

Report On
MASCO GROUP
5 Department

By

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

Executive Development Center, BIGD
Brac University
November 2025

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Declaration

It is hereby declared that

1. Based on the tasks I completed and the knowledge I acquired during my internship, the internship report I turned in is entirely my own.
2. The information, analysis, and thoughts written in this report are based on my practical experience at the organization as well as the theoretical knowledge I gained while studying at university.
3. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate reference.
4. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
5. I have acknowledged all main sources of help.

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Zarine Anan Khondoker

Programme Coordinator,
BIGD, Brac University

Letter of Transmittal

Zarine Anan Khondoker

Programme Coordinator, BIGD

66 Mohakhali, Dhaka-1212

Subject: Report on MASCO Group

Dear Madam,

It gives me an immense opportunity to present my entry-level position and provide information about "a Report on Masco Group," where I was hired under your supervision.

I have made every effort to complete the report with the necessary information and suggested proposals in a meaningful, concise, and thorough manner.

I hope the report meets the expectations. I hope the report meets the expectations.

Sincerely yours,

Md. Bani Amin Rafi

1000055580

Executive Development Center, BIGD

Brac University

Date: March 2026

Non-Disclosure Agreement

This agreement has been established and entered by Masco Group and the undersigned student at EDC, BIGD, Brac University Md. Bani Amin Rafi.

The intern and Masco Group decided to continue the internship on the specified terms.

- 1) Intern will keep all records and files up to date on a daily basis associated with his work and report.
- 2) Company will allow intern this period to do his duties under the company policy for departments.
- 3) Industry supervisor will provide all necessary facilities required as per requirements from Brac University.
- 4) The intern will be truthful about any information supplied by the company that is labeled as "Confidential Information," which refers to proprietary and private information.

Student's Full Name & Signature:

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Industry Supervisor's Full Name & Signature:

Md. Kawsar Hossain
Assistant Manager
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Acknowledgement

First and foremost, I express my sincere gratitude to the Almighty for granting me the strength, patience, and guidance to complete this study within the stipulated time. The successful completion of this report would not have been possible without the support and cooperation of many individuals who contributed in different ways throughout the process.

I am profoundly thankful to my Industrial Supervisor, Mr. Kawsar Hossain, Assistant Manager (Research & Development), Masco Group, and my Academic Supervisor, **Zarine Anan Khondoker**, Programme coordinator, BIGD, BRAC University, for their continuous encouragement, valuable guidance, and constructive suggestions. Their insightful direction and supervision played a vital role in the successful preparation of this report.

I would also like to extend my heartfelt appreciation to all the respondents who generously shared their time, information, and practical insights. Their contributions significantly enhanced the depth and quality of this study.

My sincere thanks go to my colleagues for their constant support, cooperation, and motivation throughout the completion of this work.

Finally, I once again convey my deepest gratitude to both of my supervisors for dedicating their valuable time to review my report and provide constructive feedback. I firmly believe that the knowledge gained and the experience acquired through this assignment will greatly contribute to my future professional growth and career development.

Executive Summary

This report has been prepared based on my three (03) months of internship experience at Masco Cottons Ltd., where I gained practical exposure across several departments. Working only within a single department would not have provided me with a comprehensive understanding of the organization's overall operations; however, this internship allowed me to develop practical insights into multiple functional areas.

Masco Cottons Ltd. is one of the largest knit composite vertical establishments in Bangladesh, equipped with advanced machinery and modern technology. The company is supported by a skilled production and quality assurance team, along with a proactive business team committed to delivering high-quality products to its clients.

This report is based on my direct observations and hands-on experience gathered from five key departments of the company: Merchandising & Marketing, Production, Sourcing and Material Sustainability, Human Resources (HR), and the Sample Department.

Keywords: R&D; Sourcing; Production; Merchandizing; HR; Knitting; Dyeing; Finishing.

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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.

SMV- Standard Minute Value

Chapter 1: About Organization

1.1 Industry Overview

Masco Group is an export-oriented manufacturing company that was founded in 2001 by M. A. Sabur. Circular knit garments are the Masco group's main products, reflecting its specialization in apparel manufacturing. Currently, approximately 24,000 individuals are employed across the company, highlighting its significant contribution to employment and industrial growth. Masco Group has confirmed its place among the leaders of the country's knit composite industries. An overall review of Masco Group clearly supports its status as a market leader. They try to enrich the community with continuous sustainable transformation which encourages to be one step ahead always. It is currently comprised of numerous business units, including knitting, dyeing, printing, embroidery, and washing.

Masco aims to remain at the forefront of every industry and create substantial value for local communities, all stakeholders, and the economy as a whole. In the near future, the group is focused on growing the textile business.

The units of Masco Picasso Ltd., Masco Exports Ltd., and Concept Knitting Ltd. are expanding. This renowned group imports clothing of the highest caliber from all over the world.

