

Report On
Assessment of Employee Training and Development of
Ratool Apparels Ltd.

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
Feb 2026

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work as an intern while completing my PGD (Knitwear Industry Management) degree at Brac University.
2. This report does not contain any material previously published or written by any third party, except where it is duly cited with full and accurate references.
3. The report does not contain any information that has been accepted or submitted for any degree or diploma by a student of any university or other educational institution.
4. I have credited all major sources of support.

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Academic Supervisor's Full Name & Signature:

Ali Navir Khan, FCA
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Letter of Transmittal

Ali Navir Khan

Lead, Grants Management

BRAC Institute of Governance and Development (BIGD)

BIGD, Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of PGD Internship Report on Knitwear Industries Management.

Dear Sir,

With due respect, I have submitted my internship report on Knitwear Industries Management. The internship report is the third part of my Postgraduate Diploma program. I completed my internship at Ratool Apparels Ltd., where I gained practical knowledge and professional experience in the knitwear industry.

This report has been prepared based on my learning and practical experience during the internship period. It is also submitted as a partial fulfillment of the academic requirements of my program.

I therefore hope that this report meets your expectations. I sincerely appreciate your kind support and cooperation.

Sincerely yours,

Md. Imran

1000055616

PGD (KIM)

BRAC UNIVERSITY

Date: Feb 28, 2026

Non-Disclosure Agreement

I declare that the information presented in this internship report is based on my learning and practical experience in Ratool Apparels Ltd. No confidential or sensitive information of the company has been disclosed in the report, which would cause business loss to the company. While preparing my internship report, I have maintained the confidentiality of all sensitive information as per the company policy, so that no one can know any important information of the company.

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Acknowledgement

First and foremost, I express my sincere gratitude to almighty Allah (Rabbul-Alamin) for his infinite blessings, mercy, and guidance, which enabled me to complete the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) program and prepare this internship report.

I would like to convey my heartfelt thanks to the management of Ratool Apparels Ltd. for kindly allowing me to complete my PGD internship in Knitwear Industries Management. I am deeply appreciative of their valuable guidance, cooperation, and continuous support throughout the entire internship period, which greatly enriched my practical knowledge and professional experience.

Furthermore, I would like to express my profound appreciation to my academic supervisor for providing proper instructions, constructive feedback, and timely guidance in preparing this internship report. His support played a crucial role in improving the quality and structure of this report. I am equally thankful to my industrial supervisor, who offered me the opportunity to work practically in different departments and shared valuable industrial insights that helped me complete this internship effectively.

I am also sincerely grateful to my esteemed course teachers, whose academic knowledge, instructions, and encouragement helped me gain a clear understanding of knitwear industry management, production processes, and professional practices.

I also extend my sincere thanks to the HR & Admin department, along with all the department heads and officials of Compliance, Sample, Merchandising, Production, Industrial Engineering (IE), and Quality, for their cooperation, guidance, and encouragement during my internship period.

Finally, I express my deepest gratitude to my wife and children for their continuous support, patience, and encouragement throughout my long days of classes, examinations, and internship activities. Their positive attitude and moral support were a great source of motivation in completing this internship and preparing this report.

Executive Summary

This internship report presents my practical learning experience at Ratool Apparels Ltd, a reputable knitwear manufacturing company in Bangladesh. This organization is involved in manufacturing and exporting knitwear and operates through key departments such as Quality Assurance and QMS, Merchandising, Planning, Production, and HR & Administration, etc.

The primary objective of my internship was to gain practical exposure to a professional industrial environment, apply academic knowledge in real-life situations, and understand organizational development practices. Throughout my internship, I actively observed and participated in operational and administrative activities across five major departments.

In the Quality Assurance & QMS Department, I learned about maintaining product quality at different stages of production, monitoring inspection procedures, documenting quality reports, and ensuring compliance with standard operating procedures. I observed how quality checkpoints are maintained from cutting to finishing to minimize defects and ensure buyer satisfaction.

In the Merchandising department, I gained knowledge of various sample development methods (proto, fit, size set, pre-production samples), sourcing of fabrics and trims, and maintaining communication with buyers and suppliers, and how merchandising coordinates with production and planning to ensure the right product is delivered within the shipment deadline.

In the Planning Department, I learned how production schedules are prepared based on order quantity, style complexity, and line capacity. I observed the preparation of Time and Action (TNA) plans and how effective coordination ensures smooth workflow and on-time shipment.

In the Production department, I closely observed line balancing, sewing operations, workflow management, and daily production reporting, which helped me understand garment construction, technical requirements, and efficiency management in a real factory environment. In the HR and Admin department, I improved my communication and management skills and learned the importance of discipline, punctuality, teamwork, and corporate ethics.

Ultimately, this internship enhanced my professional skills, confidence, understanding of the garment industry, and allowed me to connect theoretical knowledge from my academic course with practical industry application, and prepared me for future career challenges.

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List of Acronyms

AQL	Acceptable Quality Level
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BSCI	Business Social Compliance Initiative
CAD	Computer-Aided Design
CAM	Computer-Aided Manufacturing
CVC	Chief Value of Cotton
CTPAT	Customs Trade Partnership Against Terrorism
DHU	Defects per Hundred Units
EPB	Export Promotion Bureau
GSM	Gram per Square Meter
IE	Industrial Engineering
LQI	Line Quality Inspector
OT	Over Time
QI	Quality Inspector
RMG	Ready-Made Garments
RSC	RMG Sustainable Council
SEDEX	Supplier Ethical Data Exchange
SMV	Single Minute Value

SOP	Standard Operating Procedure
SPI	Stitches Per Inch
TLS	Traffic Light System
TMB	Top, Middle, and Bottom
TNA	Time and Action
WIP	Work in Progress
WRAP	Worldwide Responsible Accredited Production
Y/D	Yarn Dyeing

