

Report On MASCO Group

By

Mahmodol Hasan Rifat

ID: 24281045

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

November 2025

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:



Mahmodol Hasan Rifat

Student ID-24281045

Academic Supervisor's Full Name & Signature:



Engineer Mohammad Abul Bashar

Senior Trainer, PGD (KIM)

BIGD, BRAC UNIVERSITY

Letter of Transmittal

Engineer Mohammad Abul Bashar

Senior Trainer, PGD (KIM)

BIGD, BRAC University

66 Mohakhali, Dhaka-1212

Subject: Report on MASCO Group.

Dear Sir,

This is my pleasure to present my internship report on “MASCO Group”, for which I was appointed by your direction.

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



Mahmodol Hasan Rifat

Student ID-24281045

Executive Development Center, BIGD

BRAC University

November 10, 2025

Non-Disclosure Agreement

This page is for Non-Disclosure Agreement between MASCO Group and Mahmodol Hasan Rifat.

The agreement is made and entered into by and between MASCO Group and the undersigned student Mahmodol Hasan Rifat at EDC, BIGD, BRAC University.

Student's Full Name & Signature:



Mahmodol Hasan Rifat

Student ID-24281045

Industry Supervisor's Full Name & Signature:



Mahedi Hassan

Deputy Manager, Sourcing and Material Sustainability

MASCO Group

Acknowledgement

I want to express my sincerest gratitude to MASCO Group for providing me with the valuable opportunity to complete my internship in such a professional and proactive environment. I am very thankful to my Academic Supervisor, **Engineer Mohammad Abul Bashar sir**, for his continuous guidance and support throughout the internship journey. I would also like to extend my deep appreciation to my Industry Supervisor, **Mr. Mahedi Hassan sir**, for his encouragement, insights, and assistance during my training. This experience has greatly enriched my practical knowledge and understanding of the industry, making it an indispensable part of my academic journey.

Executive Summary

This report represents an overview of my internship experience at MASCO Group, one of Bangladesh's renowned knit garments manufacturers and exporters. The internship experience was comprehensive about various operational areas of the organization. The report starts with an Industry Overview, outlining the company structure and contribution of it in the RMG sector and the national economy. It also highlights the company's Organogram, showing the hierarchy that ensures efficiency and coordination of cross-departments. Through direct engagement for around three months, I obtained valuable insights into sourcing, production, planning, quality control, merchandizing, R&D, HR, and commercial. This experience has enormously developed my understanding of industrial operations and organizational structure.

Keywords: Sourcing; Production; Merchandizing; R&D; HR; Commercial.

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List of Acronyms

GOTS – Global Organic Textile Standard

GRS – Global Recycle Standard

RCS – Recycled Claim Standard

OCS – Organic Content Standard

KPI – Key Performance Index

TQM – Total Quality Management

QM – Quality Management

KPI – Key Performance Index

RMG – Ready Made Garments

HR – Human Resource

SCM – Supply Chain Management

R&D – Research and Development

Chapter 1: About Organization

1.1 Industry Overview

MASCO Group, established in 2001, is one of the leading knit conglomerates in Bangladesh. The journey started in 2001 and turned into a vertically integrated textile group of companies with operations in **knitting, dyeing, yarn dyeing, printing, embroidery, washing, and garments.**

MASCO Group specifically works with **circular knitting** that produces premium quality fabrics and garments for different buyers all over the world.

Total Employees: 24,000

Total Production Lines: 315

Monthly Garments Production Capacity: 12 million pieces

Range of Knit Fabrics: Single Jersey, Lycra Single Jersey, Design Single Jersey, Plaited Single Jersey, Pique/Double Pique, Lacoste/Double Lacoste, Terry/Fleece, Interlock, Lycra Interlock, Engineering Stripe Single Jersey, Engineering Stripe Rib/Interlock, Rib, Elastane Rib, Variegated Rib, Quarter Gauge Fabric.

Knitting Capacity: 70 tons per day

Dyeing Capacity: 70 tons per day

Total Turnover in 2024: 245 million USD

MASCO emphasizes on **sustainability, low carbon footprint and ethical business practices**, completely aligned with modern technology and fashion.