The organization has a total workforce of approximately 26,000 employees and operates 315 production lines. It has a strong manufacturing capability with a monthly garment production capacity of around 12 million pieces. The range of knit fabrics produced includes single jersey, Lycra single jersey, design single jersey, plaited single jersey, pique and double pique, Lacoste and double Lacoste, terry and fleece, interlock, Lycra interlock, engineering stripe single jersey, engineering stripe rib and interlock, rib, elastane rib, variegated rib, and quarter gauge fabric. The knitting and dyeing facilities each have a production capacity of 70 tons per day, ensuring balanced and efficient processing. In 2025, the total turnover of the organization reached USD 245 million, reflecting its strong market presence and operational scale.

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

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 (Our Vision, n.d.).

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 (Our Mission, n.d.).

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 (Home, n.d.).

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:



Figure 1: Organogram of Top management

For execution section below organogram is being followed:

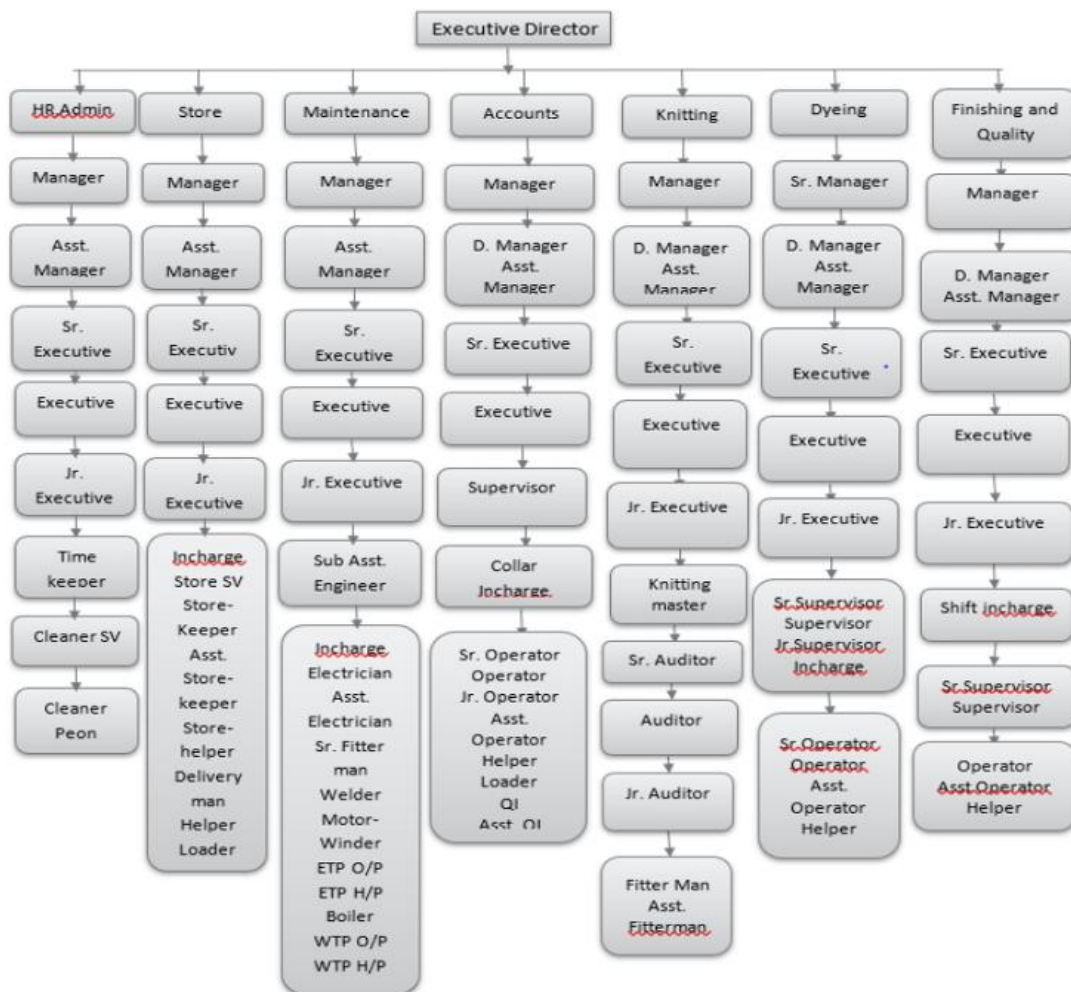


Figure 2: Execution Team Organogram

1.5 Products/Services Produced by the Industry

Masco Group is one of the largest apparel manufacturing companies in Bangladesh, known for producing a wide range of high-quality knitwear for global markets. The company specializes in the design, development, and manufacturing of garments for men, women, and children, serving many internationally recognized fashion brands.

With complete vertical integration, Masco Group operates its own knitting, dyeing, finishing, printing, embroidery, and garment production units. This integrated structure enables the company to maintain strict quality control, operational efficiency, and timely delivery.