Glossary

AQL	The abbreviation of AQL is Acceptable Quality Level. It is defined on the quality level that is the worst tolerable. It represents the maximum number of defective units beyond which a batch is rejected after inspection of garments. AQL 1.5, 2.5, and 4.5 are different partial applications of the ISO 2859-1 Standard.
TLS	The Traffic Light System is a systematic way to assess an operator's quality and performance every hour. During production, 7 garments are tested in a process; if there are no defects or issues, the green card hangs on the machine. After 1 hour, 7 garments are tested again in the same process, if any defect is found in the garment, the green card on the machine changes to yellow, it is recommended to call the supervisor/in-charge and train the operator to avoid the defect or avoid the defect. After 1 hour, 7 garments are tested again; if any defect is found, the yellow card changes to red and the process is stopped; as much as possible, all concerned are informed to solve the problem. After 1 hour, 7 garments are tested again in the same process. If there is no defect or error in the process, the red card will change to yellow. Similarly, 7 garments are tested again in the process; if there is no result, the yellow card on the board will change to green. This is how the traffic light system is used in the garment industry.
TMB	The TMB (Top, Middle, and Bottom) check is an important quality control process in the cutting section of garments industry. It is done to ensure that all cut panels are correct and within measurement from the top layer to the bottom layer of the cut block/stack. In this process, samples are taken 1 piece from the Top layer, 1 piece from the Middle layer, and 1 piece from the Bottom layer to check the cutting block.
4-Point Fabric Inspection	This is a standard method used worldwide to test the quality of fabrics. Depending on the size and severity, 1 to 4 points are given for defects. Generally, fabrics are accepted if they have 30 or fewer points per 100 square yards. The rule for defect points is: defects up to 3 inches = 1 point, defects 3 to 6 inches = 2 points, defects 6 to 9 inches = 3 points, defects over 9 inches = 4 points. Also, any holes in the fabric=4 points. Formula: $\text{Total points} \times 36 \times 100 \div \text{Inspected length (yards)} \times \text{Width (inches)}.$

Chapter 1

About Organization

1.1 Overview of the Industry

Ratool Apparel Limited is a fully compliant knit fabrics and garments manufacturing and exporting related Organization located in Sreepur, Gazipur, Bangladesh, including two units (RODDUR APPARELS LTD. Unit-1, RODDUR APPARELS LTD. Unit-2). The factory is housed in appropriately designed buildings certified to be suitable for use as a garment manufacturing unit. The building is equipped with the necessary structural and fire safety measures required to grow a healthy and fulfilling garments manufacturing environment. The production floor consists of the knitting and garments department.

Ratool specializes in knit garment manufacturing, covering all key stages from knitting and fabric production to the Embroidery and Printing section for various design and print types, as well as finishing and packing. Their product offerings include basic and fashion knitwear, such as T-shirts, polo shirts, leggings, sportswear, children's and babywear, men's and women's apparel, and Innerwear and nightwear (sleeping suits, boxers, slips). Various garment types are made from cotton, cotton-spandex, cotton-blend, and polyester fabrics.

Ratool operates in facilities equipped with modern textile machinery, including circular knitting machines and automated CAD/CAM for cutting and pattern making. It runs approximately 500 sewing machines with a production capacity of about 1 million pieces per month for knit items. The broader production infrastructure handles both fabric and garment assembly, supporting annual capacities of millions of pieces.

Ratool Apparels Ltd. began its operations in 2011 and has since built strong export partnerships with buyers across the USA, Europe, Canada, Australia, Japan, and Russia. With an annual turnover of approximately USD 18–20 million, Ratool Apparels Ltd. reflects a strong position as an export-oriented RMG industry.¹

Ratool emphasizes sustainability by aiming to reduce environmental impact through resource efficiency. The company also focuses on building strong relationships with both employees and clients to ensure stable operations and quality service.²

The company is a registered member of the Bangladesh Garment Manufacturers and Exporters Association (BGMEA Reg. No. 5351) and is also registered with the Export Promotion Bureau (EPB Reg. No. 5328).³

Ratool Apparels Ltd. places a strong emphasis on producing goods according to the buyer's requirements, while also maintaining quality control and sustainability. Also, complies with several international standards, including ACCORD Certifications, WRAP factory Certifications, OEKO-TEX Certificate, Social Compliance Standards such as BSCI, SEDEX, RSC Recognition, Recognition from major global retailers, and compliance initiatives such as Walmart, ALDI ASA, and Marks & Spencer.⁴

1.2 Mission & Vision

Our mission and vision are to achieve customer satisfaction by maintaining the highest quality standards in production and delivery to the customer on time.

Mission:

Our mission is to ensure customer satisfaction by producing garments that meet buyer requirements through consistent quality and timely delivery. We are committed to maintaining high-quality standards at every stage of production while offering competitive prices. We emphasize product safety, legal and regulatory compliance, and environmentally responsible practices. Through continuous improvement in our management systems and operations, we strive to enhance efficiency, reliability, and overall performance.⁵

Vision:

Our vision is to become a quality-focused garment manufacturing organization known for transparency, integrity, and ethical business practices. We aim to build long-term and sustainable relationships with our customers by delivering reliable products and maintaining consistent standards. Through trust, innovation, and continuous development, we seek mutual growth for both customers and producers while contributing positively to the garment industry.⁵

1.3 Goals & Objectives

Our goal is to manufacture high-quality garments in accordance with customer specifications, offer competitive prices, and ensure on-time delivery. We aim to be a fully customer-focused and customer-driven organization. To support this objective, we are committed to establishing and maintaining an internationally recognized quality management system. This system will be reviewed regularly to ensure compliance with customer requirements and promote continual improvement, enabling us to update company policies and objectives as needed.

We are also dedicated to providing a healthy, supportive, and growth-oriented working environment for all employees and workers. Through these efforts, we strive to achieve satisfaction for both internal and external customers, as well as for top management.

In summary, our primary objective is to produce quality, safe, and legally compliant products at competitive prices, with integrity and timely delivery, through continuous improvement to achieve customer satisfaction. To accomplish this, we place strong emphasis on quality and productivity. This commitment includes continuous innovation in products and services, production methods, employee skills, training, and marketing. We will continue to invest in research, education, and the consistent improvement of systems and operations.