1.2 Vision & Mission

Vision:

To be a role model of sustainable apparel industry in the globe for the clothing brands and retain the impactful footprints towards the success story for human civilizations more decisively.

Mission:

MASCO Group strives for an elite lifestyle for the clients across the apparel markets with the innovation & newness by compound effect of highly motivated and skilled human resources to add values to the sourcing. Keeping ethics & compliance in mind.

1.3 Goals and Objective

MASCO Group targets to develop as an ethical and sustainable garments manufacturer. This group is continuously working to upgrade its sustainability footsteps through new certifications and eco-friendly practices.

It emphasizes on **Social, Environmental, Chemical, and Material Sustainability** to keep operations safer and smooth. In 2024, **94% of production subsumed sustainable raw materials**, and the company aims to use **100% sustainable raw materials by 2030**.

MASCO Group is aiming at a **turnover of 300 million USD by 2025**, while investing in innovation, technology, and ethical business practices.

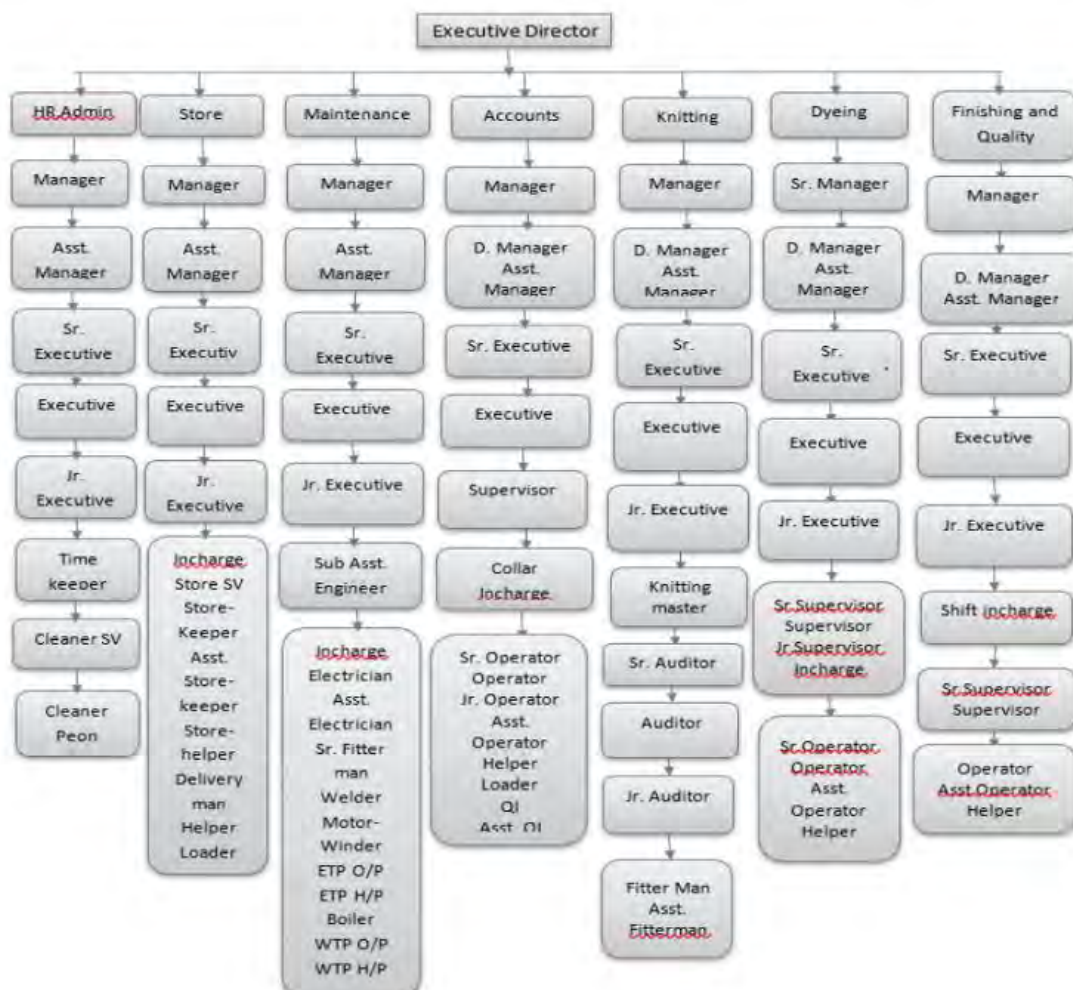
1.4 Organogram

MASCO Group has a very employee friendly environment and very nice and strong management.