The company exports its products to nearly 50 prominent buyers across Europe, North America, Australia, Japan, and Russia. Among them, C&A (Germany) and H&M (Sweden) are the largest buyers, contributing approximately 22.85% and 21.02% of total export volume respectively. Other major partners include Levi's (USA) with 7.34%, Otto International (Germany) with 5.37%, Target Australia with 5.16%, and Benetton (Italy) with 5.20% (Latest Stories, n.d.).

In addition, key customers such as Carrefour (France), Cubus (Norway), Ostin (Russia), and KappAhl (Sweden) play an important role in the company's export network. Smaller yet valuable buyers include Lidl, Esprit, Pepe Jeans, Mango, BMG (UK), and El Corte Inglés (Spain).

Overall, Masco Group's diversified and geographically balanced customer portfolio highlights its strong global presence and reputation for quality. Through continuous commitment to excellence, product innovation, and sustainability, the company has developed long-term partnerships with leading international fashion retailers and continues to strengthen its position in the global ready-made garment (RMG) industry.

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:

- Research and Development (R&D)
- Production- Knitting, Dyeing
- Merchandising & marketing
- Sourcing and Material Sustainability
- HR and Admin

2.1 Central R&D Department

My department is Central R&D of MASCO Group and I daily perform the development of buyer swatch to complete submittable fabric. Below I'm elaborating their working flowchart.

Fabric Development Process Flowchart

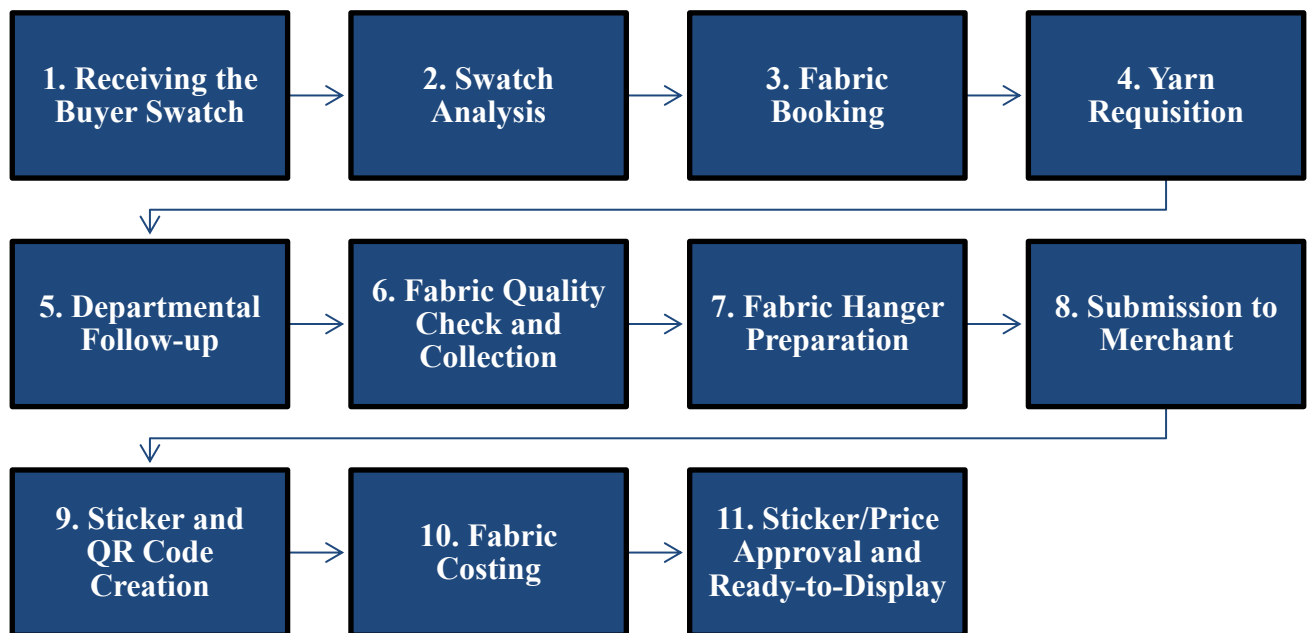


Figure 3: Development Process Flow Chart

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 tech pack (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.

During my internship in the Central R&D department, I received multiple swatches from buyers, maintained proper tracking of swatches, and select initial process route for further development based on the swatches.

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. During my internship period I analyzed the received swatches and find out the fabric Construction, GSM, WPI, CPI, Machine Gauge, Yarn Count, Yarn Type, notation design and Stitch Length. For composition analysis I have sent a small cut fabric to our dyeing lab and by chemical treatment they find out the fiber composition.

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. I prepared the design and booking files with necessary data for the received swatches and sent them to the knitting and dyeing departments via email.

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. For some of my bookings, the required yarn was available

in our stock, while others required yarn sourcing. In those cases, the sourcing department arranged the materials, and I regularly followed up to ensure timely procurement.

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. I regularly followed up with the knitting team and provided the necessary parameters to the dyeing and finishing sections to achieve optimum quality as like the buyer's swatch.

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 meters, 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 hand feel are noted for corrective action. The grey fabric from my bookings was sent to me for design approval. After dyeing and finishing, I checked the entire fabric and collected the samples for submission to the buyer.