Every employee of the organization is an essential part of this commitment and will actively contribute to achieving these goals.⁵

1.4 Organizational structure, Organogram, Branches and Departments

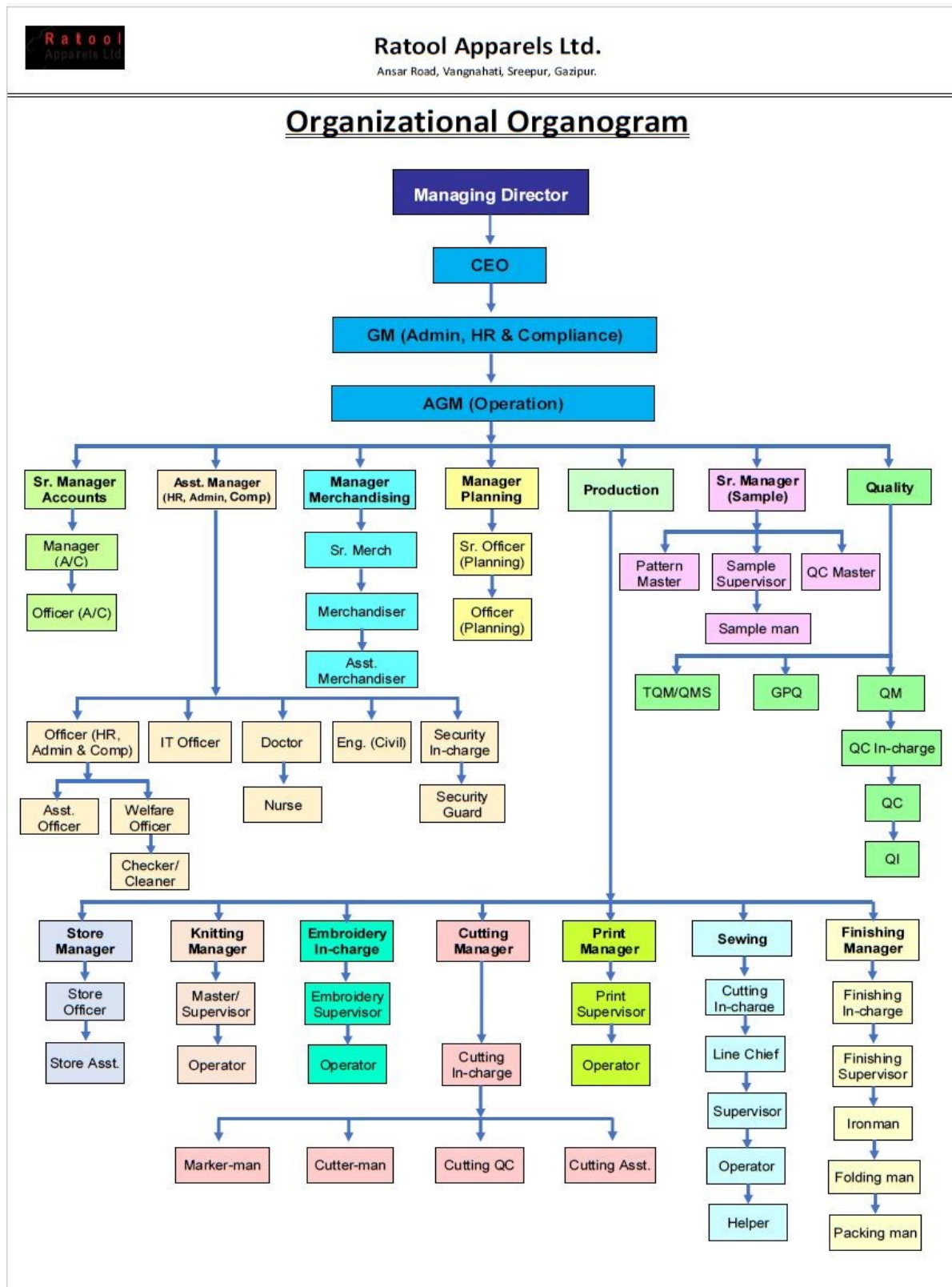


Figure 1: Organogram of the Organization

1.5 Products/services produced by the Industry

Ratool Apparels Ltd. specializes in knit garment manufacturing, covering all key stages from the knitting and fabric production, the Printing section for various print types, the Embroidery section for decoration, as well as the Cutting, Sewing, Finishing, and Packing sections.

Ratool Apparels Ltd. offers a wide range of basic and fashion knitwear, including T-shirts, polo shirts, leggings, joggers, sportswear, sweatshirts, and fleece jackets. It also manufactures complete T-shirt sets and a variety of basic and fashionable garments for children (kids' and babies' wear), as well as men's and women's apparel. In addition, the product line includes innerwear and nightwear items such as sleeping suits, boxers, and slips to meet diverse customer needs.

Various types of garments are produced using fabrics such as cotton, cotton-spandex, mélange, cotton-blend, and yarn-dyed stripe fabrics, allowing for the development of diverse apparel styles. Single jersey fabric, which is lightweight, breathable, and comfortable, is mainly used for T-shirts, vests, underwear, and casual wear. Rib fabric is commonly used for neck ribs, cuffs, waistbands, and fitted garments due to its elasticity and structure. Piqué fabric features a textured, honeycomb-like surface with good breathability and shape retention, making it suitable for polo shirts and sportswear. Stretch fabrics made with elastane yarn provide high elasticity and excellent recovery and are widely used for leggings, body-fit garments, underwear, swimwear, and activewear. In addition, yarn-dyed stripe fabrics are produced using pre-dyed yarns, which ensure better color consistency and are mainly used for striped and fashionable knit garments.²

Chapter 2

Description of task accomplishment

During my internship at Ratoool Apparels Limited, I worked closely with different departments under the supervision of different individuals, maintaining my own work schedule to gain practical knowledge about the knitwear industry management systems, while the direct work to understand the production process of knitwear production was both interesting and challenging at the same time. I observed production processes and quality control procedures in various departments at various inspection points, managed operations by reviewing order sheets, tracked production by assisting with merchandising activities, and learned about HR-admin, compliance, employee safety, and documentation processes.

I observed production processes and quality control procedures in various departments at various inspection points, reviewed order sheets and managed operations, tracked production by assisting in merchandising operations, and learned about HR-Admin, Compliance, Employee Safety, and Documentation processes.