For corporate section below organogram is being followed:



For execution section below organogram is being followed:



1.5 Products/Services Produced by the Industry

- T-shirts
- Polo T-shirts
- Sweatshirts
- Rompers
- Leggings
- Tank tops
- Dungarees
- Baby caps
- Hats
- Sweatshirts

Note: 70% of products are for babies.

Buyers:

BUYER	H&M	C&A	Sportsmaster
	ZARA	Target Australia	Mustang
	Kmart	Auchan	Next
	EL corte	Primark	Karibaan
	Stradivarius	Benneton	Bonprix
	Levi's	Kontoor	Lindex
	S'Oliver	Celio	Kappahl
	HUGO BOSS	ASOS	Sorbino

Chapter 2: Description of Task Accomplishment

During my intern period in MASCO Group, I've gone through the activities of five of the core departments of the group. I've visited each of the departments and tried to catch the core activities that are being done in these department and tried to align the knowledge I've gathered in my course (PGD-KIM). My internship subsumes the activities of below five departments:

- Sourcing and Material Sustainability
- Production- Knitting, Dyeing and Garments
- Research and Development (R&D)
- HR and Admin
- Commercial Department

2.1 Sourcing and Material Sustainability

During my internship, I worked in the **Sourcing and Material Sustainability Department**, where I learned how raw materials, mainly yarn, are sourced and ensured to meet sustainability standards. Below is the step-by-step process I was involved in:

Yarn Booking Collection

- The task of the department starts with **Merchandising Department** sharing yarn booking details with the team.
- In the booking, the merchants mention necessary requirements such as yarn count, yarn type, quantity (in kgs), target price, and any sustainability requirements.
- I reviewed these bookings to understand material requirements and delivery schedules.

Searching Supplier and Yarn Selection

- After receiving yarn booking, the sourcing team searches for suitable **yarn suppliers** who offer good quality and sustainability.
- I assisted in shortlisting suppliers based upon their certifications and performance history.
- The goal always is to find the best supplier with fair pricing and genuine quality.

Comparison and Confirmation (of Price)

- After receiving quotations from the chosen supplier, prices are compared with the target price of merchant.
- The supplier is finalized if the price matches or stays within range.
- Here I learned negotiation skills and their importance like how negotiation helps to achieve cost efficiency while maintaining quality standards.

Sustainability Option Verification

- The **Material Sustainability Team** looks into any sort of **certified yarn requirements** such as organic or recycled.
- After confirming certified yarn requirement, the team verifies that suppliers hold valid certificates like **GOTS, GRS, OCS, RCS, OEKO-TEX, SRCCS, Regenagri, BCI, CMIA, and U.S. Cotton Trust Protocol.**
- I verified some of these certifications to ensure all sustainability requirements were met.

Proforma Invoice (PI) Checking

- After the confirmation of the price and sustainability option, the supplier sends a **Proforma Invoice (PI)** mentioning the proper payment term and commercial incoterm.
- I reviewed the PI to check all details like product name, quantity, price, and shipment terms — before approval. The verified PI is then sent to the **Commercial Department.**

LC (Letter of Credit) Process

- The Commercial team forwards the **PI (Proforma Invoice)** to LC issuing bank to issue LC or mentioned payment.
- Then, the sourcing team gives the merchant a **tentative in-house date** of the yarn.
- I learned about LC ensuring a secure transaction between buyer and supplier.

Shipment Schedule & Follow-Up

- Following LC issuance, the sourcing team shares it with the supplier and collects **ETD (Estimated Time of Departure)** and **ETA (Estimated Time of Arrival)**.
- I recorded and monitored some of those shipment schedules to track delivery status and avoid delays.

