

Report On
Aman Knittings LTD.
Processes of Sweater Manufacturing

By
Tasnim Al Hisham
Student ID: 1000055593

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
March, 2026

© 2026. Brac University
All rights reserved.

Declaration

It is hereby declared that

1. The internship report submitted in partial fulfillment of the degree at BRAC University is entirely my own original work, completed based on my internship experience.
2. The report does not contain any material previously published or written by others, except where proper acknowledgment and accurate referencing have been provided.
3. This report has not been submitted, in whole or in part, for any other degree, diploma, or academic qualification at any university or institution.
4. I have duly acknowledged all major sources of guidance, assistance, and support received during the preparation of this report.

Student's Full Name & Signature:

Tasnim Al Hisham
Student ID: 1000055593

Academic Supervisor's Full Name & Signature:

Marzuk A N Hossain
Designation: Senior R A
Brac University

Letter of Transmittal

Marzuk A N Hossain

Senior R A,

BIGD, Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on Sweater Manufacturing Process

Dear Sir,

I am pleased to submit my internship report titled “**Processes of Sweater Manufacturing at Aman Knittings Ltd.**” as a partial requirement of my academic program under your supervision.

This report is prepared based on my practical learning and experience gained during my internship at Aman Knittings Ltd. I have tried my best to present the information clearly and concisely.

I hope the report will meet your expectations. I shall be grateful for your kind evaluation and feedback.

Sincerely yours,

Tasnim Al Hisham

Student ID: 1000055593

Executive Development Center, BIGD

Brac University

Date: March 05, 2026

Non-Disclosure Agreement

This Non-Disclosure Agreement is made between company **Aman Knittings Ltd.** and the undersigned student Tasnim Al Hisham of **EDC, BIGD, BRAC University**.

The student acknowledges that, during the course of the internship, he/she may obtain access to confidential information relating to the Company's operations, manufacturing processes, technical data, and internal documents. The student agrees to keep all such information strictly confidential and to use it solely for academic purposes related to the internship.

The student shall not disclose, reproduce, or use any confidential information for personal or commercial purposes without prior written consent of the Company. This obligation shall remain effective both during and after completion of the internship.

All confidential information shall remain the exclusive property of the Company. Any breach of this Agreement may result in appropriate legal or administrative action.

Student's Full Name & Signature:

Tasnim Al Hisham
Student ID: 1000055593

Industry Supervisor's Full Name & Signature:

Saidur Rahman
Sr. Merchandiser, Merchandising Department
Aman Knittings Ltd.

Acknowledgement

I am grateful to sincerely acknowledge Aman Knittings Limited and BRAC University for providing me with the invaluable opportunity to undertake this internship program. Being selected for this practical learning experience has significantly contributed to my academic and professional development. I am equally thankful to my peers from the 31st batch of the PGD-KIM program at BRAC University for their continuous motivation, cooperation, and encouragement throughout this journey.

I would like to extend my profound appreciation to Mr. Marzuk A. N. Hossain, Senior Researcher at BIGD, BRAC University, for his consistent guidance, constructive feedback, and thoughtful recommendations. His academic supervision and readiness to provide support whenever required greatly enriched my learning experience and strengthened the overall quality of this report.

My sincere gratitude also goes to my industry supervisor, Mr. Saidur Rahman, whose mentorship and leadership played a pivotal role in shaping my understanding of the RMG sector. His practical insights, professional expertise, and continuous support enabled me to bridge theoretical knowledge with real-world applications. Under his supervision, I developed essential professional competencies such as workplace adaptability, comprehension of organizational culture, and effective coordination with cross-functional teams and senior management.

Lastly, I would like to acknowledge the valuable cooperation of the Industrial Engineering, Merchandising, Production, Planning, and Commercial departments. Their support, information sharing, and collaborative approach were instrumental in the successful completion of this internship report.

Executive Summary

This report presents a comprehensive reflection of my internship tenure at Aman Knittings Limited (AKL), completed as a mandatory component of the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) program under BRAC University. The internship provided meaningful industrial exposure, allowing me to connect academic learning with practical applications within Bangladesh's apparel manufacturing sector.

Established in 2002, Aman Knittings Limited has evolved into a dynamic sweater manufacturing organization offering integrated services ranging from product development to final shipment. The company collaborates with globally recognized buyers such as NEXT, M&S, and TESCO, maintaining strong commitments to sustainability, ethical compliance, and continuous innovation in its operations.

Throughout the internship period, I had the opportunity to rotate across five core departments: Merchandising, Production, Planning, Commercial, and IE. This cross-functional exposure enabled me to gain a holistic understanding of the order lifecycle, including buyer communication, production coordination, quality control procedures, export documentation, and compliance alignment. The theoretical foundations acquired from PGD-KIM courses—particularly Production Management, Quality Management, and Industrial Engineering—were effectively applied in real operational contexts, strengthening my analytical thinking, technical competence, and professional communication skills.