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. During my internship, I maintained records of my completed developments. With the support of the hanger team, the hangers were prepared and submitted to the buyer.

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. Together with the

responsible R&D team member, I met with the merchandisers to present the fabric quality and explain any technical limitations for further processing.

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. I created sticker and QR codes for my developed fabrics and attached them with the hanger.

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). I prepared several costing sheets during my internship and uploaded them to the digital library.

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. The DGM of R&D approved my sticker and costing and gave some corrections and finally after correction my hanger was ready to display on the showroom and upload on digital library.

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 key responsibilities of the Central R&D Department is submitting pre-developed fabric hangers to buyers. These submissions are made based on buyer selections, mood boards, trend books, email requisitions, and swatch analysis. In this process, the R&D team reviews the existing extra hanger collection to identify fabrications that match the buyer's required appearance, texture, hand feel, GSM, and composition. By utilizing ready-developed options, the team can respond quickly to buyer inquiries and provide immediate support. This proactive approach also assists the merchandising team in offering pre-approved fabrics, which helps reduce submission lead time, lower development costs, and minimize overall manufacturing expenses.

Reproduction

When a buyer selects a specific fabric hanger or an R&D-developed sample for pre-production or bulk production, the Central R&D Department is responsible for reproducing the approved quality. In such cases, the previously prepared booking files—containing detailed knitting, dyeing, and finishing parameters—are shared with the respective departments to ensure accurate execution and optimal results. This systematic process ensures that the reproduced fabric retains the same physical, visual, and functional properties as the originally developed sample. Such a structured reproduction method plays a crucial role in minimizing variations, maintaining consistency, and enhancing overall production efficiency, particularly during the transition from development to bulk manufacturing stages.

Analysis and Technical Support

The Central R&D Department also plays a significant role in providing analytical and technical support to the merchandising teams. The department regularly analyzes buyer swatches—both basic and fancy qualities—to determine yarn count, fabric construction, GSM, composition, and other technical parameters. This detailed analysis supports the merchandising team in accurate pre-costing and fabric booking during the initial stages of product development. Furthermore, the R&D team offers technical guidance and solutions related to knitting, dyeing, and finishing

processes throughout both development and bulk production phases. This cross-functional support enhances internal collaboration and strengthens the organization's capability to deliver consistent, high-quality fabrics to its global buyers.

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.

During my internship in the knitting department, I was assigned to follow up on the production floor and knitting machines, ensure daily production targets were met, and analyze the root causes whenever the daily targets were not achieved.

Knitting Flowchart:

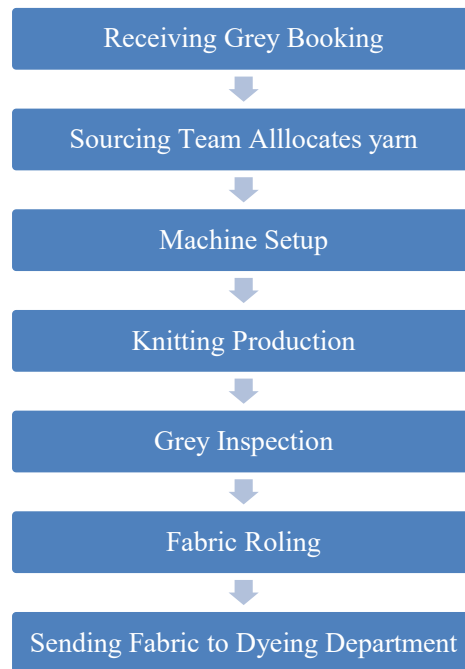


Figure 4: knitting Flow chart

Dyeing Department

The grey fabrics 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:

- **Lab dip Preparation** (Lab dip was prepared)
- **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:

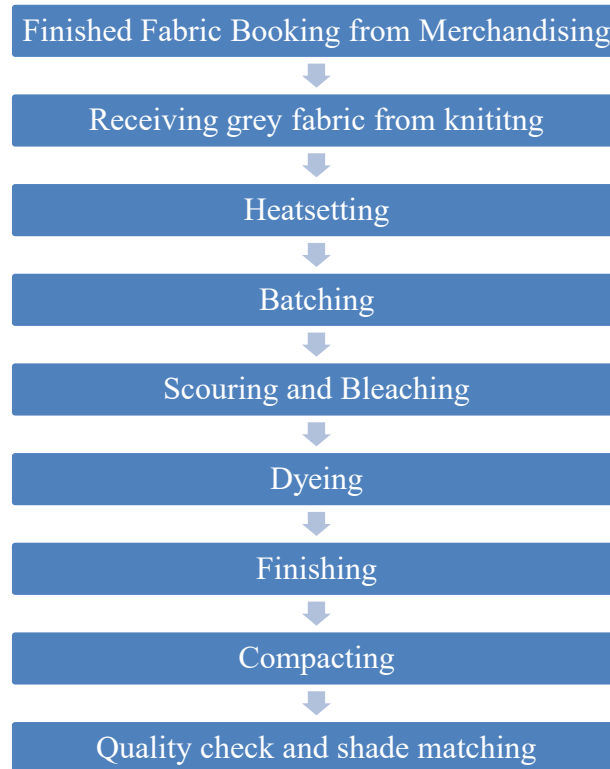


Figure 5: Dyeing Flowchart

During my internship in the dyeing department, I monitored the overall dyeing process from grey fabric receiving to final delivery to the garments section. This included lab dip preparation; pre-dyeing processes such as heat setting, singeing, scouring and bleaching, and bio-polishing; dyeing; after-treatment processes like soaping and neutralization; and finishing, including drying with softener and final quality inspection.