Material Arrival and Acceptance

- Once the material (yarn) is in hand, the sourcing department checks quality and quantity.
- After that, the report is shared with the **Commercial Department** to proceed with payment.

Stock Maintaining

- The sourcing team maintains a **buffer stock** of regularly used yarns to ensure smooth production and avoid shortages.
- I learned about monitoring stock levels and record consumption patterns to decide the required buffer quantity.

Transaction Certificate (TC) Application

- This is mainly needed for sustainable yarns. Here the Material Sustainability Team applies for **Garment Transaction Certificates (TCs)**.
- These certificates verify that the final garment is made with certified sustainable materials.
- I found about the importance of documentation in maintaining transparency and compliance in the supply chain.

Audit Handling:

Material Sustainability teams handles yearly audit for below certification:

- GOTS
- GRS
- RCS
- OCS
- SRCCS
- BCI
- PHYSICAL BCI
- CMIA
- HIP CMIA
- US Cotton Trust Protocol
- Regenagri
- OEKO-TEX
- Step OEKO-Tex

For handling audit concerned person from sourcing team collaborates with production team, compliance team and environmental sustainability team to ensure the requirements of the audit.

Audits are done on for criteria:

- Social Criteria
- Environmental Criteria
- Chemical Criteria
- Technical Criteria

Material Sustainability team helps to ensure the sustainability and traceability for the certified material.

2.2 Production (Dyeing and Knitting and Garments)

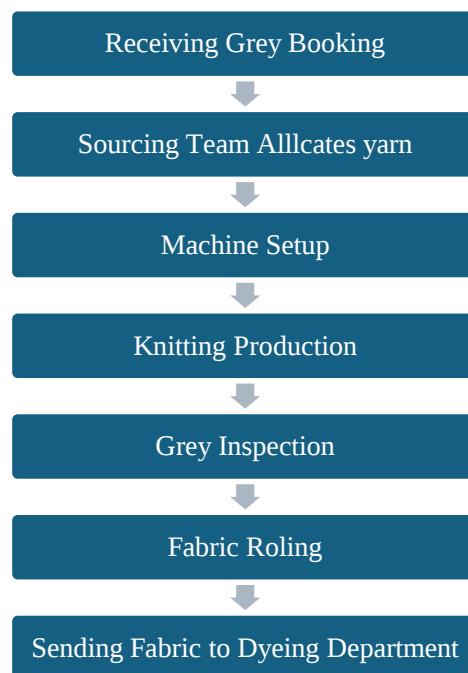
During my internship, I spent a significant amount of time in the **knitting, dyeing, and garments production** units which helped me to catch how the raw materials turn into finished garments through different production processes.

Knitting Department

In the knitting department, the activities are initiated just after receiving the **grey fabric booking** from the **merchandising team**. The **sourcing team** allocates **yarn** according to the booking. Once yarn is available in the ERP, the **knitting in charge** fixes **cam design, gauge,** and **other parameters** as per the requirements.

The **knitting department** produces **grey fabric**. The grey fabric is then checked for quality and sent to dyeing unit.

Knitting Flowchart:



→

Dyeing Department

The **grey fabric** are sent to the **dyeing unit**. The dyeing activities are started only after receiving **finished fabric booking** from the merchandising team. This department is based on buyer color, shade, and other quality requirements related to dyeing.

The main stages of dyeing include:

- **Heat-setting** (increase synthetic and blended fabric stability)
- **Batching** (fabric grouping based on GSM and shade)
- **Scouring and Bleaching** (to eliminate dirt, oil, and make fabric whiter)
- **Dyeing** (coloring process maintaining the approved recipe)
- **Finishing**
- **Quality Checking**

After that the **finished fabric** is checked and sent to the **garments unit**.

Dyeing Flowchart:



Garments Production Unit

After dyeing and finishing, the **fabric** is sent to the **garment unit**. MASCO has total 6 Garments units. Here, the production process subsumed **cutting, sewing, finishing, packing, and dispatching**.

Firstly, the **Planning and IE (Industrial Engineering)** team create the **production planning, SMV (Standard Minute Value)**, and **line layout**. The planning ensures that each order is executed on time, and SMV helps to calculate operator efficiency and targeted output.