The five (5) departments I worked in, as per the described activities, are given below:

2.1 Quality Assurance & Quality Management System Department

2.2 Merchandising Department

2.3 Planning Department

2.4 Production Department

2.5 HR & Administration Department

2.1 Quality Assurance & Quality Management System Department

Quality is an important department in the garment manufacturing industry, where I have participated in my internship with great interest and perform as responsible to ensure that all garments met buyer requirements, quality standards, and compliance guidelines. My role involved monitoring quality at every stage of production—from raw material inspection to final shipment—while maintaining coordination with the other teams related with the production process, like planning, Production, merchandising, store, etc. I had to work closely with all the departments to maintain the quality of the products as per the buyer's requirements.

Firstly, I had to ensure the quality of the fabrics. For example, the fabrication, GSM, hand feel, and color are being done as per the buyer's requirements. I had to check the quality of the entire fabric using a 4-point fabric inspection. Also, I ensured that the physical tests like color fastness, shrinkage test, twisting, peeling, tearing (for women's items), saliva test (for babies and children) etc. as well as chemical tests (pH level, formaldehyde, BAB test, phthalates, Alka phenols, organotin compounds and aromatic hydrocarbons, etc.) were done by third parties like Intertek, Bureau Veritas, SGS etc.

In the cutting section, I had to follow up whether the fabric relaxation is being done as per fabrication before cutting, whether the markers are being checked for cutting as per approved/revised pattern, whether the spreading and lay-height of the fabric is being maintained as per the fabric type and GSM, whether the cut-block is being checked by TMB system after cutting to ensure accuracy and whether 100% cut panel is being checked to sort out the defective and rejected parts from the entire cutting section.

When the garments were printed or embroidered, as a quality controller, I had to ensure that the print color, hand feel, etc., were as per the buyer's approval.

After inputting the product in the sewing department, as a quality officer, I had to follow the layout and ensure that all the processes were being completed as per the buyer's requirements, including styling and sewing counter samples, SPI. In order to maintain the production of good quality garments as per the buyer's requirements on the line, I appointed 1 LQI (Line Quality Inspector) to follow the line process. Also, I appointed 2 QI (Quality Inspector) to check the garments outputted at the output table, who would check the quality of each garment, sort the alterations and rejects kept in the specific baskets under the output table, and after checking, put the OK garments at the output table. Alter garments had to be corrected every hour on the

line. To keep the production flow smooth and quality-oriented, I made a mock-up of each process so that the operator could follow and maintain the sewing work accordingly.

Also, I had to follow up on the TLS (Traffic Light System) every hour to keep the quality production flow smooth, identify the defects, and take corrective actions with proper documentation. Also, I had to maintain DHU reports in the output table, emphasize the top three defects, and take steps (awareness) to reduce the defects and rate.

In the sewing section, I supervised line quality activities and guided line quality controllers to follow approved measurement charts, sewing construction details, and buyer specifications. I regularly inspected sewing operations to identify defects such as skip stitches, broken stitches, uneven seams, puckering, and measurement variations. I analyzed defect trends and took corrective and preventive actions in coordination with production and technical teams to minimize rework and rejection.

I ensured that inline and end-line inspections were conducted as per the quality plan. When quality deviations were identified, I stopped production if necessary and arranged immediate corrective actions, including operator training, machine adjustments, or line balancing to maintain quality standards.

Besides this, I closely monitored printing, embroidery, washing, and other value-addition processes to ensure that workmanship, color accuracy, placement, and durability met buyer expectations. I coordinated with external suppliers and internal teams to resolve quality issues and ensured approval was obtained before bulk production continued.

I supervised finishing and packing processes, ensuring garments were properly ironed, measured, tagged, and passed through the metal detector machine to avoid metal contamination, folded, and packed according to the buyer's packing instructions. I ensured that garments passed final inspection requirements and were free from visible defects, stains, or damages before shipment.

During the time of internship in the quality department, I had to conduct pre-final inspection following the buyer's AQL standards and prepare quality reports, inspection records, and corrective action reports. I supported buyer and third-party inspections by presenting quality status, documentation, and improvement actions.

I have also trained quality inspectors, supervisors, and operators on quality standards, garment checking procedures, defect prevention, workmanship requirements, and continuous improvement practices. I also ensured compliance with factory quality systems, safety guidelines, and workplace discipline.

Throughout my role, I worked closely with the merchandising, planning, and production departments to ensure on-time shipment without compromising quality, which helped strengthen process control, reduce defects, and maintain consistent product quality in knitwear garment production.

2.2 Merchandising Department

Merchandising is one of the important departments of the knit garments industry. A merchandiser plays a vital role as a bridge between the buyer and the factory. has to manage the entire order process from costing, sampling, to production follow-up and final shipment. he has to maintain the purchasing of the materials which are required to finish the product, making the garment by maintaining the demand, and finally shipping the goods. The key duties include price negotiation, booking the raw materials (fabric/accessories), creating time & action plans (TNA), ensuring quality, and managing documentation to meet the time of delivery.

During my internship, I got the opportunity to work in the Sample Preparation and Development Department of Ratoool Apparels Ltd. Apart from garment production, samples play a very important role in getting orders from buyers. There, I heard and learned about different types of samples. For example, Proto samples, which test design concepts, Fit samples measure and check the fitting, Size set samples ensure grading accuracy, Salesperson samples help in marketing, and Photoshoot samples are made to advertise new styles and designs for the upcoming seasons. Without proper sample approval, it is not possible to start bulk production. Since sample preparation and approval are very important for successful garment production, I did careful monitoring and coordination activities in sample preparation as a merchandiser during my internship. Here, I am going to mention my activities in the merchandising department as a merchandiser, including various types of sample preparation and follow-up.

