

Internship Report

On

Square Fashion Limited (Unit-02)

By,
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This report is submitted to EDC, BRAC University as part of requirements for Post-Graduate Diploma in Knitwear Industrial Management sponsored by SICIP & BIGD.

Executive Development Centre, BIGD
BRAC University
March 2026

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Declaration

It is hereby declared that

1. The internship report submitted based on original work while completing degree at BRAC University.
2. The report not published yet or written by third party except where this is appropriately mentioned through full and accurate referencing.
3. The report does not contain material which already accepted or submitted for filling other degree.
4. I acknowledged all main sources of help.

Student's Full Name & Signature:

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BIGD, BRAC University

Letter of Transmittal

15 March 2026

Dr. Shaila Ahmed

Assistant Professor & Research Fellow

BIGD,BRAC University

Subject: Submission of Internship report.

Dear Madam,

With due respect & humble submission, as a student of BRAC Institute of Governance and Development, BRAC University I am very pleased to submit my internship report on Square Fashion Limited (GU-2). I have tried best of my level to follow your guidelines in every areas of planning of the report.

I have attempted my best to finish the report with essential data and recommended suggestion in a comprehensive way as possible.I believe that the report will meet the requirement.

Sincerely yours,

Md Tomal Hossain

ID-1000055579

BRAC University, Dhaka.

Non-Disclosure Agreement

This Contract is made and enclosed within Square Fashion Ltd (GU-2). And the Undersigned student Md. Tomal Hossain at BRAC University. We certify by my signature that I acknowledge being informed of the confidentiality policy concerning confidential information or its treatment. We agree to obey and maintain the private information therein.

Student's full name & Signature:

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Industry Supervisor's Full Name & Signature:

Sk. Taharim Hossain
Sr. Manager
Department of Operations
Square Fashion Limited (GU-2)

Acknowledgement

At first, I would like to thank BRAC University & Square Group for giving me opportunity to complete the Industrial training & attachment report. I would like to thank and give my appreciation to all department head at SFL-2 for giving their precious time during the time. I would also like to give special appreciations to my industrial supervisor Mr. Sk. Taharim Hossain sir for providing me continuous support and guideline where needed to prepare a collaborative formal report. I would like to thank all the officials and all employees of SFL-2 for their cooperation. I would like to thank my academic supervisor Mst. Dr Shaila Ahmed madam for giving us time with proper guideline thorough academic classes & industrial report. She has checked my report several time & helped me to make necessary correction. She always advised the way of successful completion of training.

Sincerely yours,

Md. Tomal Hossain

Executive Summary

This is the report where I have documented my 66-day internship at Square Fashion Limited (Unit-02) in a short SFL-2. The industry has huge contribution as knit garments manufacturers. I have got opportunity to gain practical knowledge comparing academic learning. After completing various department working process I can now relate how all department interrelate with each other for on time shipment in full with best quality standard.

Here I have breakdown chapter 1 to 4 as per course guideline. From chapter 1, I am expressing overview of SFL-2— its background, vision, mission, goals, organizational structure, product range, and key customers. In Chapter 2 I have explained elaborately of 5 department 10 to 12. They are, HR & Administration, Industrial Engineering (IE) & Work Study, Cutting, Sewing & Quality Assurance department. I have focused a critical self learning of the internship, comparing academic learning in practical workplace, giving suggestions for process improvement and self development in Chapter Three. After that in Chapter Four I have provided overall internship outcome and its importance in our professional growth in knit industry.

Out of five departments I found HR & Admin most challenging & significant. It is now clear to me if we recruit best candidate for best position then industry sustainability will secure for a long run.

On the other hand LEAN Manufacturing implementation is mandatory for every knit industry for overcoming upcoming challenges like Tariff, War, Pandemic & political instability.

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Acronyms

HRMS	= Human Resource Management System
SMV	= Standard Minute Value
CM	= Cost of Manufacturing
CPM	= Cost per Minute
AQL	=Acceptable quality level
SFL	=Square Fashions Ltd.
GU	=Garments Unit
GSD	=General Sewing Data
QCO	=Quick Change Over
CAD	=Computer Aided Design
CSR	=Corporate Social Responsibility
OB	=Operation Bulletin
QA	=Quality Assurance
TL	=Traffic Light
ISO	= International Organization for Standardization
SNLS	=Single Needle Lock Stitch
FOA	=Feed Off The Arm
SAP	=System Analysis Program

Chapter 1: About the Organization

1.1 Industry Overview

Our garment industry run in the late 1970s and now secured position of central to economy. The industry ensure millions of jobs & emphasise women to join the workforce. We have low cost labour and have export quota system which helped the sector grow fast. From starting the industry depend on woven products and knitwear accelerate in the 1990s. Today, the industry ensure \$42 billion (approx.) in a year. Still now 4,000+ factories running in operation and women workforce contribution large than Man..