Each garment goes through several production sections:

- **Cutting Section:** Fabric spreading, marker making, and cutting according to pattern.
- **Sewing Section:** Stitching the parts following the operation bulletin.
- **Finishing Section:** Checking, ironing, trimming threads, and tagging.
- **Packing and Dispatch:** Packing as per buyer instruction and sending to the warehouse for export.

Basic Activities:

- Receive Finished Fabric from Dyeing
- Fabric Relaxing
- Fabric Spreading
- Cutting
- Bundling
- Sewing
- Line Setup (as per SMV & Planning)
- Quality Check
- Ironing & Finishing
- Packing
- Carton
- Dispatch to Buyer

2.3 Central R&D Department

I visited the Central R&D Department of MASCO Group and I observed their development workflow for about a week. Below I'm elaborating their working flowchart.

Fabric Development Process Flowchart



1. Receiving the Buyer Swatch

The workflow of Central R&D starts when a buyer's swatch is received by the department. The swatch is represented as the reference fabric provided by the buyer for development. Swatch sometimes comes with techpack (a sheet with necessary details about the fabric). After receiving the swatch, buyer name, style/reference, date, etc. is input for traceability throughout the process.

2. Swatch Analysis

The swatch is then analyzed carefully to determine its construction and technical parameters. The analysis includes measuring GSM, WPI, CPI, Machine Gauge, Yarn Count, Yarn Type, Fibre Composition, SL, etc. Fabric/Yarn composition is tested in-house if needed or not declared by the buyer. Alongside these, notation diagram is designed, depicting the loop

structure and technical arrangement of the fabric. This step helps determine the exact knitting parameters to replicate the construction.

3. Fabric Booking

Once the initial analysis is done, the R&D team prepares a fabric booking for the Knitting and Dyeing Departments. The booking includes a design file containing Needle and Cam arrangements and other fabric specifications. A photo of the swatch is attached in booking mail for better visual reference. Special instructions are also mentioned sometimes in the booking file. This ensures that the fabric is perfectly aligned with the buyer's needs.

4. Yarn Requisition

Before getting into production, the stock availability of required yarns is checked. The R&D team checks with the Sourcing Department to confirm whether the necessary yarn (with specific count, composition, and color) are in stock. If not available, a formal requisition via mail is sent to the Sourcing Team for procurement. This step ensures smooth and uninterrupted workflow during sample development process.

5. Departmental Follow-up

Continuous follow-up is very necessary and is maintained with several departments — Sourcing, Knitting, Chemical Lab, Dyeing, and Finishing — to regularly monitor the status of the fabric development. Communication among these departments helps in solving any technical difficulties or other issues that may arise during production.

6. Fabric Quality Check and Collection

Once the fabric is dyed and finished, the R&D department collects the fabric, usually the length of 1-3 metres, from the Dyeing section along with the soft copy of the Finishing Report (via mail) containing details about fabric shrinkage and other necessary parameters. The fabric is visually and physically inspected to ensure that it meets the buyer's standards. Any discrepancies in appearance or handfeel are noted for corrective action.

7. Fabric Hanger Preparation

After quality approval from expert seniors in the department, the fabric is then handed over to the Cutting and Hanger Management Team — this team prepares hangers. Typically, one or

two pieces are submitted to the merchant, while the rest are kept in the collection for future reference.

8. Submission to Merchant

The prepared hangers are submitted to the merchant responsible for the buyer. The merchant then forwards the hangers to the buyer for reviews and remarks. This submission is a crucial step in addressing buyer queries and securing order confirmation for bulk production.

9. Sticker and QR Code Creation

Once the developed fabric quality is approved, stickers containing fabric information (i.e. R&D Reference/Tracking No., Name of the Fabrication, Base Type of the Fabric, GSM, Fabric Dia, Technical Limitations, Technical Advice, etc.) are generated. Each sticker includes a unique QR code linked to the fabric's database entry. This digitalization allows instant access to fabric data through scanning, which also promotes efficient data-keeping and traceability.