I was assigned to follow up on specific large-quantity orders for the buyer TOP Ten, ensuring smooth execution at every stage. Whenever any issue arose, I consulted with the Head of the Dyeing & Finishing Department for guidance and resolution.

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 Merchandising & marketing

During my 20-day internship in the merchandising department at Masco Group, I had the opportunity to observe and actively participate in a wide range of operational activities.

On my first day, I attended a price negotiation meeting between the buyer team and the merchandising team. Key discussion points included order quantity, shipment schedule, delay penalties, shipping mode (air or sea), accessory sourcing methods, and whether accessories would be procured locally or imported. Since all accessories were sourced from China, the shipment was scheduled with a 120-day lead time, aligning with the buyer's standard practice.

The following day, I joined an internal coordination meeting led by the merchandising manager. Representatives from the commercial department, materials department, planning division, and the respective buyer team were present. The objective of the meeting was to clearly define each department's responsibilities regarding material sourcing, accessory management, sewing, packing, and final delivery of confirmed orders.

Throughout my internship in merchandising, I worked on several practical tasks. These included inspecting finished garments ready for shipment, preparing material summaries for new orders, developing sewing material order sheets, collecting swatch approvals according to order specifications, and ensuring that bulk production garments matched approved samples.

I also gained hands-on experience with essential merchandising documentation such as technical sheets, costing breakdowns, CAD files, sample dispatch procedures, buyer sample requirements, and merchandising-related risk assessments. As merchandising is closely linked with production, I was also involved in various production processes.

The production process begins with fabric receiving and cutting. I assisted in managing fabric deliveries from the Auchan buyer team and coordinated the transfer of cut panels to the sewing section. My responsibilities included collecting the Made to Order (MO) list, preparing and submitting fabric requisitions to the warehouse, recording fabric receipts, allowing fabric relaxation for 24 hours, collecting pattern boards from the CAD department, laying fabric on the cutting table, placing marker paper, cutting fabric using a band knife, matching cut components with patterns, bundling garments (usually 20–40 pieces per bundle), and forwarding them to sewing with proper documentation.

In the sewing department, I monitored material and accessory consumption to ensure alignment with approved order specifications. I also verified compliance with quality standards, ensured timely material supply, and tracked hourly production targets. After sewing, I followed the garments through to the packing section, where items were received, inspected, and sorted by order, style, and color. Required trims—such as hangers, barcodes, Z-clips, country stickers, hangtags, and loops—were added according to shipment requirements.

Additionally, I attended a buyer quality control (QC) inspection to understand pre-shipment evaluation procedures. I also discussed quality management practices with the production manager, who emphasized Masco Group's strong commitment to continuous employee training. Regular training on advanced tools and modern techniques is a standard practice within the organization, aimed at enhancing productivity, maintaining quality, and sustaining employee motivation.

2.4 Sourcing and Material Sustainability

A supply chain is the network of people, processes, technologies, and resources involved in producing and delivering a product from raw material to the final consumer. It begins with sourcing raw materials and ends with delivering finished goods to customers. Effective Supply Chain Management (SCM) oversees every stage of this flow to maximize value, reduce costs, and ensure customer satisfaction. A well-managed supply chain enhances operational efficiency, improves profitability, and strengthens a company's competitive position.

During my learning period in the Supply Chain and Sourcing Department at Masco Group, I developed a clear understanding of the key objectives of supply chain management. These objectives include building an efficient supply network, minimizing transportation and procurement costs, optimizing the use of labor and machinery, ensuring proper inventory control, maintaining flexible production planning, and maximizing distribution efficiency. The ultimate goal is to meet customer expectations by delivering quality products on time while maintaining cost efficiency.

Supply Chain Drivers

The performance of a supply chain depends on several key drivers:

Facilities: Production units, warehouses, and distribution centers that determine capacity, location efficiency, and overall network performance.

Inventory: Maintaining the right quantity of raw materials, work-in-progress, and finished goods to avoid stockouts and excess carrying costs.

Transportation: Efficient movement of goods through appropriate modes (air or sea), route planning, and scheduling to ensure timely delivery at minimal cost.

Information: Real-time data sharing through ERP systems and digital tools to improve coordination and decision-making.

Sourcing: Selection and management of suppliers based on cost, quality, reliability, and responsiveness.

Pricing: Strategic pricing decisions influenced by production cost, market demand, and customer value perception.