SQUARE Textiles Division began in 1997 with a spinning unit in Gazipur and has since grown into one of the country's major textile businesses. It now runs operations in yarn, knit, denim, woven fabrics, and garments, employing more than 38,000 people. Key milestones include starting denim production in 2012, adding apparel fabric in 2013, and becoming SQUARE Textiles PLC in 2023. The company's steady expansion reflects how individual enterprises have built on the success of the national garment industry.

1.2 Vision & Mission

Vision

Our vision sees business as a means to the well-being of investors, stakeholders, employees, and society by creating new wealth in goods and services that satisfy everyone without disturbing the socio-ecological-economic balance of Mother Earth, leading to peaceful co-existence of all living beings.

Mission

Our mission is to maximize production of quality products and services on ethical and moral standards at optimum costs, ensuring optimum benefits to consumers, shareholders, and other stakeholders.

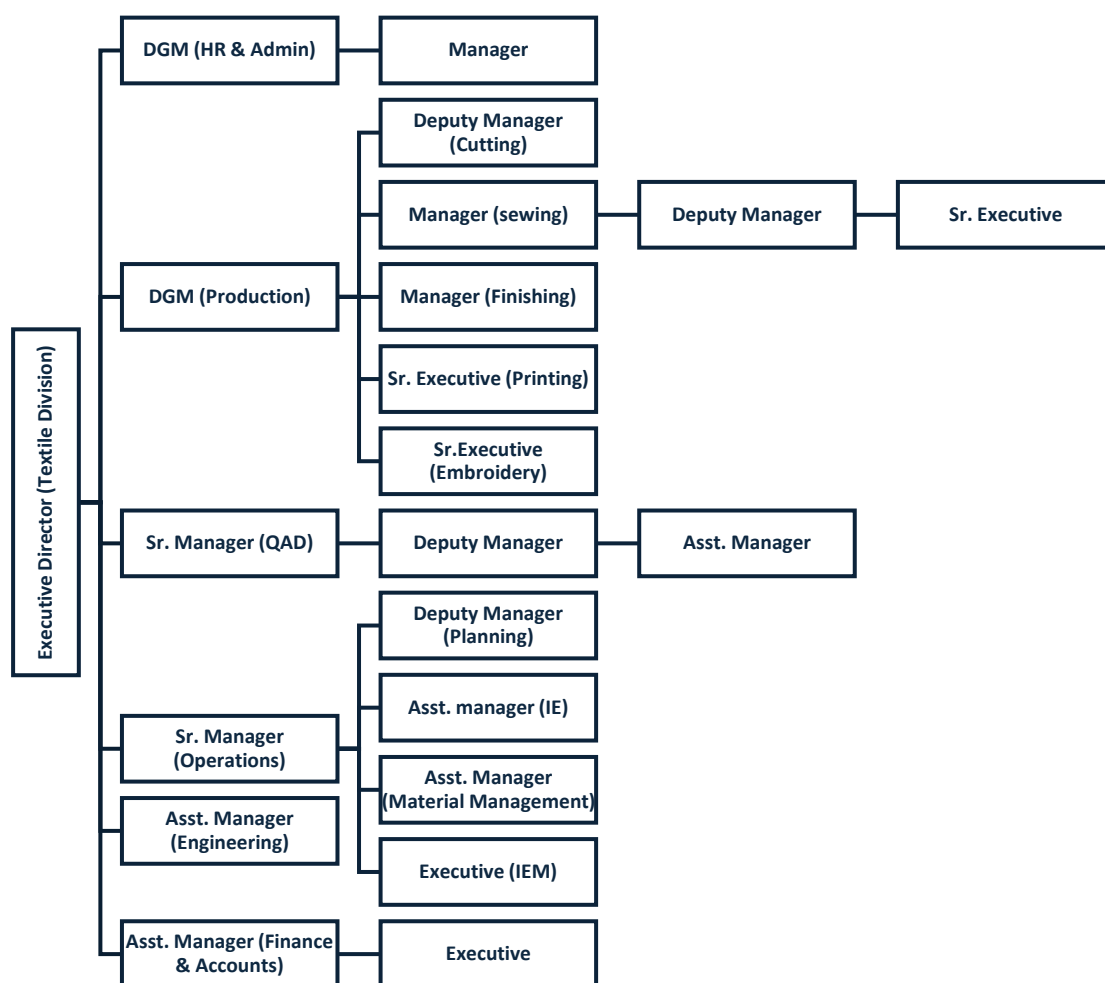
1.3 Goals & Objectives

Square Fashions Ltd., a concern of Square Group, has set clear objectives to strengthen its role in the garment industry. Main goal is to optimize profit through transparent business operations by ensuring fairness for all stakeholders. The company wants to increase its efficiency from current 65% to 80% without reduction any employee.