10. Fabric Costing

Following sticker generation, fabric costing is carried out for the developed fabric. The R&D team calculates the cost based on raw materials (yarn), knitting charge, dyeing charge, finishing charge and process loss. The final cost is then submitted for management review (within the team).

11. Sticker/Price Approval and Ready-to-Display

Once both the sticker and the price are approved, stickers are attached to the hangers, and the development is closed as complete. Approved hangers are displayed in the R&D display section, while extra hangers are stocked as backups for future reference.

So, to sum up, through this workflow, the Central R&D Department of MASCO Group certifies technical excellence, quality and consistency in every fabric developed. From the initial swatch analysis to the final hanger display, each step indicates the department's commitment to research, newness, quality, innovation, and efficiency — validating MASCO Group's reputation as one of the leading knit garment exporters in Bangladesh.

Extensive Duties of Central R&D

Hanger Submission

One of the major responsibilities of the Central R&D Department is the submission of pre-developed fabric hangers to the buyers. The submissions are carried out based on buyer selections, moodboards or trendbooks, via email requisitions, and swatch analysis. In these regards, the R&D team navigates through the existing extra hanger collection to choose fabrications that match the buyer's requested appearance/texture, handfeel, GSM and composition. This enables quicker responses and instant support to buyer queries and aids in helping the merchandising team in offering pre-developed fabrics to reduce submission time and minimize manufacturing costs.

Reproduction

When a buyer selects a specific fabric hanger or a sample developed by R&D for pre-production or bulk production, the Central R&D Department reproduces that quality. In such cases, the previous booking files that include knitting, dyeing, and finishing parameters is shared with the respective departments to ensure best output. This ensures that the reproduced fabric maintains the same physical, visual, and functional characteristics as the originally developed fabric or sample. This structured reproduction process is vital for R&D in helping reduce variations and improve production efficiency, especially across development stages.

Analysis and Technical Support

The Central R&D Department also provides analytical and technical support to the merchandising teams. Here, the department frequently analyzes buyer swatches — both basic and fancy types — to determine yarn counts, fabric constructions, GSM, and other parameters. Such analysis helps the merchants in pre-costing and fabric booking during the early stages of development. Additionally, the R&D team offers technical solutions related to knitting, dyeing, and finishing during both development and bulk production programs. This cross-functional technical support endorses collaboration and strengthens the organization's ability to deliver consistent, high-end fabrics to its global buyers.

2.4 HR and Admin:

During my internship period, I spent significant time in the HR and Admin Department. Where I had a close view on how HR maintains the company's policy and helps the employees to maintain them. I've gathered experiences that HR is not about only recruiting new employees, they have so many works that create a healthy and work friendly environment.

As per my observations I've noticed below activities are done by the HR and Admin Department, which are:

- Recruiting and hiring new employees.
- Calling for interviews and make coordination with department heads.
- Prepare appointment letters.
- Maintains employee personal files collaborating with MIS
- Manage attendance, leave, and shift schedules.
- Prepares monthly salary collaborating with MIS
- Ensures compliance with labor laws aligned with buyer requirements.
- Handles employee grievances and disciplinary actions.
- Conduct HR investigations when issues arise.
- Ensures fair pay and equal treatment for all employees.
- Designs and update company HR policies.
- Planning and organizing employee training programs.
- Promotes employee health, safety, and well-being.
- Monitors employee performance and setting KPIs.
- Plans for employee promotions and career development.
- Manages succession planning for key positions.
- Analyzes HR data such as attendance, turnover, and performance.
- Implements and managing HR software systems.
- Coordinates with management for human resources planning.
- Supports for factory audits and compliance visits.
- Handles employee exit formalities and final settlements
- Handles security and transportation department.

2.5 Commercial Department:

During My internship period I've spent a significant amount of time in commercial department. I've observed and learnt how they work. They're aligned with the supply chain department. Their work is divided into two sections:

- Import
- Export

Import:

For importing, they receive the PI from sourcing team and proceed for LC copy. This LC is called back to Back LC. They adjust the Back to Back LC with Master LC. Master LC is received from the buyer. They check the shipping docs, receive bank-to-bank documents, keep track of goods, arrange custom clearance and push bank for making payment for supplier. They push the supplier if there's any demurrage issues.

