February 03, 2021

Letter of Transmittal

February 03, 2021

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University (SU)

Subject: Submission of thesis report.

Dear Sir,

With humble honor and respect, I am submitting my thesis report on “Management Practices of PRAN-RFL Group”. As per partial accomplishment of the requirements for the EMBA degree, I have completed internship from “PRAN-RFL Group” [As per partial accomplishment of the requirements for the EMBA degree, this thesis has been carried out] under the supervision of you.

This report is an integral part of our academic courses in completion of the EMBA 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,

S. M. Imran

EMBA 1903018009

Executive Master of Business Administration

Sonargaon University (SU)

Certificate of Supervisor

This is to certify that the thesis paper “Management Practices of PRAN-RFL Group” has been prepared as a part of completion of the EMBA program from Department of Business Administration, Sonargaon University (SU), carried out by S. M. Imran, bearing ID: EMBA1903018009 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 S. M. Imran, a student of Executive Master of Business Administration, ID: EMBA1903018009 from Sonargaon University would like to solemnly declare here that this report on “Management Practices of PRAN-RFL 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 awarding any degree, diploma or certificate.

Sincerely Yours

S. M. Imran
ID: EMBA 1903018009
Program: EMBA
Major: Management
Semester: Fall 2020

Letter of Authorization

Certified that this project report titled “Management Practices of PRAN-RFL Group” is the bonfire work of S. M. Imran, 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

Sonargaon University (SU)

Abstract

As a part of academic requirement and completion of EMBA program, I have been assigned to complete thesis report on “Management Practices of PRAN-RFL 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 an unbiased report.

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

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

After that I tried to shed a light on the Management structure of PRAN-RFL Group. All the functions of all departments are briefly described here. After that I continue on the main focus of the report “Management Practices of PRAN-RFL 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.

Summary

PRAN-RFL Group is a Leading company in Bangladesh. It is the largest private section industrial conglomerate in Bangladesh. Their strategic strengths include strong recognition of their brands. They started their operation in 1981. Manufacturing product under the licenses of BSTI, Bangladesh and now have grown to become nation, some of the heading food products manufacturing companies. Supplying more than 40% of county's total food products need today "PRAN-RFL Group" manufactures. They market their bonds through their own professional sales and marketing terms in African, South Asian, and other markets. They also supply their products to owned hospitals and institution in many countries.

Table of Contents

Chapter-1	Introduction	Page no.
1.0	Introduction	2
1.1	Scope of the Report	2
1.2	Objective of the Study	3
1.3	Methodology	3
1.4	Limitations of the Study	4

Chapter-2	Profile of the Organization	Page no.
2.0	Company Profile	6
2.1	Corporate Mission of PRAN	6
2.2	Current Situation	7
2.3	The Business of PRAN	8

Chapter-3	Theoretical Framework	Page no.
3.0	Introduction	14
3.1	Planning	14
3.2	Features of planning	15
3.3	Organizing	15
3.4	Directing	17
3.5	Controlling	17
3.6	Forms of Control	19
3.7	Operations Management	20
3.8	Management Concepts	21
3.9	Briefs History of Operations management	22
3.10	Forms of Operations Management	23
3.11	Tasks of Operations Manager	25
3.12	Operational Risk	25

Chapter-4	Analysis of the Study	Page no.
4.1	Management Practices of PRAN-RFL Group	27
4.2	Facility Level of Management	28
4.3	Roles and Responsibilities	30
4.4	Management Programs	31
4.5	The Role of Management Practices for Enhancing Productivity	31
4.6	Marketing Strategy of PRAN-RFL Group	32
4.7	Customer Analysis	33
4.8	Marketing Mix of PRAN-RFL	34
4.9	SWOT (Strength/Weakness/Opportunity/Threat)	35
4.10	Achievement	39

Chapter-5	Findings	Page no.
5.0 Findings		41

Chapter-6	Recommendation & Conclusion	Page no.
6.1 Recommendation		43
6.2 Conclusion		43

	References	Page no.
References		46

CHAPTER – 1

INTRODUCTION

1.0 Introduction

PRAN-RFL Group was started journey in 1981. This is view Observance in corporate mission of the Group they contain over the years expand their behavior in several areas. PRAN-RFL is biggest asset their expert team management and dedicated workforce. PRAN-RFL“ started its operation in 1981 as a processors fruit and vegetable in Bangladesh. Over the years, the company has not only grown in stature but also contributed significantly to the overall socio-economic development of the country.