Also the industry wants to be competitive in both domestic and international markets by focusing on maximizing export earnings. It source maximum raw materials inhouse not importing & expanding its base which will ensure low import. The industry wants to ensure reducing income gap among employees and promoting CSR.

Its main objectives is OTIF (on time in full) shipment without compromising buyer quality standards. Square fashion will continue its legacy by implementing modern technologies, ensuring safe working place and practicing sustainability.

1.4 Organizational Structure:



1.5 Products Produced & production capacity

SFL-2 transfer production low value to high value product.

Product Items are : T-shirt, Polo, Sweat shirt, Jacket, Trouser, Shorts, Vest, Bag etc. for all gender.

Production Capacity of Square Fashions Limited, GU-2:

Section	Capacity (approx.)	Hours	Line/Table/Machine
Cutting	58,000 pcs/day	8	12 tables
Sewing	56,000 pcs /day	8	60 lines & 3 Pilot lines
Printing	46,000 pcs/day	8	24 tables
Finishing	52,000 pcs/day	8	60 lines & 3 Pilot lines
Embroidery	12,000 pcs/day	8	6 machines

1.6 Customer of Square Fashions Limited, GU-2:

Buyers list of SFL-2

- | | |
|--------------------------------------|-------------------|
| 1. PUMA | 11. RIESS (ZXY) |
| 2. Strauss Deutschland GmbH & Co. KG | 12. Joules |
| 3. Timberland VF | 13. PIERRE CARDIN |
| 4. Napapijri VF | 14. US POLO ASSN. |
| 5. G-Star RAW | 15. ARROW |
| 6. P&C (GMS) | 16. ESPRIT |
| 7. Next UK | |
| 8. New ERA | |

Chapter 2: Description of Task Accomplishment

In my three-month intern period at Square Fashion Limited (Unit-02), I had the opportunity to work across multiple departments within the organizations. Every department provide me unique learning experiences and practical knowledge. We have 13 department running & among them I collaborated with the HR & Admin Department, Industrial Engineering & Work Study Department, Cutting Department, Sewing Department and Quality Assurance Department

2.1 HR & Administration Section

The HR & Admin department contribute in managing the workforce and ensuring organizational efficiency at Square Fashion Limited. Here 3,200+ workers and office employee. This department is responsible for recruitment, training, performance management, compensation and ensuring compliance with both Bangladesh labour laws and ISO 9001:2015 standard.

My Responsibilities

During my time in the HR department, I got to be part of many important tasks. I helped with interviews and took part in hiring people for different jobs, from entry level workers to

production supervisors. I also learned how to keep employee files updated, including performance records.

I was involved in the monthly payroll process, where I learned how to calculate wages, overtime, bonuses and allowance. Also worked with the accounts team to make sure payments were done on time. I kept track of attendance using both the HRMS software and manual register by ensuring the records followed the rules of the Bangladesh Labour Law about working hours and overtime.

I also helped organize employee recognition programs, like monthly awards of Best Line & Sewing Block of the Month as per production and quality data from the IE and Quality department. Also, I helped in preparing for compliance audits by checking documents related working hours, child labour policies, discrimination policies and health safety.

Challenges Faced

There were many challenges, especially because we had to follow strict rules from different international buyers while still keeping the factory running smoothly. It meant we always had to be careful and keep proper records.

At the same time we had to think about employee welfare & also meeting production goals which was tough during busy seasons. Handling complaints and conflicts between workers needed patience and fair judgment. So that everyone felt treated properly but discipline was also maintained.

Another challenge was keeping thousands of employee files up to date. Each file had many documents that needed regular updates and ensure everything remain accurate.

Key Learnings

I have learnt a lot about HR work in a factory setting. I realized that following international labour standards is not just about rules. It is actually important for the business because it affects whether the company can keep getting orders. In the occasion of helping with recruitment, I saw how important it is to look at both skills and adaptable in our company culture.

I also learn that fair performance management systems can motivate people and help them improve. The biggest lesson for me was that good HR management is about finding the right balance both meeting company goals & caring about employees. I understood that these two things don't clash but also they support each other.

Recommendations for Improvement

I think the HR department can improve by using a proper digital HR system. It will make record keeping easier and avoiding mistakes from doing things manually. Training programs for supervisors could also help a lot. Especially in people management and communication. A better relationships at work make everything run smoother.

It would be useful to set up regular ways for employees to share feedback, like surveys or focus groups, so problems can be spotted early and solved before they grow bigger. Another important step would be to create a clear succession plan. That way, leadership roles are ready for the future, and employees with potential can see a clear path for their careers.