During my internship, I had to work on making Proto Samples or Prototype Samples. Proto samples are the first samples made according to the buyer's design ideas and tech packs. It

helps in visualizing the garment and checking whether the design concept is correct. The purpose of this type of sample is to understand the design properly, check the styling, construction, and overall look, and get initial approval from the buyer. After receiving the tech pack, sketches, measurement charts, fabric details, trims, and construction instructions from the buyer, I had to carefully review all the details. I had to arrange the required fabric and accessories. Sometimes, if the original fabric was not available, I had to use a similar type of alternative fabric. The pattern had to be prepared by the pattern master as per the measurement charts, the fabric had to be cut as per the pattern, and the stitching had to be done as per the construction. The finished sample had to be checked to ensure the measurements, stitching quality, and styling. After everything was done, I had to send the sample for approval and buyers' comments. For example, if the buyer sent a design for a men's polo shirt with a contrast collar and chest embroidery, a prototype sample had to be made and sent to show what the final garment would look like.

I also worked on making Fit Samples. Fit samples had to be prepared on a live model or mannequin to check the fitting and accuracy of garment measurements, to ensure proper fitting, and to correct measurement errors before starting bulk production. After receiving a measurement chart of a specific size (usually medium or base size), the pattern had to be prepared according to a specific size by the pattern master; the fabric had to be carefully cut as per the approved prototype sample comments, the garment had to be sewn correctly, and the measurements had to be checked as per the measurement sheet. The buyer would fit the garment on a live model or dummy and send fit comments for corrections if necessary. Thus, fit samples had to be prepared. For example, if the sleeve length was found to be 1 cm short during fitting or if the buyer asked for the sleeve length to be increased, this was done.

Also, I had to prepare Sales Samples. These types of samples had to be prepared for the buyer's marketing and sales team before bulk production for display to retailers and customers, for collecting bulk orders, or for promoting the garments at showrooms or trade fairs. Usually, after getting the style approval, it had to be prepared according to the buyer's final requirements using high-quality fabrics and trims, properly packed, and sent to the sales representative within the stipulated time. For example, I had to prepare sales samples for a brand for a summer collection to be displayed at an international exhibition.

Besides the samples mentioned above, I had to follow up on the Size-set Sample to check grading between sizes, to ensure the measurement accuracy for each size, to avoid size-related

problems in bulk production, and to make a size-set sample, as well as the Photo Shoot Sample to create product images, to promote the product online to use in advertisements and marketing.

2.3 Planning Department

The Planning Department is one of the most important departments in the garment industry, as it plays a key role in ensuring smooth production flow and timely shipment. During my internship at Ratoool Apparels Ltd. I was assigned to the Planning Department, where I gained practical experience in planning and executing the production of goods.

During my internship period, I learned how to plan and control production based on order styling, order quantity, shipment lead time, and buyer requirements. I became familiar with the complete production process, including in-house procurement of materials, trims, and accessories, cutting, printing/embroidery, sewing, finishing, packing, and final shipment.

Initially, production planning was done centrally by the Planning Department. After receiving the style file from the Planning Head, I started my assigned tasks. My responsibility was to circulate the style and production plan to all relevant departments and regularly follow up to ensure production activities were progressing according to the plan. Continuous follow-up was emphasized to maintain a smooth workflow and avoid delays in production.

Once all production-related materials were properly in-house, the size set for the specific order was prepared. After size-set approval, necessary corrections were made by the Sample Technician or CAD team. Upon final pattern correction, permission was given for bulk cutting, and production was initiated according to the approved plan.

For styles that required print or embroidery, I coordinated with the in-house print and embroidery department. If the order volume exceeded the in-house capacity, the work had to be outsourced to tier-2 print or embroidery suppliers. In such cases, I arranged for the transfer of fabrics with approved color standards, artwork, and samples, ensuring a lead time of 7-10 days depending on the order volume. Regular follow-up with the print and embroidery department was crucial to ensure that the production continued as per the schedule and to identify and prevent any challenges during implementation.

After receiving the printed or embroidered panels, I coordinated with the sewing department to deliver the materials to the planned sewing line. I closely monitored sewing productivity to

ensure it was on target. When productivity was lower than expected, I re-allocated operators or added additional lines to improve efficiency and meet deadlines.

In addition, I monitored the finishing and packing sections to ensure smooth workflow and to avoid work-in-progress (WIP) accumulation. If there was a risk of missing the timeline, I participated in planning overtime (OT) to recover production delays. I also communicated with the merchandising department to coordinate with buyers when inspection or shipment dates needed adjustment.

Another important responsibility was coordinating transportation for sending and receiving goods from print, embroidery, and dyeing suppliers. Through these activities, I worked closely with the planning team to ensure on-time production and shipment of garments.

During my internship, I also faced several challenges. In some cases, mistakes occurred in the print section that were not acceptable to the buyer. In such situations, I worked jointly with the merchandiser to identify the root cause of the problem. I discussed corrective actions with the color master and print team to ensure the revised print met buyer requirements.

Overall, my internship in the Planning Department provided me with valuable hands-on experience in production planning, coordination, problem-solving, and teamwork. This experience helped me develop a clear understanding of how effective planning contributes to successful garment production and timely delivery.

2.4 Production Department

During the internship, I worked in the production department and observed how production is executed. After receiving the production plan of the new style, I started the production-related work. I contacted the cutting department to make sure that the cutting of the specific style was being done as per the plan. So, I input the products into the selected line as much as possible. Before starting the layout, I attended the PP meeting about the style, buyer requirements, value-added work, important processes, and other processes with the sample technician, merchandising, planning, cutting, sewing, finishing, quality, and other related departments. Also, if there is any technical issue during stitching, how to solve it properly can be raised. Then I started the style layout by collecting the approved samples, tech pack (technical sheet), size-spec (measurement sheet), and color-artwork from the sample department to understand

the style and measurements of different parts of the garment, and the type of stitching process, stitching, tension, SPI (stitches per inch), etc. The machine process is set to process the approved sample and trim card. During the layout, some adjustments had to be made according to the machine manufacturing method, and the person in charge of machine maintenance had to be involved to change or adjust the machine accordingly. I ensured that the styling of the specific order was as per the buyer's requirement. Also, I had to monitor the productivity as per the target. If not, I tried to find out the root cause, i.e., machine, material problem, if the man had any problem, I changed the operator; if it was the machine, I immediately ordered to change the machine or solve the problem as soon as possible to ensure the smooth flow of production.