PRAN-RFL is Bangladesh's major farmer and processor of fruits and vegetables. Their contract growers cultivate the choicest fruits and vegetables, which are processed in their modern and hygienic factories to highest quality & international standards. PRAN-RFL Group founded 28 years ago by many entrepreneurs with experience in the product market of Bangladesh. Different types of products progressively more popular today, forecasts suggest that annual sales of such products will grow at more than 49 percent for the next 3 years. Because our population is increasing day by day and products needed is also increasing. To gain market share in this environment, PRANRFL must carefully target specific segments with features that deliver benefits value by each customer group.

1.1 Scope of the Report

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

1.2 Objective of the Study

The main objective of this thesis report is to describe the “Management practices of PRAN-RFL Group”.

Objectives:

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

1.3 Methodology

The core objective of selecting the topic is to better understand the beverage industry and its respective managerial strategies. PRAN-RFL came into the food & beverage industry only a few years back. The objective of my thesis report was to identify whether the evaluating managerial strategies used by PRAN-RFL 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 PRAN-RFL, ratio analysis has been done and graphs and charts are given to show the results. This is a 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.

1.4 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

2.0 Company Profile

History of PRAN

PRAN-RFL Group stands for Programmed for Rural Advancement Nationally. In Bangla "Progoti Rupayone Agrani Noboddom". PRAN GROUP was instinctive in 1980. Keeping in view the commercial task of the group they have over the years diversify their activities. Today they are the biggest processors of fruits & vegetables in Bangladesh. They encourage contract farmers and help them grow quality crops with augmented yields and to obtain fair prices. The Group comprises of 10 companies. The head offices are located at Dhaka with production facilities around the country. Their management is modern personalized to our atmosphere& culture. Their largest asset is their competent team of hands-on-mangers &committed employees. Agricultural Marketing Co Ltd-PRAN-RFL is the first food dispensation company in Bangladesh to achieve the impressive dissimilarity ISO 9001:2000 certification for their quality management system. This ultimate certification ensures that PRAN-RFL Products reach the consumers table maintaining the highest level of quality. I addition to ISO, PRAN-RFL has got worldwide certifications like HALAL & HACCP. They have set their goal as; "Be Number One". It means that they are always trying to give their customers the best product which will be in the number one position eventually. For this goal they give their best potential labor in every stage.

After serving the millions at home successfully, PRAN-RFL has focused on exports to serve the billions. At present PRAN-RFL is the largest exporter of agro-processed food items of Bangladesh. In recognition of the extraordinary performance in export PRAN-RFL has achieved the best processed agro food exports trophy for the three last consecutive years. Currently PRAN-RFL products are regularly being exported to 142 countries of the 6 continents all over the globe. Major export markets are Asia, Middle East & Africa.

2.1 Corporate Mission of PRAN

Poverty and Hunger Are Curse: PRAN-RFL Food's Mission is to never compromise with quality, towards retaining the position of market leader and sustaining it, and then reach the global market. Today PRAN's typical Bangladeshi taste has been well accepted throughout the world.

Employment and earn dignity and self-respect for their compatriots through their profitable enterprises. Today Bangladesh is a growing market and having competition from all over the world. We take competition as an opportunity to prove ourselves. It also helps us in improving our quality continuously. This enables us to serve you better through Continuous Quality Improvement.

PRAN Food dedicates its perpetual life to serve the mankind by providing them with the best possible food, as it is the primary necessity of mankind. And it is for the kind acceptance of people that Ahmed has come so far.

Our Vision

Improving Livelihood

2.2 Current Situation

“PRAN” is currently one of the most admired food & beverages brand among the millions of people of Bangladesh and other more than 140 countries of the world where PRAN-RFL Products are regularly being exported. All the PRAN-RFL products are produced as per international standards maintaining highest level of quality at every stages of its production process.

PRAN is currently producing more than 800 food products under 10 different categories i.e. Juices, Drinks, Mineral Water, Bakery, Carbonated beverages, Snacks, Culinary, Confectionery, Biscuits & Dairy. The company has adopted ISO 9001 as a guiding principle of its management system. The company is complaint to HACCP & certified with HALAL which ensures only the best quality products are reaches to the consumers table across the Globe.

2.3 The Business of PRAN

PRAN agriculture marketing company limited has controlled the nine individual Business Units on their umbrella.