2.2 IE & Work Study Section

Industrial Engineering department is working for ensuring work easier and faster. They try to cut down on waste and help the factory run smoother. The IE team studies how jobs are done by method study & checks how long each job takes by time study. The dept make sure the work is spread out by line balancing. They also look for ways to increase productivity by practising lean manufacturing.

My Responsibilities

I was engaged to make operation bulletins for new styles by breaking down each garment into small steps and then identify Standard Minute Value. I helped to plan machine layouts, thinking

about how materials will move, operators sitting position, quality checking place and co-ordinating supervisors the line.

I did time studies by watching operators, writing down cycle times in a graph paper and then calculating standard times with extra minutes added for personal breaks or small delays. I have learnt line balancing techniques & for this I had to spread the work evenly so no one got stuck with too much or too little. I used charts & production study paper to see which jobs were overloaded and which were light.

I have learnt & practice the ETS system. It shows live production data. For this, I could check live operator performance, Machine breakdowns ,spot problems and calculate efficiency. I prepare skill matrix to identify operator grade.

I also learned costing terms like CPM and CM which are important for pricing and profit. I worked on finding bottlenecks (lowest output area) and fixing them by studying the production study and suggesting changes to remove bottlenecks,

I was practising lean manufacturing ideas like Muda, Mura, Muri to identify waste and 5S for keeping the workplace neat and organized.

Challenges Faced

It is difficult & risky to get accurate time studies because performance vary operator to operator. To get proper SMV here is need ensuring skilled operator, good working environment & operator positioning which is difficult because all operator have not same skill.

Production line balancing by maintaining quality standards was complex because defect rate was high when production speed increase. It is difficult to introduce new method to production people because they are used old strategy & fear running production pcs loss.

I have found difficulties when style changing occur continuously due to short qty order & meet up shipment deadline.

Key Learnings

My analytical and problem-solving skills improve after IE experience. I have learnt everything can be an asset if we use it proper method. A small improvements results big impact on

productivity. I can interrelate between SMV & Efficiency which gave me a clear view of garment manufacturing economics. I was introduced in Kaizen which means change for good is one of the best lean practice which ensure continuous improvement of our company. I learned that improving productivity is not just machines & technical fixes. It also means caring about people by ensuring workers feel comfortable, helping them to learn new skills.

Recommendations for Improvement

This department can use advanced software to try out layout and process changes before actually doing in bulk. We suggest to use GSD software to get accurate SMV. I also suggest to work more on QCO tools which can ensure new style first output in layout by closing running style. For this they can give time to pre preparation like provide OB to Maintenance & production team. I will also recommend to use SAP software along with ETS which can ensure live data of everything. Another important things this dept can improve if they invest of re-skilling & upskilling new & old operator.

2.3 Cutting

Cutting department is the main source of starting any production operation. After fabric cutting cut panel send to various section like print, embroidery & ready for sewing. Cutting section is responsible for marker making using computer aided design software, fabric spreading & accurate cutting with maximum marker efficiency. Here fabric inspection and preparing cut panels through numbering and bundling systems done to avoid any shade & size mistake in bulk. Correct cutting is most important because an error result in fabric waste, shade mismatches and quality problems in finished garments.

My Responsibilities

I use CAD software like Gerber and Euro CAD for marker making and pattern creation. I learned how CAD operators make efficient markers that save fabric while covering all sizes as per size

ratio of receiving order. I calculate marker efficiency and saw that even a 1% improvement can save a lot of money on big orders. My Cutting QAD introduce how to fabric inspection and identify spot defects by four-point system. I observed both manual and automatic fabric spreading and understand that proper spreading improves cutting accuracy and garment quality. I learned about shade management is important since fabric rolls can have slightly shade roll to roll. For this differences and the numbering system keeps pieces from the same ply together to maintain shade good. I got experience about cutting methods like straight knife cutting, band knife cutting and round knife cutting as per uses. I monitored in bundling where cut parts are grouped with bundle cards showing style number, size, colour, quantity and batch number.

Challenges Faced

I have found challenge to get pattern adjustment on different types of fabric & variable shrinkage batch to batch. There is relaxation time standard as per fabric types & cutting not possible before that time in same pattern adjustment. So, special care is taken here which may cause delay cutting & shipment. It is tough to improve marker efficiency if order qty small & have more size ratio. Another challenge is fabric defects found during spreading which occurring schedule delays & revised cutting plan. Also keeping shade consistency across different fabric rolls was critical. Here occur sometime input crisis for sewing due to fabric inhouse delay.

