

Report On Palmal Group Of Industries Industrial Management

By

Md. Hasmot Abul Ula
1000055601

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

Executive Development Center, BIGD
Brac University
February 2026

© 2026. Brac University
All rights reserved.

Declaration

It is hereby declared that

1. This internship report is prepared by me with practical working on industry while completing degree at Brac University.
2. This report does not contain information or materials that were previously published or written by any third party, it is fully completed with proper reference and without error.
3. This report does not contain any information or material that has been approved or accepted or submitted to any other Institution or University for any diploma or any degree purpose.
4. I have acknowledged all real sources of help.

Student's Full Name & Signature

Md. Hasmot Abul Ula

1000055601

Academic Supervisor's Full Name & Signature

Raisa Adiba

Senior Program Coordinator

BRAC Institute of Governance and Development (BIGD), BRAC University

Letter of Transmittal

Raisa Adiba

Senior Program Coordinator

BRAC Institute of Governance and Development (BIGD), BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Industrial attachment report.

Dear Madam,

This is Md. Hasmot Abul Ula, PGD, Batch 5, ID 1000055601 pleasure to inform you that this is my industrial attachment (Internship) report on Industrial Management of Palmal Group after your continuous guidance and direction.

I have taken potential effort during internship and successfully reflect on report with relevant and recommended data in a significance and manner.

I believe that this report will fulfil the required protocols.

Sincerely yours,

Md. Hasmot Abul Ula

1000055601

Executive Development Center,

BIGD Brac University

Date: 10-March, 2026

Non-Disclosure Agreement

This agreement is structured and collaborated with Palmal Group of Industries Ltd. and Md. Hasmot Abul Ula, the signed contract student of Brac University to undertake the industrial attachment internship project elaborated in this report regarding Industrial Management of this organization.

Student's Full Name & Signature

Md. Hasmot Abul Ula

ID: 1000055601

Industry Supervisor's Full Name & Signature

Ali Ahsan MD Mashum

Manager

Palmal Group Of Industries Ltd

Confidence Centre

9/kha Shahjadpur Gulshan

Acknowledgement

For providing me with the chance to finish the internship program as part of the Post Graduate Diploma in Knitwear Industry Management, I would like to sincerely thank the Executive Development Center, BRAC Institute of Governance and Development, BRAC University.

I owe a debt of gratitude to everyone who has helped me along the way, helped me out and supported me with their time and hard work.

My sincere gratitude goes out to Raisa Adiba Madam, my academic supervisor, who has effectively guided me in the right direction. I was able to finish this report in a meaningful way with Madam's help and direction.

I'm grateful to my industry supervisor, Mr. Ali Ahsan Md Mashum Sir for helping me and allowing me to collaborate with all departments to properly finish my report work.

Executive Summary

I worked on a variety of tasks in eight different departments during my industrial attachment at Palmal Group, a well-regarded group of industries. During my internship I worked with department of Design & Development, Marketing & Merchandising, Production, Quality, Commercial, Compliance, Supply Chain Management, which was conducted from December 2025 to March 2026, I managed to perform in a challenging and difficult situation as well-being flexible and adoptable.

The below content and practices that I make up on my report. 1) Industrial Management with strategical business planning, smart communication, critical path analysis, International trend and design management, efficient price analysis, exploring large data simplification, organizational behavior, influence leadership, interactive social relationship management, environmental compliance responsibility, seamless supply chain management, 2) Academic and practical practice 3) Implementation in industry 4) Improvement can be approached 5) Final Thought.

This report has been structured to focus on the activities that take place in each department, their significance to the group of companies, the way of working and relationships toward various functional departments, and the areas that could be modified to future improvement . I also emphasized how the internship helped me being potential, adapt new changes and flexible in new challenges.

Table of Contents

Declaration...	2
Letter of Transmittal...	3
Non-Disclosure Agreement...	4
Acknowledgement.....	5
Executive Summary	6
Table of Contents	7
List of Acronyms.....	9
Chapter 1: Introduction	10
1.1 Vision & Mission.....	12
1.2 Goals & Objectives.....	13
1.3 Organogram of Palmal Group	14
Chapter 2: Description of Task Accomplishment...	14
2.1 Design & Development	16
2.2 Marketing & Merchandising	16
2.3 Production Management	17
2.4 Quality Management	18