Time: Managing lead times, order processing, and delivery schedules to improve responsiveness and agility.

Cost Drivers in Supply Chain Management

Supply chain costs are primarily driven by four major elements:

Procurement Cost: Expenses related to sourcing raw materials and accessories.

Inventory Cost: Costs of storing and maintaining stock.

Transportation Cost: Expenses incurred in moving materials and finished goods.

Quality Cost: Costs associated with ensuring products meet required standards.

Understanding and controlling these cost drivers is essential for achieving operational efficiency and profitability.

My Responsibilities in the Supply Chain Department

As an intern in the Supply Chain Department at Masco Group, I supported daily operational activities and contributed to improving efficiency. My responsibilities included:

Data Entry and Analysis: Assisting in collecting and organizing data related to inventory, production, and sales using ERP systems and spreadsheets.

Inventory Management: Monitoring stock levels, conducting stock checks, updating inventory records, and identifying discrepancies.

Procurement Support: Assisting in selecting trims and accessories based on trend research and material requirements, leveraging my background in fashion design.

Sourcing and Material Sustainability Process

During my internship, I was specifically involved in yarn sourcing and sustainability verification. The step-by-step process is outlined below:

1. Yarn Booking Collection

The process begins when the Merchandising Department shares yarn booking details, including yarn count, type, quantity (in kg), target price, and sustainability requirements. I reviewed these bookings to understand material specifications and delivery timelines.

2. Supplier Search and Yarn Selection

The sourcing team identifies suitable suppliers offering competitive pricing and certified sustainable materials. I assisted in shortlisting suppliers based on certification validity and past performance.

3. Price Comparison and Confirmation

Supplier quotations are compared with the merchant's target price. If pricing aligns within the acceptable range, the supplier is finalized. This stage helped me understand negotiation strategies to achieve cost efficiency without compromising quality.

4. Sustainability Verification

For certified yarns (organic or recycled), the Material Sustainability Team verifies supplier certifications such as:

Global Organic Textile Standard (GOTS), Global Recycled Standard (GRS), Organic Content Standard (OCS), Recycled Claim Standard (RCS), OEKO-TEX, Better Cotton Initiative (BCI), Cotton made in Africa (CMIA), U.S. Cotton Trust Protocol.

I assisted in verifying documentation to ensure compliance with sustainability standards.

5. Proforma Invoice (PI) Checking

After price and sustainability confirmation, suppliers issue a Proforma Invoice (PI) mentioning payment terms and Incoterms. I reviewed PI details such as product description, quantity, pricing, and shipment conditions before forwarding them to the Commercial Department.

6. Letter of Credit (LC) Process

The Commercial Department processes the LC through the issuing bank to ensure secure transactions. I learned how LCs protect both buyer and supplier and ensure financial transparency.

7. Shipment Schedule and Follow-Up

After LC issuance, the sourcing team collects ETD (Estimated Time of Departure) and ETA (Estimated Time of Arrival) from suppliers. I monitored shipment schedules to prevent delays and ensure smooth production planning.

8. Material Arrival and Inspection

Upon yarn arrival, quality and quantity are inspected. Verified reports are then shared with the Commercial Department to proceed with payment.

9. Stock Maintenance

The department maintains buffer stock of frequently used yarns to avoid production disruption. I observed how consumption patterns are analyzed to determine optimal stock levels.

10. Transaction Certificate (TC) Application

For certified sustainable yarns, the team applies for Garment Transaction Certificates (TCs) to verify that final garments are produced using certified materials. This step ensures traceability and transparency throughout the supply chain.

2.5 Human Resources Management

During my internship at **Masco Group**, I was assigned to the Human Resources (HR) and Administration Department for 10 days upon the recommendation of my industrial supervisor. This attachment allowed me to gain comprehensive insight into how structured HR practices contribute to organizational stability, compliance, and employee well-being.

Overview of HR Functions

On my first day, I met the General Manager (GM) of HR, who guided me for the initial two days to provide an overall understanding of the company's HR framework. I learned that Human Resource Management (HRM) involves recruiting, selecting, training, developing, and retaining employees while ensuring that all managerial decisions positively impact the workforce.

At Masco Group, the HR Department operates through interconnected divisions such as Administration, Compliance, Payroll & Accounting, and General HR Operations. The department plays a strategic role in organizational success through the following responsibilities:

The Human Resources department is responsible for recruiting and hiring qualified employees to meet organizational needs while ensuring the effective utilization of human resources across all departments. It focuses on developing employee skills through structured training and development programs, aiming to enhance performance and productivity. Maintaining employee satisfaction and motivation is another key priority, achieved through fair practices, supportive policies, and positive workplace engagement.

Additionally, the HR department designs and regularly updates policies in alignment with company objectives and buyer compliance requirements. It ensures fair compensation, equal treatment, and proper workplace discipline to maintain a balanced and ethical work environment. HR also plays an important role in building effective communication across departments and sister concerns, as well as providing necessary support during factory audits and compliance visits to ensure adherence to required standards.