Key Learnings

I learned that being careful at the start is very important because cutting mistakes get bigger in next operation. It is now clear to me that cutting is not just using machines rather it needs skill and knowing how fabric works. Manual marker making was inefficient but now CAD has made marker making easier. Another learning is that fabric inspection is not only about finding faults but it is about knowing how those faults will affect the garment. Most importantly, I learned that the cutting section sets the base for quality if cutting is wrong then good sewing cannot fix it. So, every cutting employee should remember & practiced the quality issue.

Recommendations for Improvement

Our cutting department use manual spreading machine if it get automatic spread then cutting production & quality will improve. It is high time to use advanced automatic cutting machines for high-volume basic styles to improve both speed and accuracy. I will recommend to use Radio Frequency Identification tracking systems because it can improve shade management and

traceability. I suggest to arrange more & more CAD training on advanced marker making techniques which can result maximum fabric utilization. We also need to focus on investing in automated fabric inspection which will improve cutting quality control. Following IE practise of 5S in the cutting floor will enhance organizing the section and reduce waste.

2.4 Sewing Sections

Our Sewing department is called as backbone of garment manufacturing due to cut fabric pieces are assembled here & turn into finished products. Here maximum man machine run than other section. We have total 63 production lines & have specialized machines such as SNLS ,DNLS overlock, flatlock, FOA, button attach,Kansai,Chain stitch and buttonhole machines. Our Sewing section produce a diverse range of knit items with the help of expert technicians & operators.

My Responsibilities

My responsibility was to identify different sewing machines and know their use in garment making. I worked with SNLS machines to join fabric pieces, overlock machines to finish edges and strong seams, flatlock machines for cover stitching and hemming. It was also my duty to understand which machine and stitch type should be used for each job so that garments are made with good quality and efficiency.

I was also take part in line supervision. I had to monitor operator performance, check quality during production and make sure sewing guideline. I also observed the traffic light system used for in line quality inspection, where inspectors show red for stop, yellow for attention and green for go. For this, problems can be fixed quickly before passing next operation.. I was responsible for catching common sewing defects like skip stitches, thread breakage, puckering, uneven stitch density and needle damage. In the meantime, finding out if they came from machine issues, operator mistakes or fabric problems. I daily monitor & overview hourly output, sometimes found bottlenecks and take corrective action plan to meet target.

Challenges Faced

I had face challenges in managing production flow through many operations due to each job had different cycle times and skill needs. Another difficulties was balancing productivity with quality. If I want to push for more output then quality defect increase. And if I focused too much on quality checks then production slowed down. Operator skill levels were not the same. So, there was need extra supervision and guideline. Also, sometimes machine breakdowns and maintenance problems stopped whole line. It was quit difficult to complete multiple & short qty orders fashionable items because special care needed to avoid any claim from buyer side. There I found skill gap in workers for heavy & high SAM product because new machine & folder introduced in line.

Key Learnings

From sewing department, I got the most complete idea of garment making and realize each step matters for final quality. I have learnt that good sewing needs not only technical knowledge. It also needs other skills like motivating operators, giving clear instructions and building a positive workplace. We had struggled about machine failure & I understood that preventive maintenance and proper machine setup are very important to avoid production hold.

Now it is clear to me that sewing is the area where we can optimize making cost by ensuring proper line balancing & giving sufficient input in production line. Before engaging the department I thought simply simple sewing process but now I gained respect for sewing operators because what looks simple actually takes years of practice and experience.

Recommendations for Improvement

I recommend to upgrade older machines to modern automatic machine to improve productivity and reduce operator fatigue. I also suggest to increase multi skill operator who can operate multiple process with different machine. If we got multi skill operator then it is easy to line balancing if any operator absent. I also recommend to make sure needle policy to avoid needle cut rejection garments & broken needle keeping guidelines maintain strictly. Due to input gap sewing production line interrupted & for this I recommend to production supervisors for increasing communication with related concerns. I also advise to implement operator self

inspection which will reduce defect & rejection because rework time always large then production time.

2.5 Quality Assurance Department

SFL-2 continue Square brand legacy by ensuring best Quality. Square Fashion follows Quality policy according latest ISO standard. The department involve in every process of factory like raw material inhouse to final inspection of garments. It maintenance all data & take corrective action plan if any quality drop issue. Every section is obliged to maintain quality guidelines.

My Responsibilities

I learn in line inspection using the traffic light system. If any issue raise I provide immediate feedback to operators and supervisors for solving. I was involved to identify various types of defects across production stages. I can now identify fabric defects shade variations, pin holes, slubs, skip stitches, puckering, uneven stitching and finishing issues pressing marks & incorrect folding. I was engaging to keep quality documentation including in-line inspection, measurement and major defect reports.

Another responsibility was to use AQL sampling method for final garments inspection. AQL means the maximum number of defects allowed in a sample before the whole lot is rejected. I used AQL tables and decide the right sample size based on PO qty and inspection level.