2.5 Compliance	19
2.6 Commercial	20
2.7 Supply Chain Management.....	20
2.8 Human Resource Management	20
Chapter 3: Critical assessment of Internship work	21
3.1 Application of Generic and Industry-Specific Courses During Internship.....	21
3.2 Suggestion for Industry Improvement	25
3.3 Self-improvement through Internship and Academic learning	28
Chapter 4: Conclusion	29
References	30

List of Acronyms

RMG	Ready Made Garment Industry
BGMEA	Bangladesh Garment Manufacturing & Exporter Association
GDP	Gross Domestic Product
KPI	Key Performance Indicator
TNA	Time & Action
BOM	Bill of Material
ERP	Enterprise Resource Planning
PO	Purchase Order
IE	Industrial Engineering
SMV	Standard Minute Value
C&F	Clearing & Forwarding
CPM	Cost Per Minute
CM	Cost of Making
HR	Human Resource
CSR	Corporate Social Responsibility
FOB	Fee on Board
CIF	Cost Insurance and Freight
QC	Quality Control
QA	Quality Assurance
BSCI	Business Social Compliance Initiatives
WRAP	Worldwide Responsible Accredited Production
SMETA	Sedex Members Ethical Trade Audit

Chapter 1

Introduction

Knitwear Industry is a vast area of RMG in Bangladesh that is expanding Made in Bangladesh globally, this internship is containing the knitwear industry product management and its standard practices where the protocols are concerned with international product trend analysis and after sales shop report. The core management system includes development, product knowledge, competitive price optimization, effective negotiation, product engineering, Product quality and compliance, production processes, on-time delivery, commercial and shipping.

Knitwear industries have been leading the international market for around 46 years where in 2026 it is in fully standard shape regarding workflow based on customer demands. During industrial attachment I have gone through an operational process and its importance. Season-wise product trends are always changing, and it is definitely in the analysis process which trend can be selected for the next season, so mood book, trend analysis, trend development, trend offer is a key part to starting with customers. After a successful trend meeting the styles will be generated for order. Here this whole process is under Research & Development (R&D).

Marketing and Merchandising is the top dictator of this process to accelerate by the guidance/collaboration with the development team to move forward towards the execution process. Before execution the key check point is to ensure the payment term, lead-time, quality and sustainability. With order the production process is fully connected with Sampling, Knitting, Dying, cutting, sewing, finishing, packing, inspection, shipping and testing process. All of the processes should have a proper time and action plan (TNA) also it should go through a critical path analysis (CPA) to ensure the product delivery and quality. In an order and production

process there must be a key performance indication (KPI). The most KPI requirements always focused on compliance and sustainability aligning with the customer SOP.

This industrial attachment is dedicated to performing based on academic seasons are HR Skills, Communication Skills, Business Operation Skills, Analytical Skills, Industrial Engineering, Introduction to Garment Industry, Production Management and Merchandising and Quality Management. Here I have synchronized the theories in practical practices on human resource processes, recruitment criteria and circular standards, job description implementation and evolutions. Regarding communication skills in industry, there are lots of things to apply. In the workstation the most key skills are the alignment of verbal communication connected with clarity, tone manners and confidence where listening is here mostly value added since in industry problems and solutions relate to good listening. To maintain a large number of people nonverbal communication with proper facial expression, body etiquette, gesture, posture and time management is totally connected with good leadership and successful management, here business operation skills and communication is co-related with each other where the vital influence is motivation to move forward the work progress, emotional intelligence, social awareness, time management, problem solving, priority management, self-motivation all this are industrial needs to make a successful lead generation in dept to dept, section to section, production to shipment that I work through . Strategic planning, risk analysis in RMG business and production operation is the heart of Production management. If the yarn is not on time the entire production flow will be disrupted. As well the fabric cutting will not be finished on time the sewing will fail to be completed before shipment, so here the thing is product engineering or industrial engineering. IE is a breathing management of industry to manage the total time frame of production, cost minimization and production maximization that means profit generation. In

this factory 22000 workers operate with proper IE and Lean. So, the worker's sitting way, sitting position, production flow, line balancing, efficiency of machine and time is playing an initial percentage of perfection. Mostly in this industry IE is focused on waste management systems and friendly working stations. To confirm proper product management merchandising dept is accountable for industry business sustainability due to client communication, product introduction, promotion, business ideas, design and development, costing, negotiation, sourcing and compliance monetization. Management and Merchandising is totally inspired with accountability and responsibility of business growth, profit maximization, adaptability in world fashion changes, price challenges, product engineering and customer business motivation. Quality management system (QMS) is working as a prime dept of the industry, here the key is required quality standard, its continuous development, net zero defect monitoring and to ensure each material health. To confirm quality standards the industry has many layers of QMS organograms. Industry can ship less goods but can't ship poor quality. In this focus there are many QMS certificates, sustainable certificates, Net Zero target, carbon footprint reduction project, free from chemical hazard in 2030, less water, less energy and recycle product manufacturing inspiration.