In addition to productivity and production monitoring, I also emphasized the documentation of production quantity, defective quantity, and product rejection quantity. Label management reports, sharp control procedures, and proper documentation were also emphasized. To ensure a safe and well-organized working environment, I provided awareness to the employees as well as the operators so that they could use their PPE properly while working and keep the workplace clean and well-organized.

After stitching, all the stitched products were sent to the finishing department for pressing, quality checking, i.e., get-up, 100% measurement check, hourly key point check, lot-pass audit by quality auditor, in-line inspection, passing the garments through metal detector machine, folding, packing, etc.

During my internship, I observed the production of the finishing department. All the products were being pressed by maintaining the printing SOP. Suppose, on a clean iron table, with sketches on the table cover, the pressed products were not dumped.

After the garments were pressed and tested, the quality inspector sorted the garments. The rejected garments were kept in a separate area, the defective garments were sent for correction (if possible), and the good products were sent for 100% measurement and key point testing.

Then the garments were sorted according to size and shade (if there was any shade problem), hang tags, price tags, barcode tags, etc., were attached. Then, all the products were passed through the metal detection machine to protect them from metal contamination in the CTPAT area, where carrying or using any kind of metal device/object was strictly prohibited. The metal passed products were folded and packed as per the folding and packing approval. Also, cartooning was done as per the buyer's requirements such as pack quantity, solid color, solid

size, solid color, solid size, shipping marks. The finished products were sent to the warehouse for final inspection and are waiting to ship out.

2.5 HR & Administration Department

The HR & Administration Department plays a crucial role in ensuring the effective management of human capital and maintaining organizational discipline. During my internship at Ratool Apparels Limited, I was assigned to the HR & Administration Department, where I gained practical exposure to human resource functions, labor law compliance, employee welfare activities, and administrative operations. This internship enabled me to apply theoretical HR concepts learned in my academic program to real-life organizational practices.

During the internship period, I actively participated in the recruitment and selection process for both staff and workers. My responsibilities included assisting in conducting preliminary interviews, written tests, skill assessments, and medical examinations. I also supported the final selection process under the supervision of HR executives.

Additionally, I was involved in verifying candidate documents such as birth certificates, chairman's certificates, educational certificates, and other required records to ensure authenticity, accuracy, and compliance with company policy and labor regulations.

I was responsible for maintaining personnel files and personal records of employees and workers, ensuring that all documents were systematically filed and updated on a regular basis. After recruitment, I assisted in organizing orientation and training programs for newly appointed employees to familiarize them with organizational policies, workplace rules, and employee benefits.

The orientation programs covered important topics such as salary disbursement within seven working days, maternity leave and related benefits, earned leave encashment, and other employee entitlements in accordance with the Bangladesh Labor Law.

As part of my internship responsibilities, I regularly visited the production floor to observe employee attendance, production activities, workplace discipline, and the overall working environment. During these visits, I interacted with floor-level employees to create awareness about compliance issues and external compliance audits.

I was involved in maintaining various employee records related to attendance, leave management, absenteeism, salary increments, promotions, and other HR-related matters. I also assisted in preparing show-cause notices in cases of employee misconduct or disciplinary actions, following organizational policies and the provisions of the Bangladesh Labor Law.

Besides this, I have also worked closely with the Compliance Team and Welfare Officer in arranging different training and awareness programs, including fire safety drills, wage rules, leave policies, and general compliance issues. Furthermore, I participated in employee counseling sessions and grievance handling procedures to help resolve workplace issues effectively and maintain a positive working environment.

As part of occupational safety initiatives, I conducted training sessions for employees, workers, and security personnel on the introduction and proper use of fire extinguishers during emergencies. I also assisted in organizing awareness programs on the proper use of Personal Protective Equipment (PPE) to reduce workplace accidents and ensure employee safety during machine operation.

I participated as an Assistant Presiding Officer in the Factory Workers' Participation Committee Election 2025, held on December 30, 2025. My responsibility was to assist in conducting the election process and to ensure fairness, transparency, and neutrality throughout the election procedure.

Apart from HR activities, I performed various administrative tasks assigned by management from time to time. Overall, this internship significantly enhanced my practical knowledge, professional skills, and understanding of HR and administrative functions within the garment manufacturing industry. The experience strengthened my ability to manage human resources effectively and prepared me for future professional responsibilities.

Chapter 3

Critical assessment of Internship work

3.1 Application of Generic and Industry-specific courses during internship

During my internship, I had to work with different types of people in different departments. Learning the generic courses helps me work with such types of people by maintaining communication in different ways, being motivated to maintain systemic ways of working together to achieve the same goals, and developing the organization. During my internship at Ratool Apparels Limited, I got the opportunity to apply the theoretical knowledge acquired from both generic and industry-specific courses in a real-world setting. These theoretical courses helped me to apply practical learnings during my internship in various ways and helped me to perform my organizational responsibilities more effectively as per my designation, which has increased my work efficiency. The practical application of these skills is described below:

3.1.1 Uses of Communication Skills

During my internship, the Communication Skills course (Course no: 103) played a very important role in helping me perform my tasks. I had to apply both verbal and written communication techniques while working with different types of employees and departmental heads (workers, supervisors, in-charges, PMs, QMs, AGMs, GMs). I learned to communicate clearly and professionally during recruitment activities, interviews, and daily office coordination to perform HR-admin related activities, e-mail communication with buyers for purchase orders, sample development, sample approval, material trim-accessories/accessories /print-embroidery, etc. In addition, I also communicate and follow up with suppliers to ensure that the material is delivered internally at the right time, right place, right quality, and right quantity as per the requirement. I have learned to write accurate emails, prepare documentation, prepare reports, draft notices, and maintain official records, especially various types of records of the Quality Department, such as Cutting Rejection, Sawing-Finishing DHU Report, Inspection Pass/Fail, etc., and various types of data by presenting them through charts and graphs, which has improved my professionalism. In addition, effective listening and interpersonal communication help me understand the concerns of employees and convey administrative instructions properly.