- ✓ Agricultural Marketing Company Limited (AMCL)
- ✓ PRAN Foods Limited (PFL)
- ✓ PRAN Agro Limited. (PAL)
- ✓ PRAN Agro Business Limited (PABL)
- ✓ Bango Agro Processing Limited (BAPL)
- ✓ PRAN Dairy Limited (PDL)
- ✓ PRAN Beverage Limited (PBL)
- ✓ PRAN Confectionery Limited (PCL)
- ✓ PRAN Exports Limited (PEL)

2.4 Location of the Markets

PRAN agriculture marketing company has spreading their product all over the country and they launch 177 products in the consumer market. Locations of the markets are: Narsingdi, PRANRFL Dairy, PRL, AMCL, PBL, PC, PEL, Ghorashal, Rangpur, RFL, BAPL (Rice), Natore, PAL, PABL, Chittagong, PRAN-RFL Tea, Al- Mostafa Bread & Biscuit (Pvt.) Ltd (Sub-contract- Biscuit), Fulkoli Food Products (Sub-contract- Biscuit), Bramhon Baria, Ratan Foods Ltd. (Sub-contract- Biscuit).

Our Inception

Bangladesh is known as the country of six seasons. It has an ideal weather for agriculture and hence, the cultivation of fruits and vegetables. The opportunity to utilize this scope for business inspired the late Amjad Khan Chowdhury to put his mastery to excellent use. He had a vision that would not only serve the society and its people, but would also create a business that would redefine the food manufacturing industry. And thus, PRAN was born in the year 1981. A successful period of 5 years led to the diversification of PRAN's operations into agriculture in 1986 through contract farming, with the coordination of AMCL, (Agriculture Marketing Company Limited).

PRAN further cemented its place in the industry through a food processing plant at Ghorashal in 1992. Coming through this period of endeavor, PRAN has now established itself as one of the top manufacturing companies and has set the grounds for development for any potentialities.