1.1 Mission and Vision

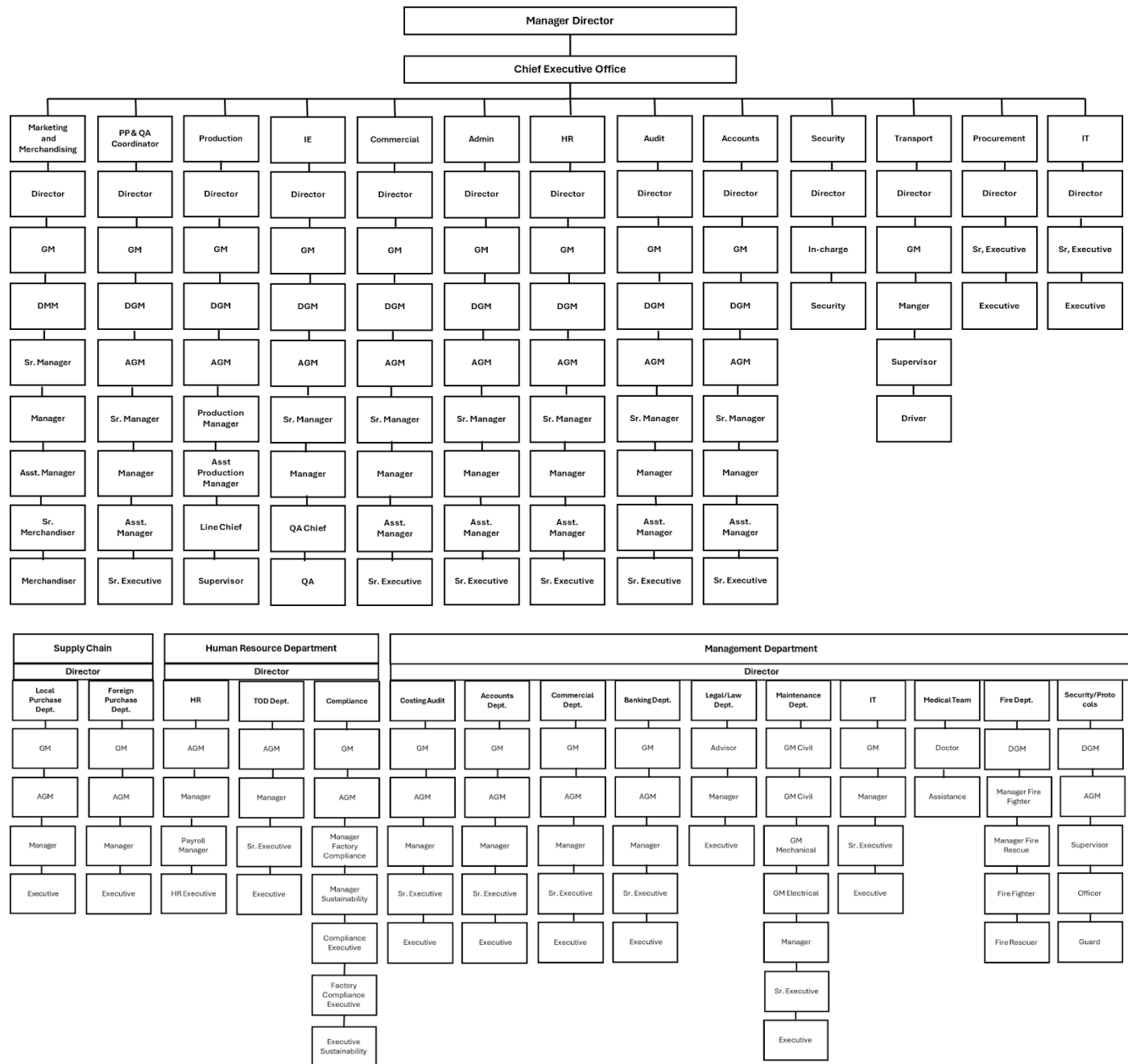
This company's mission is to be a premium apparel manufacturer in Bangladesh by producing high quality products in the global apparel market through Zero carbon footprint, eco-friendly manufacturing, less water production with ethical practices. Continuous development process on operator behavior concerning ethical practices, product quality improvement, net zero wastage target achievement, on-time delivery, after sales performance and soul accountability. This group