The HR GM emphasized that **job analysis** is a fundamental HR activity. It involves defining job titles, departments, duties, required skills, experience, and age limitations. This structured approach supports effective recruitment, performance evaluation, and workforce planning.

Administration Department Exposure

For the first three days, I was placed in the Administration Department. I observed how all outgoing factory items are recorded by security personnel through gate pass registers. Items are categorized as returnable or non-returnable during documentation.

One of my responsibilities was to verify whether returnable items issued in the previous seven days had been returned. These included stitched-cut pieces sent for printing, laptops sent for maintenance, and machine parts sent for repair. I checked the gate pass records and coordinated with the maintenance department to confirm return timelines where information was missing.

Through discussions with the HR Manager of Masco Cotton, I understood that human resources are the most valuable asset of an organization. While companies are built with machines, materials, and money, it is people who drive growth and profitability. Effective manpower management is therefore essential for long-term success.

Key Contributions of HRM to Masco Group

- Assisting the organization in achieving strategic goals.
- Ensuring efficient use of workforce skills and capabilities.
- Providing trained and motivated employees.
- Enhancing employee job satisfaction.
- Maintaining work-life balance and communication standards.
- Supporting various departments with workforce planning.

Core HR Department Activities

1. Manpower Planning

Human Resource Planning ensures the right person is placed in the right job at the right time. This systematic process supports industrial growth and operational continuity.

2. Recruitment and Hiring

HR organizes recruitment planning throughout the year, conducts interviews, coordinates with department heads, prepares appointment letters, and manages hiring costs effectively.

3. Payroll Management

Payroll management includes salary preparation, compliance with labor laws, benefits administration, and maintaining financial accuracy. HR collaborates with the MIS team to prepare monthly salary statements and manage wage documentation.

4. Training and Development

HR organizes employee training programs to improve skills, adapt to technological changes, and enhance productivity.

5. Security and Compliance

HR ensures workplace safety through structured security systems and strict compliance with labor laws and buyer requirements.

6. Earned Leave Policy

Employees who complete one year of service at Masco Group are entitled to 17 days of earned leave with pay.

Chapter 3: Critical Assessment of Internship Work

During my internship at MASCO, I've successfully visited 5 department, which was kind of core department. I've learnt many things from these departments that was 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 analyzed some strengths and weakness 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 internship period, I consistently tried to align the theoretical knowledge gained from my academic courses with practical factory operations. This experience helped me understand how classroom learning directly connects with real industrial practices.

HR Skills and Competencies (KIM-101)

While working in the HR and Administration Department, I realized that HR responsibilities extend far beyond recruitment and termination. The *HR Skills and Competencies* course taught me that HR plays a strategic role in organizational development, leadership, culture building, and employee engagement.

During my internship, I observed how HR professionals manage multiple activities such as attendance management, documentation, employee relations, compliance, and coordination with different departments.

From this course, I learned about corporate culture and leadership. I applied leadership concepts within my assigned department, especially the idea that influence is the first criterion of leadership. I also observed how situational leadership creates better outcomes depending on the team and circumstances. Furthermore, I practiced communication techniques learned in class to improve coordination and teamwork.

Communication Skill (KIM-103)

Effective communication is essential in any organization. This course taught me that communication ensures integrity, teamwork, clarity, and strong workplace relationships.

During my internship, I applied active listening, clear expression of ideas, and accurate information delivery while interacting with workers, supervisors, and management. These skills helped me handle workplace situations more effectively.

As I worked in the supply chain department, negotiation skills learned from this course were particularly valuable. They supported me in discussions with suppliers and internal stakeholders.

Analytical Skills & Competencies (KIM-102)

This course enhanced my data analysis skills, which are highly relevant in industrial operations. In modern factories, reporting and decision-making heavily rely on data analysis.

During my internship, I prepared reports and analyzed operational data. The analytical tools and concepts learned in this course helped me interpret information accurately and support decision-making processes.

Business Operation Skill (KIM-104)

The *Business Operation Skill* course provided knowledge about marketing, costing, and financial operations.

During my internship, I visited both the finance and marketing departments. I gained practical insights into how marketing departments communicate with buyers and how costing is calculated. The theoretical knowledge from this course helped me understand production costing structures and financial considerations in the garments industry.

Industrial Engineering (KIM-202)

This course gave me a clear understanding of garments production operations. I learned about SMV calculation, productivity, efficiency, effectiveness, lean management, and 5S principles.

On the production floor, I observed how these concepts directly impact output and performance. I was able to relate theoretical knowledge to actual line balancing, workflow optimization, and productivity improvement in the garments factory.

Introduction to Garments Industry – Knitwear (KIM-201)

The course *Introduction to Garments Industry – Knitwear* was extremely helpful during my internship. It provided a comprehensive understanding of knitting, dyeing, and related technical processes.

I learned about various dyeing processes, knitting techniques, and the complete production flow from yarn to finished fabric. When I visited the knitting and dyeing plants, I could clearly connect theoretical concepts with practical operations.