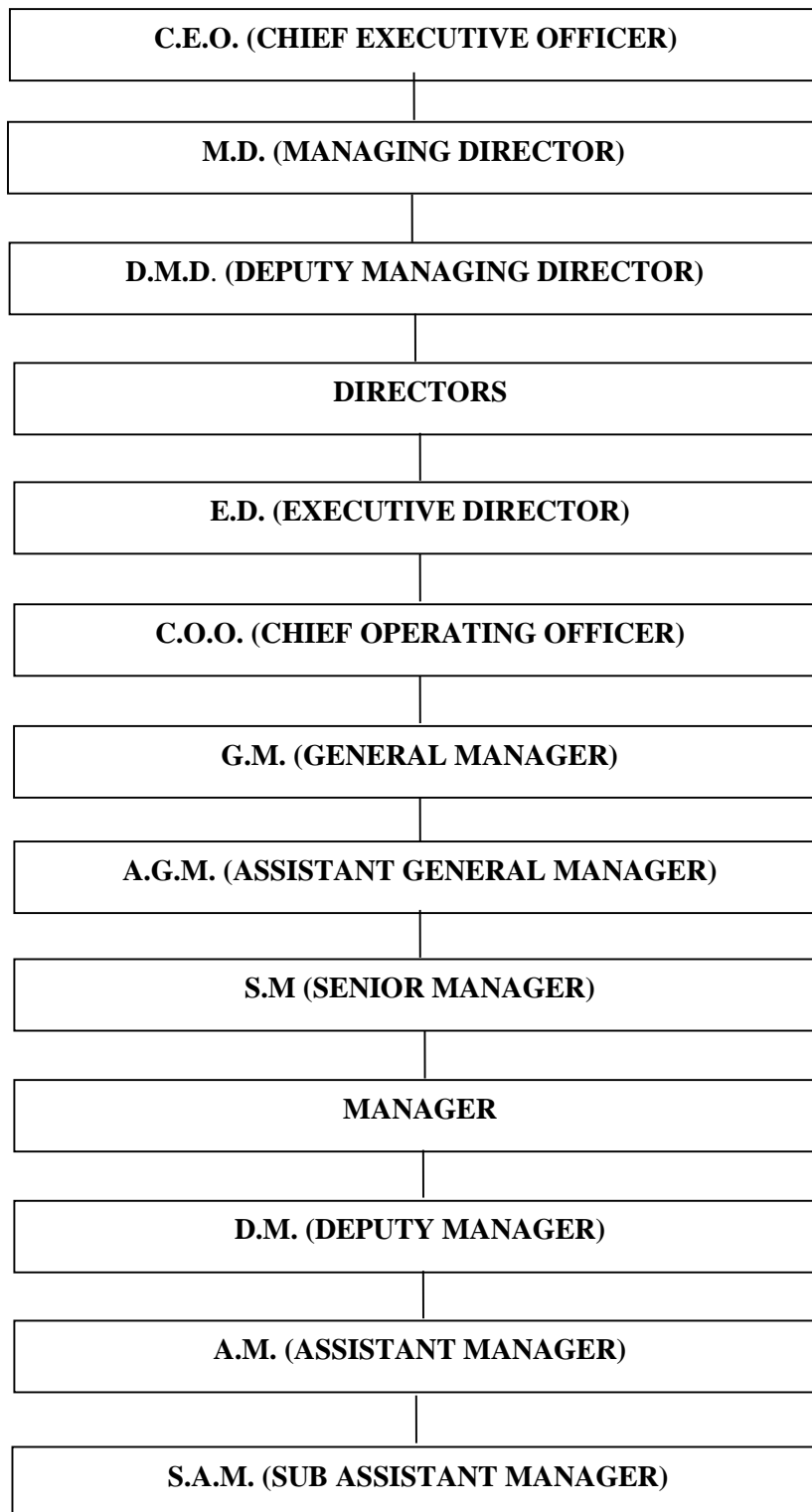
PRAN in Society

The establishment of PRAN was based on the vision of providing products that enhance health, nutrition, and well-being of society. Along the way it has contributed to increased rural livelihood in its domestic country, improvement in the standard of living, a boost of the national foreign reserve and employment generation. PRAN is keenly aware of its responsibility for society and this awareness is reflected in its activities.

PRAN Food's principal source of raw food material is contract farming. It greatly contributes to an economic improvement of rural livelihood by means of employment generation and overall improvement of the condition of the rural localities. Growers are provided with quality inputs (seeds, fertilizers, pesticides), improved and advanced cultivation techniques, access to finance, crop insurance, advanced storage and collection system and access to the international market for their products.

PRAN believes in providing benefits that are sustainable in the long-run. The provision of tools, knowledge, and finance nurture self-sufficiency. Also, PRAN supports the farmers working by providing them with financial assistance on every level.

ORGANOGRAM OF PRAN-RFL GROUP



CHAPTER – 3

Theoretical Framework

3.0 Introduction

Management is a dynamic system of creating an enabling environment where goals of an Organization can be achieved. 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.

3.1 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.

(Louis E. B. Et al 1987) posit that “Planning is a process by which managers set objectives, assess the future, and develop courses of action designed to accomplish these objectives.

3.2 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.

3.3 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. 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. 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. 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. Unity of Command.
- 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. 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.

3.4 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.

3.5 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.

3.6 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 provides information about the results of operation, and people’s performance.

3.7 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 to many serious societal problems such as resource scarcity, [periodic] inflation, and declining productivity”.

Barnett (1996) sees Operations Management as ‘concerned with the efficient conversion 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.

3.8 Management concepts

A manager needs to understand a few simple ideas to employ the five basic operations. These concepts are essential to ensure their team comes together to reach the business’ goals:

- **Control:** Employees of an organization need to understand the goals that they are aiming for as well as the measurement that will be used to determine whether they have been successful. Different staff members in a company have different roles that entail separate levels of responsibility. A manager must have control over what the members do, how they do it and how to measure their progress.

- **Planning:** The best managers know that planning is critical before the implementation of any strategy, but it is also an ongoing activity. Planning does not end when implementation begins. Rather, management needs to be prepared to answer the questions of who, what, when and where a team is working to implement the organization's mission. Planning should include selecting objectives as well as implementing them.
- **Staffing:** Staffing is an underappreciated but crucial function of management. Managers need to ensure that they have the right people for the job, but they also need to pay attention to issues like organizing workplace policies. The company needs to retain the best talent by providing incentives such as benefits, paid time off and a thorough training program.

3.9 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.’’

3.10 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 an 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.

3.11 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

Frank R. Et al (2007) (pg 6) highlighted the task of Operation Manager above.

The Operation Manager should be equipped as to ensure good quality product that would be competitive advantage to meeting consumers' needs. He should thereby ensure Total Quality Management.