In conclusion, this internship experience substantially enriched my managerial understanding, industry insight, and professional discipline. It has equipped me with the capability to contribute responsibly and effectively to Bangladesh's Ready-Made Garment (RMG) sector from technical, ethical, and sustainability-driven perspectives.

Table of Contents

Declaration.....	ii
Letter of Transmittal.....	iii
Non-Disclosure Agreement.....	iv
Acknowledgement.....	v
Executive Summary.....	vi
Table of Contents.....	vii
List of Figures.....	ix
List of Acronyms.....	x
Glossary	xii
Chapter 1 About Organization.....	1
1.1 Overview of the Industry.....	1
1.2 Vision & Mission.....	1
1.3 Goals & Objectives.....	2
1.4 Organizational structure, Organogram, Branches and Departments.....	2
1.4.1 Organizational Structure:.....	2
1.4.2 Organogram.....	4
1.4.3 Departments.....	4
1.5 Products/services produced by the industry.....	4
Chapter 2 Description About Task Accomplishment.....	5
2.1 Description of Task Accomplishment in Production Department.....	5
2.2 Description of Task Accomplishment in Planning Department.....	7

2.3 Description of Task Accomplishment in IE Department.....	9
2.4 Description of Task Accomplishment in Commercial Department.....	10
2.5 Description of Task Accomplishment in Merchandising & Marketing Department	11
Chapter 3 Critical assessment of Internship work.....	13
3.1 Application of Generic and Industry specific courses during internship.....	14
3.1.1 Application of Generic Courses.....	14
3.1.2 Application of Industry-Specific Courses.....	15
3.2 Suggestion for industry improvement.....	17
3.3 Learning for self-improvement:	18
Chapter 4 Conclusion	19
Reference:	20

List of Figures

Figure 1: Organogram.....	3
---------------------------	---

List of Acronyms

AKL	Aman Knittings Ltd.
QMS	Quality Management System
JIT	Just-in-Time
LEED	Leadership in Energy and Environmental Design
PP	Pre-Production
SMV	Standard Minute Value
WIP	Work-in-Progress
LC	Letter of Credit
PI	Proforma Invoice
UD	Utilization Declaration
ETD	Estimated Time of Departure
CM	Cut & Make
FOB	Free On Board
T&A	Time and Action
LT	Lead Time
PO	Purchase Order
IE	Industrial Engineering
GOTS	Global Organic Textile Standard

OCS	Organic Content Standard
GRS	Global Recycled Standard
BSCI	Business Social Compliance Initiative
WRAP	Worldwide Responsible Accredited Production
SEDEX	Supplier Ethical Data Exchange
CTPAT	Customs-Trade Partnership Against Terrorism

Glossary

Standard Minute Value	The time allocated to carry out a given operation or task in garment manufacture used as a measure of performance.
Time and Action Calendar	A comprehensive planning tool that maps out the schedule of activities from order placement to shipment for timely delivery.
Merchandising	The core function of coordinating between buyers and factories to ensure timely product development and production in accordance with approved specifications.
QMS	It is a structured framework of policies, processes, procedures, and responsibilities designed to achieve an organization's quality goals.
LEED	This is the world's most widely used green building rating system, developed by the U.S. Green Building Council (USGBC). It provides a framework for healthy, efficient, and cost-effective sustainable buildings, certifying projects across categories like design, construction, operation, and maintenance.

Chapter 1 About Organization

1.1 Overview of the Industry

Aman Knittings Ltd. (AKL) is a 100% export-oriented knit garment manufacturing company in Bangladesh. The company was established in 2002 as a part of the Unifill Group. AKL mainly produces high-quality knitwear, especially children's wear from newborn to older age groups. The company supplies its products to well-known international buyers such as Marks & Spencer (M&S), Tesco, and Next (GoSourcing365, n.d.).

AKL follows strict quality and compliance standards to meet buyer requirements. The company holds several international certifications, including GOTS, OCS, GRS, OEKO-TEX, BSCI, WRAP, SEDEX, and C-TPAT, which show its commitment to ethical, safe, and sustainable production (Group, 2026).

To support large-scale production, AKL operates multiple compliant factory units equipped with modern knitting technology. At present, the company runs more than 2,000 knitting machines, allowing it to meet global customer demand while maintaining product quality. The top management of AKL is highly committed to maintaining and continuously improving its QMS (Group, 2026).

Overall, Aman Knittings Ltd. is a reliable and well-established knitwear manufacturer that contributes significantly to Bangladesh's garment export industry by producing safe and high-quality children's knit garments.