vision is to be ranked one manufacturer in Bangladesh performing on fashion products in the current competences with Vietnam, Cambodia, India and Pakistan. In the world fashion market, there are a lot of opportunities to perform in high fashion, shorten lead time, maximum sustainable manufacturing and Palmal is forwarding on that Vision for 2030. In this competitive decade their mission is to be more cost efficient, strong backward linkage, reducing dependency on overseas fabric and accessories, recycling production, eco-friendly dies on production.

1.2 Goals and Objectives

This Organization is dedicated to achieving excellence, innovation and sustainable growth and integrity towards customers. These can make potential move for 2030 by achieving customer reliability, faith, reputation, enlarging customer sales, adopting changes, keeping flexibility on standardization where prime objectives are customer satisfaction, price competitiveness, highest compliance and practices, net zero wastage, reducing carbon footprint, CSR, circular economy and being adoptable.

1.3 Organizational structure, Organogram, Branches and departments



Chapter 2

Description about task accomplishment

During the industrial attachment the task was fully designed with 9-month academic learning, its

relevance and practices where Palmal Group management and entire factory protocols were supportive on the purpose to achieve the internship through the perfect way. Among all the different operations I had found the opportunity to work closely with most potential departments where the practices could align to achieve the leadership role, and futuristic challenges can make me more flexible and adaptable. The departments are on below with details, duration of working through and keys:

S/L	Name of the department	Key objectives	Days
1	Design & Development	Mood Book, Fashion show report, Trend analysis, Trend offer, Development, Create and offer new Silhouette etc.	10
2	Marketing & Merchandising	Client Communication, Design & Development alignment, Business design, Marketing Strategy setup, Cost optimization, Supply & Sourcing management, negotiation, costing, profit maximization etc	10
3	Production Management	Product engineering, risk analysis, Time & Action Plan, Production SOP, QMS etc	10
4	Quality Management	Fit management, Operation quality management, AQL achievement	10
5	Compliance	International Client SOP Management, Evolution, Certification, Environment Sustainability, Circular economy	10
6	Commercial	Finance, Banking, C&F, Export, Import, Shipping, Documentation	7
7	Supply Chain Management	Supply and Demand management, Wear-House management, Inventory, Logistic management etc.	7
	Human Source Management	Human orientation and combination with capability, strength, leadership, influence, flexibility,	7
		TOTAL	71days

2.1 Design & Development

To compete in the international market for its challenges and changes Design & Development is playing a vital role for industry growth, here in Palmal the D&D (design and development) is very strong and oriented to serve for seasonal trend development and trend offer. After various research, sourcing and analysis D&D can reach a branch of developments for the coming season. During my industrial attachment I worked on these areas closely with each and on every step. I have gone through the fashion show's report, shop's report, buyer's report from WGSN for the coming season's forecasting on color, design, motive and inspiration. Based on this, I worked to prepare mood boards, seasonal inspirational files, trend packs and trend development to offer Brand designers. All of the D & D process includes analysis on shell fabric (construction and color), Silhouette (selection and fit technology), applications (types, color and inspiration), accessories (types, color and inspiration), stitch (technological implementation and wash effects). After several commenting, correction, testing, fit application, reporting, photo shooting the trends are going to be prepared for submission. This procedure is completed after buyer selections for final developments regarding season order and budget.

2.2 Marketing & Merchandising

In the ready-made garment industry Marketing & Merchandising is a potential department where I was closely attached with Palmal market analysis, market challenges, market sustainability, market research and development, new market sourcing, strategic market hunting, increasing market share, competitive price planning and circular economy. During internship I experienced this department making strategic planning and offering to secure clients for future business years.

During internship I have found the opportunity to work on data analysis on import raw material, local raw material and the comparison, business story of product lifecycle, marketing collaboration on product development till sales feedback. I have connected my learning from PGD here on effective communication, efficient negotiation, customer development and structure as per SOP, preparation on budget considering sourcing strength to R&D. After analysis on order critical path, payment terms management, banking, KPI management and improvement of buyer and factory we are deciding to align together for further move.