He should ensure that products and services are provided at the earliest possible time so as not to cause disappointment to the consumers.

In place of dependability should focus on how the Organization is strong enough to keep to the promises of its customers. The Operation Manager should ensure flexibility of product that would be able to meet changing situations.

The Operation Manager should be able to determine the right cost suitable for the Organization's product. This cost is such that it would be highly competitive to face external forces.

3.12 Operational Risk

Samad-Khan found that Operational risk, broadly speaking, 'is the risk of loss from an operational failure. Operational risk permeates all aspects of the risk universe — that is to say it overlaps with and exacerbates all other types of risks, such as market, credit, liquidity and underwriting risk. In fact, in the absence of operational failure, the other risks are much less significant''.

CHAPTER – 4

Analysis of the Study

4.1 Management Practices of PRAN-RFL 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 ESMS Team needs to consult with people from all levels of the company, including workers, supervisors and managers.

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

PRAN has a manager teams for PRAN's operations who reports to the Chief Financial Officer and Managing Director for the PRAN business. They has overall responsibility for implementation of the PRAN 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.

PRAN 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 PRAN 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 PRAN 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 PRAN 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 control procedures.

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 PRAN's 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.

PRAN 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.

PRAN's 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, PRAN will apply and obtain the environmental clearance certificate (ECC) for its operations.

Overall, key risks associated with the operations of PRAN 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 PRAN facility, each PRAN facility will develop and implement programs consisting of a set of mitigation and management measures to comply with PRAN's 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.

4.6.0 Marketing Strategy of PRAN-RFL Group

PRAN-RFL is currently most well-known food and Beverage Company in Bangladesh. They are now the market leader of food & beverage sector in the market position of Bangladesh. They always try to maintain some product standard like HACCP, HALAL and 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. PRAN-RFLs 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.

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

- Different category of foods & snacks in urban & rural area.
- 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 products.

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.

4.7.1 Customer Analysis

4.7.1.1 Market Segmentation

This group of consumer who has distinct needs, behavior demands and who requirement findings or analyze their separate products or marketing mixes. For example: The people of different age who have to choice of PRAN mango juice as like as the young generation choose PRAN joy juice or the children chooses PRAN junior juice.

4.7.1.2 Target market

PRAN-RFL Group intention the middle class people who want verified taste food buy low price. 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.

4.7.1.3 Market Positioning

PRAN-RFL 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. For example: To position desirable place for the Mango Bar as a taste of the happiness of their childhood, in the mind of each and every consumer.

4.8 Marketing Mix of PRAN-RFL 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

PRAN-RFL 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 a quality 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 (Strength/Weakness/Opportunity/Threat):

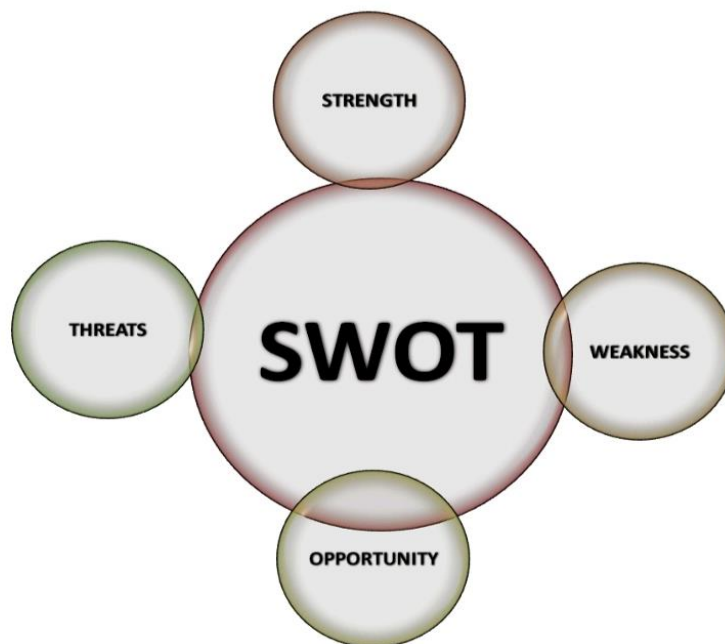


Figure: SWOT Analysis of PRAN

Strengths:

1. Brand image: The main strength of PRAN-RFL is brand image in the field of juice is PRANRFL mango juice. It comes to the market by pure local mango and in a favorable price. Now they are exporting PRAN-RFL in abroad. When they think about juice obviously they think because PRAN-RFL uses local fruits as ingredients and they maintain quality. PRAN-RFL has huge foods & drinks Variety.