I was also responsible for following buyer specific quality standards. Different buyers have different demand. Example some buyer focus on measurement accuracy, some are focusing on stitching & finishing. I joined in PP meeting with QA team to review style details, point out critical quality areas and discuss possible problems before bulk arranging all related concerns person.

Challenges Faced

Main challenges in balancing quality with production pressure. If I stopped production for quality problems it could delay delivery. On the other hand, if I allowed defects to pass it would cause rejections and rework. I maintained conflict resolution for explaining quality issues to production

people in a positive way communication. Sometimes buyer tech pack & trim card discrepancy found which causes production delay due to quality need the update tech pack & approved trim card to give decision to production people. There are also gaps between fabric delivery & quality certification flow which cause decision delay for approving shade may cause delay cutting. We have to maintain print wash test report before bulk which may cause delay printing production & here quality risk maximum. If wash test fail & print production done then not possible to rectify. From cutting section cutting get fell off due to handling in various section & quality people fear if any mismatch appears then garments may rework or rejected.

Key Learnings

I have learnt two terms Quality assurance & Quality control. Quality assurance is built into processes from the beginning & focus that no defect allows. If we catch defect after operation done & rectify it then it is quality control. I saw that effective quality management needs clear standards, proper processes and regular follow up. Now, I understand that the cost of preventing and checking problems is much lower than the cost of rejections. I realized that documentation is important to track trends & to show proof of compliance. Most importantly, I learned that quality assurance works best when we collaborate working together with Production, IE and other departments to solve problems.

Recommendations for Improvement

QA department should use digital quality management system for real time data capture and analysis. If it uses quality trends could be seen clearly & possible to take necessary steps. I suggested frequent training to operators focused on specific defects and how to prevent them so problems could be reduced from origin. I recommended using structured root cause analysis with standard problem-solving tools. I also advised to coordinate with IE for process validation and setting standards to minimize quality problems. Finally, I proposed creating customer feedback box where rejected products are studied and the learning is shared across lines to avoid the same mistakes in future orders. I also recommend to emphasize pre work on wash test, embroidery, s.off checking, buyer tech pack & trim card check during pp meeting stage to avoid production delay.

My time in the five departments give me a full picture of garment manufacturing from raw materials to finished products. Each department has its own challenges and learning

opportunities. I am thankful to Square Fashion Limited for giving me this chance and to all the supervisors and colleagues who shared their knowledge and made the internship both useful and fruitful.

Chapter 3: Critical Assessment of Internship Work

I had worked in five different departments as mentioned earlier. From the departments I took practical experience. The experience helped me to understand that everything of the factory works together. I develop my both technical skills and professional abilities align with PGD-KIM learning. If I sum up them, I will say that the internship was a practical extension of my academic studies. It helped me grow as a learner and future professional career in big position.

My time in the HR & Administration department was one of the first steps in my internship. I saw how a big company like Square Fashion Limited manages about 3,200+ workers and office staff every day. It was very different from the small examples we usually talk about in class. I learned how things like recruitment, payroll, and employee records are handled on such a large scale. This gave me a clear idea of how HR works in real life and why it is so important in the garment industry. I was involved in the full recruitment and selection process. I was keeping attendance records both HRMS System and manual registers. For this I followed labour law on regular hours and overtime. I helped to organize recognition programs which motivate operator to continue the achievement. I realized that following labour law is not just a rule but a business need. Buyers check all records closely and missing details can cost to get upcoming orders.

In IE department was the most technical part of my internship. I learned how to make OB for new styles by breaking down each step of garment making and calculating SMV. I helped to design machine layouts in the IE department. My focus was on material flow, operator positions, and where to place quality checks. Another task was doing time studies on the sewing floor. I observed operators process operating ion, write multiple cycle time and then worked for SAM calculation. I found that performance measuring was not always easy because operators worked differently when being watched. For this we need to build trust and taking enough observations.

I build up useful skills in line balancing in my internship period. I learned how to use charts to see how jobs flows across workers. I distributed tasks to operator who carry more capacity & so

that line ran more smoothly without wasted time. I also got access to use the ETS system. Here I get live production data & helped me to take necessary steps accordingly.

I was engaged in costing as well. I learned about Cost Per Minute and Cost of Manufacturing. The calculation numbers affect for negotiate product prices and profit. I was involved to lean manufacturing ideas like the seven types of waste and 5S practice in our factory. All of these gave me a clear idea to think about improving processes. I believe these lessons will be very helpful.