2.3 Production Management:

Production Management in Palmal Group is systematic and well organized. During my intern I have worked with this department closely from the beginning of the Purchase Order (PO) receiving to department of Procurement, Audit, Planning, Spinning, Knitting, Dying, Import, warehouse, Inspecting, Cutting, Sewing, Finishing, Logistic and Shipping. After receiving PO here in Palmal the prime responsibility is to issue Sales Contract (SC), proceed booking for all materials and Proforma Invoice (PI), Production planning, TNA and Critical path analysis including the yarn inhouse date, spinning start and end date, knitting start and end date, dying start and end date, finished fabric inspection and in-house date, ready date of - fit sample, lab-dip, PP sample and in-house date of - fabric , accessories and sewing threads. After having all in-house, they have to conduct a PP meeting with a bulk size set then to start cutting, trial sewing, then finishing and packing, finally inspection and make the ex-factory as planned on TNA. So in whole production process there I have worked closely with Knitting dept to ensure the yarn count, yarn quality and yarn composition, gauge, GSM, fabric width then worked with dying (to ensure color pantone, finishing requirement and Dia), Planning (SMV, CPM, efficiency, TWH,

TW, TH, Waste management), sewing dept. (stitching quality), fishing (ironing, folding, packing), packing (Carton measurement, color/size management on carton, weight limit) Shipping (handover booking- 2weeks before handover, transportation, C&F).

2.4 Quality Management

QMS (Quality Management System) is the centralized operation system of the industry that can't be ignored to make a successful industry because without standard quality (as required from client) shipment can't be possible as there has industry law, since the prime requirement of purchase for EU, USA, Australia, Canada, Japan and Korea market is to ensure good quality and on-time delivery. The Japanese market is very strict on quality (required acceptance quality level- AQL is 0%), USA (AQL-1.2), EU (AQL 1.2-2.5). In my period of industry attachment I experienced with the quality Management System in Palmal Group is very promising and with proper protocol where a single piece of yarn can't be passed without quality assessment. There are various stages of quality control and assurance.

1. Pre-production Quality control and Assurance - lab-dip quality, Fabric quality, accessories quality, in-house test quality (GSM, physical test, chemical test), fit sample quality, size set sample quality and pp sample quality.

2. Production Quality control and Assurance- Fabric cutting quality, production size set quality, first bulk quality, Inline random inspection, Stitch quality, measurement quality, fit quality, embellishment quality, major & minor different control, overall finishing control, ironing quality, folding quality, packing quality, dust/oil/stain mark quality control. Label and sticker quality control.

There are different stages of quality assurance in Industry-

1. Factory KPI Control-Continuous factory audit, Product SOP audit, compliance certificate validity audit.
2. Technical monitoring - Tech pack review, risk analysis, workmanship feasibility, wash and shrinkage test
3. Process Control - SOP monetization, continuous operation improvement, line supervision control, inline quality monetization.
4. Performance evolution, guidance and improvement- waste management, rejection rate control, corrective and preventive action plan monetization, lean optimization.

2.5 Compliance

Industries of Bangladesh in 2026 is fully stand on compliance foundation because of EU, USA, CANADA, AUSTRALIA renowned brands are requiring the certifications of social compliance standard and environmental health, product health, Carbon footprint, net zero wastage, Ozone free standard, natural dyes on colorization standard and product traceability standard. The name of certificates for Social and Ethical Compliance, Environment and Sustainability, Quality Management and Safety Standards, Chemical and Product Safety below that Palmal Group is practicing on their 34 factories and in the central compliance unit I had visited the profiles and certificates status.

- Social and Ethical Compliance- SA800, WRAP, BSCI
- Environment and Sustainability- ISO14001, ISO50001, GOTS, OEKO-TEX 100, Fair Trade
- Quality Management and Safety Standards- ISO 9001, HIGG
- Chemical and Product Safety Standard - Lead and Heavy Metal Testing, Azo Free and

Formaldehyde Testing.

2.6 Commercial

Ready Made Garment Industry (RMG) operation includes finance, banking, C&F (Clearing & Forwarding), CIF (Cost, Freight & Insurance), FOB (Fee on Board), FOC (Free of Cost), export related documentation, imported material documentation etc. So, for the RMG this department is prime department related with the documentation for payment receive and release, shipping, finance approval, export and import. Palmal have their organized Commercial dept. To handle 552M turn over with proper maintenance and protocols so that export and import after that payment flow will not be interrupted.