3.1.2 Application of Analytical Skills and Competencies

Analytical skills played an important role in my internship work, which I learned from the Analytical Skills and Competencies Course No. 102. I had to regularly analyze employment records, attendance sheets, personnel files, and departmental documents to find errors and areas for improvement. I had to analyze the reports of the production and quality departments, update the database, prepare graphs and charts, to present the increase or decrease in productivity and quality performance. I had to identify the root causes, take the corrective actions, and highlight how the production rate can be increased, as well as how the quality of the garments will be kept as per the buyer's requirements. These activities have further developed my analytical skills, and I feel that they will help me make better decisions in the future and maintain accuracy in my work.

3.1.3 Application of Business Operation Skills

Business operations skills (Course no. 104) helped me understand how different departments within the garment manufacturing industry work together. I applied this knowledge to observing workflow coordination between HR, merchandising, planning, production, quality, and compliance departments. I gained practical knowledge of organizational structure, operational procedures, factory rules, and compliance systems. Understanding business processes, such as the production process and support to ensure the smooth flow, workforce utilization, and practical administrative coordination, strengthened my overall knowledge of industrial operations and prepared me for future professional roles in the garments sector.

3.1.4 Application of HR Skills and Competencies

During my internship, I tried to apply the knowledge I gained from HR Skills and Competencies (Course No. 101) directly to the HR and Administration department. I participated in the recruitment and selection process, including initial screening, interviewing, verification of documentation, and employee file management. I applied HR concepts such as manpower planning, employee record maintenance, attendance management, leave management, and disciplinary procedures, and provided various types of training and motivation to improve competencies and the working environment. Understanding labor laws, compliance requirements, and factory policies helped me support HR activities while maintaining ethical and professional standards.

3.1.5 Introduction to the Garments Industry-Knitwear

During the time of my internship at Ratoool Apparels Ltd, I have applied the theoretical knowledge that I gained from the course Introduction to Garments Industry-Knitwear (Course no-201) in a practical working environment. I became familiar with the overall Knitwear production process, from the raw material sourcing to the shipment of the finished garments. I applied the knowledge to observe different types of knit fabrics, yarn selection and testing, knitting process, dyeing, cutting, Printing/Embroidery, sewing, finishing, and packing operations. I also learned about basic machine types, production flow, and quality control procedures followed in knit garment manufacturing. In addition, I gained knowledge of factory layout, departmental functions, and compliance requirements related to safety, labor, wages, and workplace standards. This practical task helped me to understand how a knit garments factory operates as an integrated system. In a word, during the time of my internship period, the knowledge of knit garment manufacturing helped me to fill the gap between academic learning and industrial practice.

3.1.6 Application of Industrial Engineering

During my internship at Ratoool Apparels Limited, I learnt some practical uses of IE in the organization to ensure productivity and efficiency of working resources which I learned by industrial Engineering (Course no-202) I worked on setting a standard operation time and improving the stitching and finishing process, distributing work evenly to line balancing operators to increase line efficiency, as well as determining daily production targets and achievements against targets. I worked on preparing daily production reports, controlling efficiency, and improving work area layout with WIP (Work in Process), but one notable thing was that there was no IE department and work study team in the organization. Production targets, achievement analysis, line balancing, and WIP control, etc., were done by the sample, production, quality, and planning departments. Hence, the use of some real IE-related concepts in the organization was missing. For example, SMV (Single Minute Value) daily production targets and job performance evaluation, innovation, and implementation of any new concepts of Lean Manufacturing, Six Sigma.

3.1.7 Application of Production Management and Merchandising

During my internship at Ratool Apparels Limited, I observed the practical applications of production management and merchandising, which I learned through Production Management and Merchandising (Course No: 203). In production management, I observed that production planning was done based on order quantity, manufacturing method, and delivery schedule. This included line planning, manpower allocation, machine utilization, and daily production monitoring to ensure timely output. Worked to maintain smooth workflow and production efficiency by coordinating between cutting, stitching, finishing, and quality departments to meet the buyers' demand. My involvement with the merchandising department helped me understand order confirmation through different types of sample development, sourcing fabrics, trims, and accessories, and ensuring the right products were delivered or in-house at the right time in the right quantity according to shipment schedules. In merchandising, I also learned how buyer orders were received and analyzed. I worked to review order details such as style, size breakdown, fabric, trim, and delivery schedule internally to execute the production properly. Apart from this, I also worked on sample development, buyer communication, and order follow-up to meet the buyer's requirements, which I learned from course no. 203.

3.2 Suggestion for industry improvement

Ratool Apparels Ltd. is one of the leading knit garment manufacturing companies in Bangladesh, located in Sreepur, Gazipur. The industry produces a wide range of knitwear and textile products, which began operation in 2011 and is developing day by day. During the internship time with several departments at Ratool Apparels Ltd. I have noticed some Strengths and weaknesses of the organization.

3.2.1 Quality Assurance & Quality Management System Department

Weakness: Limited use of advanced quality control tools. Quality improvement initiatives are slow. Sufficient training on updating the quality control tools and techniques is not provided to improve the skill and knowledge of the quality-related employees (QI, QC, Quality in charge).

Strength: The Quality department is the core department to maintain production as per buyers' requirements, which plays a major role in keeping the business running in garment manufacturing. Follows and monitors the standard of quality control procedures. Ensuring the requirements by conducting In-line, End-line, Pre-Final, and Final inspection. Reduce the defects, rejection rates, and rework. Works closely with the production to identify the defects, find out the root cause, and provide corrective and preventive action.

Recommendation for improvement: By adopting advanced quality control methods such as Lean, Six Sigma, and 5S, the organization can become more proactive and focused on maintaining high-quality standards. Regular training programs on quality issues need to be provided to QI and QC to ensure quality control of the products, so that they can update their knowledge and skills on modern quality techniques. This will help in reducing defects and improving the quality of the products.

3.2.2 Merchandising Department

Weakness: High dependency on buyer approvals, which may cause delays in production and heavy load during peak seasons. Sometimes they respond late due to multiple orders.

Strength: The merchandising department plays a vital role in communicating with buyers, suppliers, and factories. They play a key role in preparing cost sheets, confirming orders, developing samples, and handling buyer approvals. Apart from maintaining contact with

buyers to ensure the requirements from the buyer and liaising with the production and quality departments to produce the products accordingly, they also work with inspection agencies (third parties) to inspect the products for shipment within the lead time.