In the Cutting section I gained practical experience with Gerber and Euro CAD software for marker making and pattern creation. I can now calculate & use marker efficiency. I feel the importance of small improvement of marker efficiency can create big impact on reducing fabric wastage. Here I participated in fabric inspection using four-point system. I learnt to prepare detailed inspection reports and making decisions for further use possibility based on the fabric criteria and number of defects identified. I suggested to recut the defected parts with extra cutted fabric of short length which save costing. I observed both manual and automatic fabric spreading operations and understand that wrong spreading affects cutting accuracy and hit it to finished garment quality. I have realized that shade management is must needed for cutting because any shade variation in garments will not accept buyer. To avoid shade, I suggested to use cutting sticker numbering use which will ensure less shade variation. The most important lesson from cutting was that every cutting concern need to obey quality rules & policy. Because poor cutting not possible to rectify in sewing section.

I have found maximum variation occur in sewing department because large workforce, machine & different types of product produce here. All operators don't have same skill & maximum are women here. I had learnt both communication & leadership skills from sewing. I learned to identify and apply the right machine as per sewing operation process because process by process machine & operator will change. As from my learning about machine SNLS need for joining panels, OL machines for edge finishing, flatlock machines used for cover stitching and hemming, FOA used for flat seams and other specialized machines for button attaching and buttonhole. I was engaged in line supervision & monitored operator performance. Also checking the sewing line maintaining buyer specifications during production. I suggested to emphasize on regular supervision on running traffic light inspection system in line. Because TL system can catch error in first stage of any operation process. I can identify common sewing defects like skip stitches,

broken thread, seam puckering, uneven stitch density & needle cut. I learned how to detect the reason whether a machine setting issue, operator technique problem or a material related issue. I felt that maintaining quality standard during production was really tough. But I motivated & explained defect can cause rejection from buyer. Also motivated them about rework time & sewing time not same. I learned that rework is non value added but buyer pay for good quality. Also checked that different operations had different cycle time. And for this need skill requirements and to handle pressure to meet daily production targets without compromising garment quality.

In my critical assessment our Quality Assurance Department help me to understand of how quality is related into the production process. I learned to conduct in line inspections using the traffic light method. I could identify defect types in production stage. I maintained the required quality documentation like in line inspection reports, measurement reports and DHU. I learned about AQL method for final inspection. Here QAD in charge buyer nominated decide acceptance and rejection based on AQL table. I participated in PP meeting. Here QAD incharge aware us on critical points like style specifications, trim card missing items inhouse date, update tech pack & all department wise shortly brief in meeting. My best learning part was that quality must follow up into processes from line layout starting which can result less rework & rejection.

3.1 Application of Generic and Industry-Specific Courses during Internship

From PGD in Knitwear Industry Management BRAC University groomed me with theoretical classes of 8 subject through Industry Expert & BRAC University Faculty. The eight subject are Business Communication Skills, Business Operation Skills, Analytical Skills and Competencies, HR skills & competencies, Introduction to garment industry, Industrial Engineering, Production Management & Merchandising and Quality Management. Following below are the key areas found direct and practical application of academic learning:

In HR department I applied my understanding of HR skills & competencies by directly involving recruitment, performance appraisal and compliance audit preparation. I saw theoretical concept of leader ship skills impact on performance of employees. This industry not working for money only but they demand all type of safety. If we can create safe environment then workers feel

motivated. It was excellent learning that our industry applied the motivational theory to measurable production outcome.

During IE department I applied my learning knowledge about SMV calculation for line balancing and efficiency analysis in lines. I used ETS software to get SMV data Bank for comparing current & before improvement of process. I applied my PGD courses learning to practical CPM and CM calculation for costing. I calculated fabric and thread consumption and advised to booking team if any excess or less requirement & the calculation learnt from PGD course. I participated in 5S audit for keeping our factory neat & clean. I took steps to eliminate non-value added activities in swing line & suggested to add more value added work. I try to maintain to improve method by Kaizen.

In cutting, I applied marker making and fabric inspection skills through CAD & manual system which I learnt from PGD course. I designed production update & enhance traceability through MS office.

In sewing I applied about learning different type of machine knowledge, production tracking and defect analysis.

In QAD I applied AQL method in garments inspection. I proposed to us TL system to detect any error in first operation. Here I applied analytical skills to get proper assumption by hypothesis techniques.

3.2 Suggestion for Industry Improvement

After completing three months of internship at SFL-2, I will suggest some key points to improve our knit industry.

- i. Our knit industry should implement digital software to check attendance report. As Square used HRMS software for attendance, leave, early out & monthly payment payslip. If our industry top management check it then definitely they will be benefitted because accuracy of the report high than manual entry. Square eliminated manual paper use & conventional system by this apps.
- ii. IE department plays a vital role in our knit industry & if they use automated live tracking software like ETS -Electronic Ticketing System then they can improve their

decision making skills. Our SFL-2 use ETS & SAP software which is very helpful to get every data quickly. I will suggest to train IE with modern technology for speed up industrial revolution.