2.7 Supply Chain Management

A group of industry and its Supply Chain Management is connected each other to maintain proper production operation and execute Time & Action Plan (TNA). Demand and Supply combination in every production section like raw material to yarn processing, knitting, dying, washing, cutting, sewing, finishing, packing, transportation and warehouse management managed by this department. Without supply chain the whole process can't be executed in a proper way to organize time and action alignment. This supply chain management is connected with buyer to seller due to ensure sales.

2.8 Human Resource Management

HRM (Human Resource Management) practice in Bangladesh for the garment industry is

playing very important role specially in Palmal group, here its specially known as HR practice company and all the factories including head office is controlled by the HRM. From recruitment procedure to leadership management system is prior in Palmal, all of the department organ- gram is oriented like that way so procedure can reach continuous leader in this industry.

Chapter 3

Critical Assessment of Internship work

PGD KIM theoretical learning and intern in industry is connected practically with Analytical skills and Competences, HR skills and Competences, Business Operation skills and Competence, Communication Skills, Industrial Engineering, Production, Introduction to Garments Industry- Knitwear, Production Management and Merchandising, Quality Management that we learnt from BIGD with potential realistic examples and case studies. In my industrial attachment I have found all of these in depth as well related to execution.

3.1 Application of Generic course during Internship

Analytical skills and Competence

This theoretical course is fully containing with data analysis, large data compacting in summary, complex data to simplify in constructive application, ability to understand information quickly

and accurately, focus on identifying root cause of problem, collect and organize relevant data of production, business growth analysis and projection, production flow calculation, time value of money in industrial future, value city of money in concept of investment, statistical practices etc. Here in industrial attachment, I have worked on production as well business data of number style, quantity, delivery, turnover, profit, loss, air shipment, sea shipment and business projection.

HR skills and Competence

In 2026 most of the industry is practicing the 360-degree Human Resource Management System that we learnt from PGD and I had found myself working in Palmal how to find leaders where prior is to be future focused, good with people, able to result driven and influence in management and developing ethical management system. Palmal group is organized on HR practice that I have found there during Internship such as Talent Acquisition and Mass Recruitment, Labor Law Practice, Interactive Management, Continuous Training & Development, Performance Management & Evolution, Employee Management and Relation, Employee Engagement, HR Administration and Record Management, Strategic Workforce Planning etc. During internship I have connected my learning with their workflow like recruitment process with proper job description including announcement key responsibilities, experience, education qualification and salary, office hours, working environment, job facilities etc. Also, employee labor law practice, earn leaves, gratuity, incentives, bonus, maternity, paternity, compliance, group medical insurance, key performance evolution criteria implementation and achievement. Employee engagement to motivate with proper job responsibility, growth, continuous capability increasement to make adoptable by training and

development to offer leadership facility, that will move forward in a proper work force rising strategy. That whole process is going through seamless administration process with proper record management.

Business Operation Skill & Competence

To be a industrial business leader PGD-KIM theoretically engaged us with world class learning, group study, practical presentation, and case study by standard evolution that I have implemented here in Palmal industrial attachment with department of Development team. Here I have made my application through Operation Strategies and Planning after setting up business goals with long-term objectives. Process Management in this RMG industry works like step up from planning to keep up the mind set to go forward for goal. Customer relationship with their taste and recruitment adaptation with gradual improvement from beginning of the business year. Perfect communication and collaboration is prime skill in this clothing industry to build trust, reliability and accountability.

So problem solving and decision making are unavoidable elements for business leaders to analyze SWOT and then finance management, effective project budget forecasting, competitive costing, technical negotiation is important. To execute successful operations there are no alternatives with smoother and proactive supply chain management facilities.

Communication Skill

In this competitive apparel industry communication skills is impacting a large area of connections and supply chain operation. Effective communication is mandatory criteria in Palmal Industry where we have learnt from PGD and connect this area of knowledges in Clear or

Straight way Communication for example ability to understand the requirements of enquiry, clarification on sampling process, design details, technical information and payment term. Inter-department coordination such as development team, sample section, QA team, production team and logistics. Effective emailing, report writing, meeting minutes like day-to-day communication, data driven reporting, discussion summary for successful project ending. Listening and problem solving is connected to each other since proper listening and analysis can eliminate problems before disasters. Efficient meetings and smart presentation in this industry mean matters to reach in a good start of nice conclusion.

Production and Industrial Engineering

Industry is from 1978 in Bangladesh start journey with 10000pcs export in France (Bhuiya, M. H. 2017). In 1979 Desh Garment listed their name as a export oriented garment in Bangladesh (Akter, P. -2020).