Costing was one of the most important parts of this course, covering fabric, garments, and spinning costing. Since I was involved in yarn sourcing, this knowledge helped me calculate yarn costs and evaluate supplier quotations. It also strengthened my negotiation skills with suppliers.

Additionally, I gained a better understanding of total production costs, efficiency, and price management within the industry.

Quality Management (KIM-204)

This course provided strong foundational knowledge of quality management and Total Quality Management (TQM).

While working with the material sustainability team, I observed the importance of certifications and compliance standards. The organization is certified by **GOTS, GRS, OCS, RCS, and OEKO-TEX**, among others. The course helped me understand the purpose and requirements of these certifications and their role in ensuring sustainability and product quality.

This course also covered supply chain management, including internal and external transportation, Incoterms, commercial terms, payment methods, and logistics operations. During my internship, I was able to relate these theoretical concepts to practical supply chain activities within the factory.

3.2 Suggestion for industry improvement:

After completing my internship at **Masco Group**, I identified several areas for further industrial improvement despite the company's strong operational foundation.

Firstly, MASCO can implement AI-based software to monitor sustainability data such as water, energy, and chemical consumption. Automated systems integrated with ERP can improve stock checking, PI and LC tracking, and certificate expiry alerts, reducing manual work and

compliance risks. Forming a Quality Control Circle (QCC) would also support continuous improvement by identifying root causes of production and quality issues.

Secondly, since around 70% of products are baby items, product diversification would reduce market dependency and increase business opportunities. The R&D team can proactively develop innovative and sustainable fabrics and present them to buyers, positioning MASCO as an innovation-driven manufacturer. Investment in modern machinery, automation, and structured training—especially AI and technical training for workers—would further enhance productivity, quality consistency, and innovative culture.

Overall, these improvements would strengthen operational efficiency, sustainability performance, and long-term competitiveness for MASCO.

3.3 Learning for Self-Improvement

Throughout my internship, I continuously tried to align the knowledge gained from my Post-Graduate Diploma in Knitwear Industry Management (PGD KIM) course with practical factory activities at **Masco Group**. This experience provided me with a clear understanding of the complete textile value chain—from knitting, dyeing, and finishing to garments operations, sourcing, and material sustainability.

The course strengthened my foundation in core textile processes, costing (yarn, fabric, and garments), SMV calculation, efficiency measurement, and overall garments operations. I also developed a strong understanding of Total Quality Management (TQM), sustainability practices, supply chain management, and the importance of customer satisfaction for long-term business success. Learning about MIS and ERP systems helped me understand how integrated data management improves transparency, coordination, and operational efficiency.

In addition, the program significantly enhanced my communication, presentation, marketing, and business skills. Through multiple presentation sessions and practical assignments, my confidence and professional communication abilities improved greatly. Since I work in sourcing and material sustainability, the negotiation techniques learned during the course have helped me negotiate more effectively and professionally.

Moreover, I gained valuable leadership and management insights, including planning, organizing, leading, and controlling functions. I learned how to identify the right people for the right roles, evaluate team performance, and guide team members to achieve better outcomes. HR Skills and Competencies also improved my attitude toward teamwork and workplace behavior.

Overall, the combination of academic learning and internship experience allowed me to apply theoretical knowledge in real-life industrial settings. It enhanced my problem-solving ability, time management skills, and understanding of innovation's importance in sustaining growth in a competitive corporate environment. I am confident that the knowledge and skills I have acquired will contribute significantly to my professional development and future career in the textile and apparel industry.

Chapter 4: Conclusion

The Ready-Made Garments (RMG) sector plays a leading role in Bangladesh's economy, and continued success in this industry is essential for the country's overall development. The PGD-KIM program under SEIP at **BRAC University** has significantly enhanced my theoretical knowledge, practical skills, industry insight, and leadership abilities, preparing me to contribute effectively to the RMG sector and beyond.

I completed my internship at **Masco Group** under the supervision of Kawser Hossain, Assistant Manager, Research & Development. During this period, I gained comprehensive knowledge of the entire textile and apparel value chain—from raw material sourcing (yarn), knitting, dyeing, finishing, cutting, sewing, and packing to merchandising, HR, and administration. This experience helped me understand departmental interconnection, supply chain coordination, and practical problem-solving within a real industrial environment.

Masco Group has established itself as a leading textile organization in Bangladesh through its commitment to operational excellence and employee well-being since its establishment in 2001. To further strengthen its position, initiatives such as employee participation programs, cross-functional collaboration, and structured recognition systems can enhance motivation, engagement, and productivity. Encouraging idea-sharing platforms and continuous improvement

practices can reduce operational costs, improve workplace safety, and build stronger management–employee relationships.

Overall, the PGD-KIM program and my internship experience have played a vital role in my career development. They have shaped me into a more responsible, punctual, and capable supply chain professional. I am sincerely grateful to my industry supervisor, academic supervisor, teachers, and colleagues for their continuous guidance and support in completing this journey successfully

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