1.2 Vision & Mission

The vision of Aman Knittings Ltd. is to set a benchmark in the apparel industry through excellence in product quality, productivity, and process efficiency. The company aims to remain flexible in meeting customer needs by ensuring product innovation, timely delivery, and quick turnaround time. As a responsible garment manufacturer, AKL also envisions

building a strong ethical management team and a skilled, disciplined workforce supported by advanced technology (*Aman Knittings LTD 100% Export Oriented Sweater Factory | PDF | Quality Assurance | Yarn, 2020*).

The mission of Aman Knittings Ltd. is to produce high-quality knit garments by following JIT production practices (Prytz, 1993), maintaining strict quality standards, and using modern machinery and technology. The company is committed to continuous improvement, professional management, ethical business practices, and customer satisfaction in the global apparel market (*Aman Knittings LTD 100% Export Oriented Sweater Factory | PDF | Quality Assurance | Yarn, 2020*).

1.3 Goals & Objectives

The goal of this company is to be a trusted global leader in children's wear by providing high-quality products and excellent customer experience (Group, 2026).

Objectives: Build strong partnerships with industry leaders to innovate and grow. Ensure high quality, safety, and durability in every garment. Deliver the best customer experience through personalized service and prompt support (Group, 2026).

1.4 Organizational structure, Organogram, Branches and Departments

1.4.1 Organizational Structure:

1.4.1.1 Company Profile: Aman Knittings Ltd.

Aman Knittings Ltd. is a premier, export-oriented garment manufacturer operating as a vital subsidiary of the Unifill Group. The organization specializes in high-quality knitwear, including sweaters, children's apparel, and various top and bottom-wear categories. By maintaining a vertically integrated model, the company manages the entire production lifecycle—from initial knitting to advanced finishing—ensuring superior quality control and operational efficiency for its global clientele (Group, 2026).

Core Competencies and Facilities

The company distinguishes itself through a comprehensive suite of in-house technical capabilities, reducing reliance on third-party vendors and ensuring shorter lead times. Key facilities include:

Fabric Processing: Knitting, dyeing, and fabric printing. **Specialized Finishing:** High-end embroidery, industrial washing, and sustainable finishing technologies such as laser treatments and 3D whickering. **Compliance & Standards:** The firm operates under strict international benchmarks, holding certifications like ISO 9001 and WRAP, with sister concerns achieving LEED Platinum status for environmental sustainability (Group, 2026).

1.4.1.2 Organizational Framework

Aman Knittings Ltd. utilizes a **Functional Organizational Structure**, designed to streamline specialized tasks and foster clear lines of reporting.

Leadership Hierarchy

The strategic direction of the firm is established by top-tier management, notably led by:

Mr. Nazmul Kader (Chief Executive Officer) & **Mr. Md. Mahabub Hossain** (Managing Director)(Group, 2026).

Human Capital and Culture

With a workforce exceeding **11,000 employees**, the organization emphasizes a culture of innovation and dedication. The integration within the Unifill Group ecosystem allows the company to leverage shared resources and expertise, creating a robust environment for large-scale textile manufacturing (Group, 2026).

1.4.2 Organogram



Figure 1: Organogram

1.4.3 Departments

Departmental Segmentation

The company is divided into specialized functional units, which allows for expert supervision of both administrative and production-based tasks:

Business & Growth: Sales and Marketing. **Operational Support:** Finance, Human Resources (HR), and Information Technology (IT). **Production & Supply Chain:** Merchandising and Quality Management Systems (QMS) (Group, 2026).

1.5 Products/services produced by the industry

The core products of this industry are: Woven Top & Bottoms, Sweaters, Socks & Tights, Gloves, Fashion Accessories (Group, 2026).

Chapter 2 Description About Task Accomplishment

At the time of my internship at AKL, I had the opportunity to work in five key departments: Merchandising, Production, Planning, Commercial, and Industrial Engineering (IE). Each department plays an important role in maintaining the smooth flow of operations and ensuring that buyer requirements are met in terms of quality, cost, and delivery time.

The internship was designed to provide practical exposure rather than only observation. By rotating through different departments and assisting team members in their daily tasks, I gained a clearer understanding of how a sweater manufacturing company operates—from order development to final shipment.

Merchandising Department works as the link between buyers and the factory, handling buyer communication, order follow-up, and sample development. Production Department manages the manufacturing process, including knitting, linking, finishing, and packing to meet production targets. Planning Department prepares production schedules and monitors timelines to ensure orders are completed within the required delivery period. Commercial Department handles export documentation, banking procedures, and shipment coordination. Industrial Engineering (IE) Department focuses on improving productivity through efficiency monitoring, work study, and process improvement.

Working in these departments helped me understand the practical workflow of the knitwear industry and connect my academic knowledge with real factory operations.