2. Attractive packaging: For PRAN-RFL use a bottle with attractive shape as well it is leak proof. The bottle is not much heavy like other competitors. The firm ensures leak proof product and product taste will remain same overtime.

3. Availability: As a consumer if I have to struggle to get a product from the market then obviously I will not further go for that. So keep in mind about market demand PRAN-RFL ensures PRAN-RFL availability in all macro cities of the country. For the PRAN-RFL it ensures one get enough amount of juice even in the remote island of Bangladesh.

4. Affordable Price: As a consumer if a product price is not affordable for me or if others charge lower, then apparently I will go for consuming others product. So that's why PRAN-RFL is affordable for anyone and as well quantity product.

5. Event marketing: To enhance and make consumers aware about PPRAN-RFL mango juice different types of event marketing taken into account. PRAN's main event is "PRAN-RFL Competition".

6. Sponsorships: Different types of Cooking Program presented in various channels of television have been sponsored by PRAN-RFL. Moreover in Bangladesh PRAN-RFL sponsor different cooking schools, sponsor women sports, women's conference, meetings and so on.

7. Adaptability with consumers' preference: The Company always collects consumers' feedback based on that they add or remove ingredients if needed more over search information are the consumers ready to taste a completely new item.

8. Local ingredients: PRAN-RFL always try to use totally local ingredients to produce juice and any other product. The Company considers local ingredients as customer preferences as well as better quality.

Weaknesses:

It is the portion where the firm has lacking. Some are inherited from the environment.

PRANRFL tried its best to transform the weakness into strength and in some field. It is capable of some inadequacies of PRAN-RFL is given below.

- 1. Reaching root levels:** The main consumers of PRAN-RFL are the city dwellers. So it is still unable to spread product to the root levels of the country.
- 2. New regulation set by BSTI:** BSTI (Bangladesh Standard Testing Institution) set a new rule for producing juice that the firm cannot use only the meat of fruits. Mango of Bangladesh is so vulnerable against insects. So the firm has to take mango from Rajshahi. Moreover raw materials are not available all over the season.
- 3.** Common advertising for all types of foods or drinks.
- 4.** Low advertisement.
- 5.** Confusing advertising.
- 6.** Market size is small.
- 7.** Distribution is time consuming.

Opportunities:

It indicates the fields where the company can expand its business. Moreover company is now designing its PRAN-RFL according to the taste and choice of the people of different countries.

As a result PRAN-RFL exports PRAN-RFL for the people of Saudi Arabia. By focusing on this company can profitably satisfy customers.

Some opportunities are given below:

- 1. PRAN-RFL outside the country: From the year 2003 PRAN-RFL started its exporting business outside the country.** Its focusing market is Middle-East countries like Saudi Arabia, Dubai, Malaysia. Moreover PRAN-RFL starting its business in London by matching quality with other well has known company. Some portion of New-York is also captured by PRAN-RFL successfully.

2. Support farmers to produce more fruits: PRAN's current all of mango juice market is expanding, so to meet excess market demand they need more raw materials and that is mango. Because of using pure local raw equipment the company has to purchase more fruits from the market. It can authority fruits farmers to grow more because they can sell those to PRAN-RFL indirectly.

3. Increasing dual income couples: Now-a-days dual income couples are increasing in Bangladesh. So females have not enough time to make house made mango juice. So they are now purchasing readymade juice to satisfy their needs. PRAN-RFL can easily satisfy those parts.

4. Potential customer

5. Converting non user to customer

6. Production cost is low then others.

7. Offer different packages.

8. Advertise should be meaningful.

Threats:

Homemade juice: Still the women of our countries have enough idle time. So they do not go for purchasing readymade juice. Moreover they think those juice quality are not satisfactory. That's why they juice pickles by themselves.

Regulations set by BSTI for seedless chutney: BSTI launched a new regulation in terms of making juice. According to that regulation no company can use seeds when make juice. Every company has to use only the meat of the fruits.

Losing customers because of fake companies: Now a lot of fake juice producing company exists in the market. Those do not use hygiene factors as well safe ingredients. As a result people suffer from many diseases after consuming that mango juice. So people losing their faith on mango juices.