Recommendation for improvement: To reduce production delays, clear communication with buyers should be maintained, and regular follow-ups should be done accordingly. Creating a well-structured production plan with extra buffer time, especially during peak seasons, can also help prevent unexpected delays. Since the company heavily relies on external suppliers for dyeing, washing, and accessories, it should establish strong relationships and effective communication with reliable suppliers to prevent disruptions in production.

3.2.3 Planning Department

Weakness: Ratool Apparels Ltd. is more dependent on the external supplier for fabric dyeing, printing/embroidery, and accessories. So, delays of the following materials disrupt production plans. Due to the absence of the IE (Industrial Engineering Department), accuracy in forecasting production and efficiency analysis is not maintained properly.

Strength: The planning department is responsible for production planning and shipment scheduling, and maintains good coordination with the production and merchandising teams. Proper line planning and regular follow-up help reduce shipment delays.

Recommendation for improvement: The IE or Work Study team can improve efficiency by providing production forecasting, line balancing, efficiency analysis, and training, and can help achieve hourly production targets. Therefore, establishing an IE/Work-Study department is crucial for the organization.

3.2.4 Production Department

Weakness: Limited automation and modern machinery, a lack of highly skilled workers, and technical experts. Transportation and logistics problems due to rural infrastructure. Therefore, production flow is being delayed due to the delay in the supply of raw materials, trims, and accessories. Absence of the IE (Industrial Engineering)/Work Study team can be identified as the main reason for operator skill assessment, line balancing, failure to achieve hourly production targets properly, etc.

Strength: The production department is the core department of the factory, which plays a vital role in garment manufacturing. Stable workforce due to its rural location. Efficient line setup and supervision to keep the production flow smooth and of good quality. Familiarity with basic knit items such as T-shirts, Polo shirts, Leggings, Boxers, Hoodie jacket, Tank-top, etc.

Recommendation for improvement: Moreover, the company should gradually increase automation and invest in modern machinery to reduce manual reliance. Skilled workers and technical experts can be created through training from recognized institutions and attractive incentives for talent retention.

3.2.5 HR & Administration Department

Weakness: Difficult to recruit or source highly skilled and technical experts. Higher workload due to having a manual or semi-manual process, and limitations of automation.

Strength: Due to being located in a rural area, the organization has availability of Local workers as well as low turnover. Having effective handling of recruitment, attendance, payroll, and working records, and proper maintenance of employee files and documentation. Ensuring compliance aligns with labor laws and factory regulations.

Recommendation for improvement: Skilled workers and technical experts can be developed through training from recognized institutions and offered attractive incentives to retain talent. Moreover, the company should gradually increase automation and invest in modern machinery to reduce manual reliance.

Finally, Ratool Apparels Ltd. can improve its overall performance by focusing on improved quality control, faster communication with buyers, stronger supplier management, and launching an Industrial Engineering (IE) department. Increasing automation, upgrading machinery, and providing regular training will also help improve efficiency and reduce production delays. By taking these practical steps, the company will be able to strengthen its production system, improve product quality, and achieve sustainability in the competitive market of the RMG industry.

3.3 Learning for self-improvement

The internship at Ratool Apparels Ltd. helped me improve myself by observing and participating in the production processes and procedures, as well as gaining practical experience in a professional work environment.

During the internship, I gained important professional skills for future career growth. I improved my time management skills by completing assigned tasks within the stipulated time frame and effectively handling multiple responsibilities while performing my duties. This experience made me more organized, responsible, and focused on my daily work. My communication skills improved through regular interactions with supervisors, colleagues, and factory staff during production processes, quality control procedures, HR, and administrative-related work, as well as working with the merchandising and planning departments. Communication at work helped me learn effectively, work, gain confidence in performing tasks, and understand ideas clearly and express them professionally.

While working in the merchandising department, I learned how to make samples in-house, source fabrics, trims, and accessories, confirm orders, procure the right products at the right time, in the right quantity, at the right place, by the shipment date, and be professional and always track suppliers. I understood how to plan production according to the style type and quantity.

I have gained technical knowledge about garment styling, stitching, and the layout of production lines. I have gained practical experience in increasing production by reducing worker movement, balancing the line, reducing waste through Lean Management System, continuous improvement through 6-Sigma, and organizing workstations through 5S. I have identified defects or defective garments on the production line during production, tried to find the root cause, and taken corrective and preventive measures.

I explained how to improve garment quality by analyzing production data, defect percentages, rejected items, and export performance. I presented the information in a clear and simple way using statistical graphs and charts to make it easy to understand. Through this process, my analytical thinking and problem-solving skills developed significantly.

Moreover, I learned the importance of discipline, punctuality, and workplace ethics by following organizational rules and policies during my internship. Working independently and

as part of a team helped me adapt to the organizational culture and improve my teamwork skills.

Overall, my internship gave me the opportunity to apply the knowledge I gained in the first and second semesters of PGD (KIM) in a real work environment. By performing various responsibilities within the organization and directly observing the results, I clearly understood the gap between theoretical concepts and their practical implementation in real-life situations. This experience enhanced my skills and supported my professional development. It also helped me identify my strengths and areas where improvement is needed, motivating me to further develop my skills to meet future professional challenges.

Chapter 4

Conclusion

In conclusion, I have completed my internship at Ratoool Apparel Ltd., which was a very valuable learning experience for me. It helped me understand the practical work that has to be performed in the knit garment manufacturing industry, as well as how different departments are working together to achieve the goal of the company.

During my internship, I gained practical experience and knowledge about merchandise, production processes, quality control, proper documentation at different stages of garment production, and workplace discipline. I also improved my communication skills, time management, and sense of responsibility through the internship.

Overall, this internship has increased my confidence in understanding the knowledge of knitwear garment production and prepared me for a future career in the garment sector. I am grateful to EDC, BIGD, and Brac University for giving me the opportunity and organizing the PGD in Knitwear Industries Management program. I am also thankful to the management of Ratoool Apparels Limited, the industrial supervisor, and my academic supervisor, who provided me with proper support and guidance during the internship period to complete the internship and helped me prepare the internship report accordingly.

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