Today this industry is leading with 4000+ export-oriented factory and with 4 million workers in Bangladesh with 80-83% of total export from Bangladesh (Gu, Y., Nayyar, G., & Sharma, S. -2021). From PGD with vast and advanced level of knowledge was connected during intern in Palmal the entire production process, product engineering and industrial engineering. In this area of operation there I found to make bonding with all process linkage with each other. From raw material sourcing, pricing, processing to handover the complete good to logistic there are many operations and standard is included. Section to section loop free supply and product operation with AQL standard (Acceptance level of Quality) is maintained by net zero wastage, reducing carbon footprint, sustainable product promotion and circular economy practice. From 2025 automation and AI operating system is taking advantages to reduce human effort, more accuracy

and faster production to run towards with Cambodia and Vietnam.

Merchandising & Quality Management

Merchandising department is working closely with Customer, Developer and Production so combination and synchronization is important here. Palmal Group have the different SOP for Merchandising department and for Quality Management team. From my PGD here I have connected my knowledge to work through Development Merchandising, Research and Design, Costing and Audit, efficiency and profit maximization, sample approval progress and product perfection, continuous communication and department wise collaboration to ensure the supply chain management and finalize the on-time shipment. Quality Management System (QMS) is involved in Palmal from beginning and the connection of PGD is to make sure the product is safe with quality compliance. Quality Control and Quality Assurance combination for product health and factory compliance is ensuring the product requirements with their standard due to the have many quality certification and audit. But actually, the thing is for Quality management is long run customer relationship and their reliability.

3.2 Suggestion for Improvement

RMG industry from 1978 with 10000pcs export in France till 2025 with \$39.35Billion value global export we have adopted many challenges and achieved many standards. With continuous improvement in Quality Standard, Compliance and Sustainability this sector has become the backbone of our economy and first choice for global Brands. We are now working with major

reputed Brands like INDITEX, H&M, WALMAT, NEXT, MANGO, LEVI’S, GAP, M&S. If we analyze the export the from FY1990 – FY2025 the global export value is like below:

S/L	Financial Year	Export Value in USD
1	FY1990 – FY2005	\$1.8Billion
2	FY2000-FY2005	\$4.82Billion – \$6.3Billion
3	FY2010- FY2019	\$14.85Billion – \$33.07Billion
4	FY2022- FY2025	\$45.7Billion – \$38.8Million

The finance growth in global market from 1990 was tremendous but value-added 2025 in 3 years the export have fallen down for USA tariff , Political instability, higher prices of Raw Material, Growth of competitor manufacturing country, Global sustainable demand and its adoptability, Lack of Automation in Production and Ignorance to produce the high value added product , Oversees raw material dependency, lack of facility to adopt more Quality and Compliance certificates, Not having duty free access in USA, lose of LDC , Not having GSP Plus and EU-FTA .

In this circumstance we need to move forward adopting new diversified apparel product, new regional market explanation, improvement of Production facility, Automation in small part with multi part of operation, Improving Traceability and Accountability , Improvement on Value added product execution and mind set, Achieving Leather goods certificates in wide range export target, To ensure all kind of certificate traceability, Mandatory fabric recycle plant etc.

Continuous Automation Implementation in Operation

There have 4000+ garment-oriented factory in Bangladesh where very few or 1-3 factory is applying automation from 2025 in small operation and multi-small operation that have created

less time in sewing, less cost on operation, less chances to waste of defect. It is improving productivity since the operation cost of operators is 3-4 but the operation of Automation is operating in the same time. So that the fact is reducing cost, rejection, time, human error, 3-5 operation in same time in same machine. So the suggestion is to gradually be adopting automation in small mart operation in production so that we can be higher value-added product producer in Bangladesh competing with Vietnam and Cambodia. In this year of 2026 the main challenge is to change the discouraged mind-set from value added product and many proceed products since this is a key item of fashion world to make profit as well create demand from global apparel.

Leather Goods Expedition and Achieving Its Certificates Standard

Bangladesh started exporting leather goods from 1979, it has increased FY 2024 \$1.5Billion export with leather jacket, Leather Coats, Leather gloves, Leather shoes, Beg, Wallet, Belt and accessories with 350+ factory in EU, USA and JAPAN. So if we can increase leather goods for global winter needs as different application on knit industry, combo set of knit products we need to concern on the area of requirement from customers. We need to be able to receive a widely recognized LWG Certificate that contains environmentally responsible leather production and its leather source safety traceability, verifies chemical, Waste treatment, sustainable sourcing that is prominent for COW and GOAT leather. ISO 14001 to ensure environmentally responsible leather production, OEKO-TEX Certificate – Leather standard, Traceability Certification – Animal Source Tracking that Farm, Slaughterhouse, Tannery, Finished Product. That will create a opportunity to find source for export more and smoothly making alternative strength of RMG.