- iii. I will suggest to use digital & updated CAD software like Garber & Accumark. We have used the software more than a decades & software efficiency for making marker pattern very high. For accurate cutting we should use automated cutting machine with safety equipment's. As SFL-2 practised bundle card & ETS card for avoiding shade mismatch & running progression. Cutting section contain full of dust & operator have sickness leave. For this cutting management should practise 5S & musk wearing.
- iv. I will recommend to invest in purchasing automatic machine & trained up operator like Square. We Investigate & checked that Old & conventional machine have low speed & machine breakdown problem. Due to the problem sewing garments found alter & rejection. If we use automated machine then production capacity will boost & quality improve. As per our Square practise I will suggest to keep some time for machine cleaning before leave from factory & arrange physical training for 5 minutes which can help worker refresh for next hour work.
- v. I have seen that most of QA department use manual paper for reporting & keep data in a shelf. During audit it is hard to find report instant as auditor asking. Here I will suggest to implement 5S method for manual system data keeping. I strongly recommend to keep all data in ETS & SAP software like Square do. It will increase accuracy & help to protect future claim & audit findings.

3.3 Learning for Self Improvement

After investing time in PGD KIM classes & Intern of five departments I have seen changed of my self. Before I was introvert & now I can express my impression with confidence. I have developed communication skills, technical skills, people management & conflict management skills through PGD KIM classes & 3 months working as part of internship of five departments. The mentioned skills is mandatory to get top management position in knit industry. Before I depend on others department booking but now I can calculate consumption & advise if any imbalance. I can feel the value of my factory asset as I know CM & CPM calculation. I learnt importance of cutting & sewing efficiency. If efficiency increase then company growth will sustain. I will concern & practise to increase my work efficiency for my career growth through disciplined & time bound work.

I learnt garments inspection by AQL method which improve myself to get idea for catching defects & rejections. After ISO training I feel its importance. Without ISO knit industry can fall under buyer compliance audit failure & order will reduce.

The internship improve my communication and interpersonal skills with colleagues of every level of my organization. From machine operators and floor supervisors to department heads I can communicate & managed my work with proper communication. I learnt to recruit employee based on company policy.

The IE and Quality department taught me the importance of data driven decision making. Only assumption by experience cannot justify any problem but if data keep in organized way then possible to interrogate & make solution of the problems. For this I used Hypothesis test for reality check which I learnt from analytical skills & competencies classes. I learnt about value addition activities for which buyer pay & non value adding activities for which buyer not pay. For self improvement I must try to minimize non value added activities.

I strongly believe that all of this knowledge will help me for getting opportunity in top management position of our readymade garments industry. This internship has given me not just skills and knowledge but provide me clearer sense of the professional I want to become.

Chapter 4: Conclusion

If I conclude in a sentence the internship journey was excellent. All the departments I engaged was maximum learning & applying opportunities. In practical field I have faced multiple issue & solve as per situation demand. From five departments HR & Administration, Industrial Engineering, Cutting, Sewing and Quality Assurance was a complete and deeply rewarding learning opportunity. Through my time at SFL-2,I gained practical knowledge of each department activities, responsibilities and interconnections. Also, clear understanding of the challenges that arise of a large scale knitwear manufacturing operation. Though the duration was short I tried maximum effort to engage fully with each activity, ask questions, take on responsibility and absorb as much knowledge as possible. The support and guidance I received from supervisors and colleagues across all departments made this complete.

Square Fashion Limited stands as a strong example of what a well-managed, compliance-focused knitwear factory can achieve. Here work more than 3,200 employees, production capacity of around 56,000 garments per day across 60 sewing lines and 3 pilot lines. It produce RMG for internationally recognized buyer portfolio that includes brands such as PUMA,E-Strauss G-Star RAW, Timberland VF, Napapijri VF, Next UK, and Pierre Cardin. Buyer order sustain due to maintain by quality and reliability. The industry have HRMS, SAP & ETS software for accurate & live data keeping. The company's vision is to operate as a responsible business that creates value for investors, employees and society keeping the ecological balance.

SFL-2 improve efficiency by systematic application of lean tools such as 5S, Kaizen, and waste elimination across all production floors & make sure practised as culture.

Completing the PGD-KIM programme alongside this internship will help in my professional development. The academic programme provided the conceptual tools and the internship at SFL-2 gave those concepts real meaning by placing them in the context of live factory operations. I am now able to think about garment manufacturing not as a collection of separate activities but as an integrated system in which every department's performance affects every other department's outcomes. This systemic perspective & combined with the specific technical skills I have developed that gives me confidence . I am well-prepared to contribute meaningfully to the industry. This experience enable me to make a real contribution to the readymade garment industry in Bangladesh.

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