Export:

Export departments are responsible for exporting finished garments. They receive the SC or Master LC from buyer end. They follow up the shipment from dispatching the goods from factory end to the port as garments are shipped through FOB Basis. There is a dedicated responsible team that arranges documents for applying garments TC. They have also some work with BTMEA regarding utility declaration.

Chapter 3: Critical Assessment of Internship Work

During my internship at MASCO, I've successfully visited 5 departments, which were kind of core departments. I've learnt many things from these departments that were aligned with my theoretical classes and study. I've closely observed how the departments are interrelated and work in collaboration with others. 24000 manpower are working in a collaboration to make everything successful. I've analysed some strengths and weaknesses as well that I've described below. My personal observation has been created based on the knowledge that I've gathered from the theoretical class.

3.1 Application of Generic and Industry specific courses during internship

During my whole internship, I tried to align my knowledge that I've gathered from class with the factory.

HR Skills and Competencies (KIM-101):

When I was in the HR and Admin department, I noticed HR not only hire and fire, they've to go through a lot of activities. In HR skills and competencies course, we learned that HR has to do more than what we think. I could completely align this whenever I was in the HR department. I tried to applied my knowledge in this department as I learn from the course. I learned corporate culture and leadership from the course (KIM-101). I've learned how HR go through different activities and I've experienced when I was doing my intern in that department. I applied my leadership knowledge in my specific department with the team I lead. I tried to create an influence to them as from the course I learned that first criterion of leadership is to create influence. In my department I noticed how situational leadership can bring a great outcome for the group. I learned how to improve communication. Communication techniques that I've learned, I tried to apply.

Communication Skill (KIM-103):

Without communication we can't do a single day. Good Communications skill is a must for integrity, teamwork and clarity I learned from this course how communication helps maintaining strong relationships among workers, supervisor, and management. This course helps me understand how to express our idea clearly, listen actively and deliver information more accurately. This learning skill from this course help us to handling situation and communicate with all level. This skill also taught me to adopt negotiation skills. I work in supply chain department, so these negotiation skills helped me a lot.

Analytical Skills & Competencies (KIM-102):

From this course I've learned data analysis which helped me a lot in the factory. Data analysis is an integral part now a days, we want to make a report, data analysis is a must. This course helped me do this during my intern days.

Business Operation Skill (KIM-104):

This course helped me understand the marketing and costing. During my intern days, I went to finance department and marketing department. How marketing departments work I've got a clear picture and I could align with this course. From finance we learned about costing and aligned with the core knowledge.

Industrial Engineering (KIM-202):

This course helped me understand the garments operation clearly. I learned SMV calculation, productivity, efficiency, effectiveness, lean management, 5S etc. In garments all of these have a great impact and I noticed it. I aligned the knowledge of this course in garments production floor very well.

Introduction to Garments Industry – Knitwear (KIM-201):

The course “**Introduction to Knitting Industry**” was very helpful during my internship period. It gave me a clear idea of knitting, dyeing, and other related technical processes. Studying this course, I learned about different dyeing process, the technical sites of knitting, and the full process flow from yarn to finished fabric. When I visited the knitting and dyeing plant during my internship, I could easily relate what I saw to what I learned in class.

One of the most important parts of this course was **costing**, for fabric, garments, and spinning. This helped me a lot in . As I was involved in yarn sourcing, I can now calculate yarn costing and understand when a supplier's price was not reasonable. It also developed my negotiation skills with my suppliers. I was able to evaluate the total cost needed to produce finished fabric and garments, which gave me a better ideas of production efficiency and price management in industry.

Quality Management (KIM-204):

This course helped me a lot to understand the quality management and TQM. In the material sustainability team, I saw the team works with different certification and standards, this course helped me understand these terms and make me understand about the certifications. This course gave me a clear picture of the product quality management and sustainability. MASCO group is now certified for GOTS, GRS, OCS, RCS, OEKO-Tex and other certifications. This course helped me understand these certifications and what's the purpose of these certifications. Supply chain was included in this course, supply chain course helped understand the internal

transportation of the goods and external transportation of the goods. This course gave me a clear picture of Inco terms, commercial terms, payment methods and how logistics works.