Mandatory Fabric Recycle plan in Industry

In Bangladesh there have 4000+ export oriented garment industry where 1200-1500 factories are fully compliant, during spinning , knitting , dying, cutting, sewing and after shipment we can find wastage yarn and fabric if we can mandatory setup recycle plant centralized we will find own recycled yarn source which will create opportunity to offer sustainable garments in-house. Due to making recycled plants in factories, there should have the operation for environmental health concern production facility like Net Zero Carbon- reducing carbon footprint, Less water production and Organic Dyes colorization. This window will step up on more wings on sustainable and circular economy generation which is most demandable sells in Brand.

3.3 Learning for self-improvement

Industrial attachment during internship and my learning for PGD I have learnt many things to apply to industry. The most important thing is that leadership, strategic planner, efficient communicator, to be effective executive Manager, decision maker, analytically strong to analysis data making decision, project management and influence leadership capability, Industries coming challenges and its adoptability and flexibility, smart operation capability (Automation, AI, Proactive presentation, meeting performer with gesture, posture, body language, oral and verbal communication skills).

Enhanced Analytical Skills – worked with production data, sales trends and supply chain timelines to analyze root cause of delay, quality issue and efficiency gaps. learned to summarize complex information into actionable insights, improving decision making and problem-solving ability.

Improved Communication skills- Practiced clear, confident and effective verbal and written

communication with multiple departments, including development, merchandising, production and quality control.

Business Operation Competence- Observed and contributed to operational planning, process optimization and workflow alignment with compliance and buyer requirements.

Industrial and production knowledge – Learned practical application of industrial engineering principles, such as line balancing, efficient improvement and lean management. Understood end to end production process, from yarn sourcing and knitting to shipping.

Personal growth and professional adaptability- Developed time management, self-motivation and prioritization skills by working on multiple department tasks simultaneously. To adapt to fast changing industry demand, seasonal trend and global buyer expectations.

Overall reflection- This internship reinforced the connection between knowledge and industrial practices. It taught me the importance of continuous learning, adaptability and proactive problem solving to succeed in the competitive RMG sector, I am now better prepared to contribute effectively to future professional roles in to the garment industry, practically in production, merchandising, quality and compliance management.

Chapter 4

Conclusion

The knit industry in Bangladesh has involved into the globally competitive and highly standardized sector, contributing significantly to the country economy. During my internship in the Palmal Group of Industries I gained practical exploration to a core operation, including

Design & Development, Marketing & Merchandising, Production Management, Quality

Management, Compliance, Supply Chain, Commercial, and Human Resource

Management. This experience allows me to apply theoretical knowledge from my PGD program to real-world industrial practices, enhancing my analytical, communication, business operation and industrial engineering skills.

The industry's strong knowledge of international compliance standards including BSCI, WRAP, SMETA, ISO, GOTS and ORKO-TEX, ensures ethical practices, product quality and sustainability, Efficient production processes, lean management and the integration of industrial engineering principles enable time delivery, cost optimization and value creation. Furthermore, the adoption of sustainable practices, such as carbon footprint reduction, net-zero waste and traceable leather sourcing, reflect the sector's commitment to responsible and eco-friendly manufacturing.

In Conclusion, this internship provides valuable insight into the operational, managerial and strategic aspects of the knitwear industry. It highlighted the importance of coordination across departments, compliance with international standards and continuous improvement in production and business operations. The experience has strengthened, understanding of the RMF sector and prepared me to contribute effectively to the industry's future growth and global competitiveness.

Reference

1. Bhuiya, M. H. (2017). Upcycling the garment solid waste in Bangladesh. *Estonia: Tallinn University of Technology*.
2. Akter, P. (2020). An overview of the ready-made garment (RMG) sector of Bangladesh: from origin to the current state of pinnacle.

3. Gu, Y., Nayyar, G., & Sharma, S. (2021). *Gearing up for the future of manufacturing in Bangladesh*. World Bank.
4. Rahman, S. (2021). *The Bangladesh garment industry and the global supply chain: choices and constraints of management*. Routledge.