4.10 Achievement

PRAN Agricultural Marketing Company limited is the leading agro group in Bangladesh. It has been conferred the Best National Export Trophy (Gold) for the years 2004-05, 2003-04 and 2002-03. PRAN-RFL also achieved the most prestigious export trophy earlier in the years of 2001-02, 2000-01 and 1999-2000. PRAN-RFL achieved this award for the last 6 consecutive years for their export promotions. This is the highest award in the export sector in Bangladesh.

CHAPTER – 5

Findings

5.0 Findings

- Inexperience, 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.
- Employee performance is not up to the level.
- PRAN is not concern about employee satisfaction. So that productive is going low.
- 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 PRAN-RFL 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 for customer's feedback and use the latter constructively. Effective training may increase the productivity of the employees. So proper training and incentive must be 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, PRAN-RFL 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 find new ways of getting closer to the customers.

6.2 Conclusion

PRAN GROUP is a very well-known national figure in Bangladesh. They are the leading food processing company in our country and are believed to be processing about half of the horticulture produce that goes to the processed channel in the country. So, the company has a very well reputation for this society. The company produces and distributes fruits juices, snacks, confectionery, culinary products, dairy and soft drinks. It enjoys a strong brand reputation in the country and exports its products to 63 countries. PRAN's product is internationally certified to export many countries of the world. Already PRAN-RFL 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 PRAN-RFL 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. PRAN-Rifles earning valuable foreign currencies in the country every year by exporting their products. As Bangladesh is import dependent country, so we think PRAN's step is helping us to have a positively balance of trade.

References

References

- <http://www.pranfoods.net/>, accessed on August 22, 2017.
- <http://www.wikipedia.org/>, accessed on August 23, 2017.
- <http://www.scribd.com/search?query=pran+foods+and+bevarage+report>, accessed on August 25, 2017.
- <http://www.scribd.com/doc/41507832/AMCL-Pran-Finincial-Performance>, accessed on August 29, 2017.
- <http://www.scribd.com/doc/24622098/Intern-Report-Updated>, accessed on August 30, 2017.
- <http://www.pranflgroup.com/> accessed on August 30, 2017.
- <http://www.pranfoods.net/> accessed on September 6, 2017.
- http://en.wikipedia.org/wiki/Pran_Group accessed on September 6, 2017. Louis E. B. & David L.
- K (1987); Management 3rd Edition Published Random House Inc. University of South Alabama.
- Kreitner R. J. (1995), Management 6th Edition, Houghton Mifflin Company, USA.
- James A. F, Freeman R. E. And Dawel R. G. (Jr) (2000), Management. 6th Edition Prentice Hall of India, New Delhi.
- Laurie J. M. (1996), Management and Organizational Behavior, 4th Edition, Pitman Publishing, London - Hong Kong – Johannesburg
- Debra L. N. & James C. Q. (1994) Organizational Behavior, Foundations, Realities and Challenges, West Publishing Company.
- Goerge J. M. & Jones G. R. (1996) Understanding and Managing Organizational Behavior, Addison – Wesley Publishing Company.

- Roberta S. R. & Bernard W. T (1998) Operations Management Focusing on Quality and Competitiveness. 2nd Edition. Prentice Hall, Inc. Upper Saddle River, New Jersey.
- Everett E. A. & Ronald J. E (2000) Production and Operations Management, concept, Models and behavior, 5th Edition, Prentice Hall of India, New Delhi.
- Frank R., Les G & Masoud A (2007) Operations Management in Context, 2nd Edition, Published by Elsevier Ltd.
- Hersey P. Blanchard K. H., Johnson D. E. (1998) Management of Organizational Behavior Utilizing Human Resources. 7th Edition, Published by Ghosh, Prentice Hall of India Private Limited.
- Wehrich H., Koontz H. (Management: A global Perspective. Tenth Edition. Published by McGraw- Hill International Editions.
- Maxwell J. C. (2001) The Power of Thinking Big, Published by River Oak Publishing.
- Richard T D: (1999) George *Business Ethics* 5th edition **Prentice** Hall, Upper Saddle River, New Jersey
- Cole G. A (2002) Personnel and Human Resource Management 5th Edition.
- Published by C & C Offset Printing co., Ltd, China.
- Govindaraja M. & Natarajan S. (2005) Principles of Management. Published by Prentice Hall Limited, New Delhi.
- Flamholtz E. G. (1996) Effective Management Control: Theory and Practice. Published by Kluwer Academic Publish.