3.2 Suggestion for industry improvement:

After completing my intern, I've assessed that there're some areas where MASCO can improve, which are:

- Firstly, MASCO can implement AI technology in operation and in other sites. For social, environmental and chemical sustainability, water consumption, energy consumption and other data is needed. MASCO can go for a software that is AI based, which can track down these data easily and give feedback overall at the end of the year.
- MASCO mostly works with baby products. 70% products are baby, so my personal observation says that MASCO should go for versatile product.
- R&D is analyzing fabrics based on the buyer requirements, I think MASCO can develop lots of fabric by utilizing the R&D team, then they can invite the buyer and show them.
- Stock checking, PI and LC tracking should be fully in the ERP system.
- For material sustainability, after the expiry of the certificate, concern person is manually giving requisition. But by using proper ERP system, it can be done automatically. After the certificate has been expired, ERP will send a mail to the unit to take initiative.
- MASCO is arranging training sessions for the stuffs, but it should be arranged for the worker also.
- MASCO can emphasize on the worker, that can make themselves suitable for innovative culture. AI training should be given to worker and m/c upgradation is needed.

Above mentioned areas will save time and cost for MASCO thus this will be counted as sustainable improvement.

3.3 Learning for Self-improvement

Whole time of my intern, I tried to align my knowledge that I gathered from PGD KIM course with the activities. This intern gave me a clear idea of textile whole process. I learned the core processes of textile. This course enhanced my communication skill and make me aligned with the corporate culture. I learnt data analysis, knitting dyeing whole process, garments operation, costing. Now I can do costing for yarn, fabric and garments. This course helped learn about total quality management and sustainability. There were many presentation sessions during the course, that enhanced my presentation skill very much. I've learned marketing basic and business basic. I work in the department of sourcing and material sustainability, this course helped me increase my negotiation skill. I learned many techniques how I can negotiate very effectively. For garments operation, this course was a blessing. I learned garments operation, SMV Calculation, efficiency and many other things from this course. Now I can implement the knowledge gathered from this course in my job area. Most importantly, this course gave us a clear idea about marketing and merchandising which was very needed. So, overall, I can say that this course played a significant role in my self-improvement.

I learned leadership skills and traits from this course which was very important. Now I can implement this knowledge at my workplace. I have a team, now I can evaluate the performance of the team member and know in which way I can guide them and can have the best outcome. This course was a blessing for me and I learned a lot from this course. HR Skills and competency helped me improve my attitude towards my team mate.

Chapter 4: Conclusion

In Bangladesh Garments industry specifically RMG sector is in the leading position. To improve our country, we have to succeed in the RMG sector. The PGD-KIM program SEIP with BRAC university helps us improve our theoretical knowledge, practical skills, detailed industry knowledge, leadership skills etc. This will help us lead in any sector in the future including RMG.

I interned at MASCO Group. My supervisor in MASCO was Mahedi Hassan, Deputy Manager, Supply Chain Management. During my internship at MASCO, I learned about the whole process of the sector. From getting raw material – yarn, knitting, dyeing, finishing, cutting, sewing, packing, merchandising, HR & admin. This experience taught me how all the departments connect and how to solve various problems.

I am very thankful to my Industry Supervisor, Academic Supervisor, my teachers and my colleagues for their utmost support in completing this course. The PGD – KIM program has helped me in my career development and made me an on-time, responsible and better supply chain professional.

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- [3] Apparel Manufacturing Technology by T. Karthik, P. Ganesan & P. Gopalakrishnan. <https://www.routledge.com/Apparel%20Manufacturing%20Technology/Karthik%20Ganesan%20Gopalakrishnan/p/book/9780367736842>

Face-to-Face Meetings

- **Meeting 1:**

Company: MASCO Group

Person: Mr. Mahedi, Head of Supply Chain Management

Topic: Garments Operation & Supply Chain

- **Meeting 2:**

Company: MASCO Group

Person: Sumanta Sarkar, Sr. Manager of Merchandising.

Topic: Merchandising Process

Appendix A.

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