2.1 Description of Task Accomplishment in Production Department

During my internship at AKL, I actively participated in and observed the complete knitwear production process, from pre-production planning to shipment. The key tasks accomplished are described below:

Pre-Production (PP) Meeting Arrangement: Assisted in arranging and coordinating pre-production meetings where style details, technical specifications, timelines, quality requirements, and buyer instructions were discussed and finalized with the production and quality teams. Trial Run of Sample: Observed the trial run of development samples to identify potential issues related to knitting quality, measurements, construction, and finishing before bulk production. Preparation and Approval of Size Set Samples: Supported the preparation of size set samples for different sizes and followed up on buyer approval to ensure correct fit, measurements, and grading prior to bulk production.

Knitting Plan Preparation: Assisted the planning team in preparing knitting production plans based on order quantity, delivery schedule, machine availability, and yarn allocation. Knitting Production Execution: Monitored the start of knitting production as per approved planning, ensuring production followed approved specifications and capacity planning.

Handover to Linking Section: Followed the process of completing knitting production and handing over panels to the linking section in a timely manner to maintain production flow.

Trimming and Mending Process: Observed trimming and mending activities after linking to remove loose threads, repair defects, and ensure garments met quality standards.

Washing Process: Coordinated the sending of garments to the washing section and monitored washing procedures to achieve required hand feel, shrinkage control, and appearance.

Sewing and Bartack Completion: Observed final sewing operations and bartack processes to strengthen stress points and ensure garment durability.

Finishing and Ironing: Participated in monitoring ironing and finishing processes to ensure garments achieved proper shape, appearance, and presentation.

Packaging Completion: Assisted in ensuring garments were packed according to buyer instructions, including size-wise packing, labeling, and polybag requirements. Shipment

Sample Approval and Inspection: Supported the preparation of shipment samples and participated in inspection processes to ensure compliance with buyer quality standards before shipment. Cartoning and Shipment Loading: Observed final cartoning, preparation of packing lists, and supervised truck loading activities to ensure correct quantities and documentation for shipment dispatch.

I was involved in observing and supporting the overall knitwear production process from pre-production to final shipment. I assisted in arranging pre-production meetings, monitoring sample trials, and following up on size set sample preparation and approval. I also supported the planning team in preparing knitting production plans and observed the execution of knitting according to approved specifications. In the later stages, I followed the production flow from knitting to linking, trimming, and mending to ensure quality standards were maintained. I also observed washing, sewing, bartack, finishing, and ironing processes that prepare garments for final presentation. In the final stage, I assisted in packaging, shipment sample inspection, cartoning, and loading to ensure garments were dispatched according to buyer requirements and shipment schedules.

2.2 Description of Task Accomplishment in Planning Department

I was assigned to the Planning Department of Factory, where I gained practical knowledge about production scheduling, capacity management, and coordination among different departments. The major tasks accomplished are described below:

Production Capacity Planning: Assisted in calculating daily and monthly production capacity based on machine availability, manpower efficiency, SMV, and working hours to ensure realistic delivery commitments. Order Booking and Line Allocation: Observed and supported the allocation of production lines and knitting machines according to order quantity, style complexity, and shipment deadlines. Lead Time Calculation: Helped prepare lead time

breakdown considering yarn sourcing, sample approval, knitting, linking, finishing, washing, inspection, and shipment to ensure on-time delivery.

Material Requirement Planning (MRP): Assisted in estimating yarn consumption, accessories requirements, and wastage percentages to ensure smooth production without material shortages. Production Scheduling: Prepared and updated production schedules (Time & Action Plan) to track daily progress and align departments such as knitting, linking, trimming, finishing, and packing.

Monitoring Work-in-Progress: Tracked WIP status across different sections to identify bottlenecks and ensure smooth production flow. Coordination with Merchandising and Production: Maintained communication between planning, merchandising, and factory floor to resolve issues related to delays, sample approvals, or material shortages.

Holiday and Capacity Adjustment Planning: Participated in adjusting production plans considering holidays (such as Eid), machine maintenance, and unforeseen disruptions to minimize shipment delays. Shipment Planning and Follow-up: Monitored shipment schedules and ensured production completion aligned with ex-factory dates.

Reporting and Documentation: Prepared daily and weekly production reports for management review and assisted in maintaining planning-related documentation.

I assisted in production capacity calculation, order booking, and line allocation. I helped prepare lead time plans, production schedules, and material requirement estimates. I also monitored work-in-progress, coordinated with merchandising and production teams, and supported shipment follow-up and reporting.

2.3 Description of Task Accomplishment in IE Department

I worked closely with the Industrial Engineering (IE) Department. I gained practical knowledge regarding productivity analysis, work measurement, line balancing, and efficiency improvement. The major tasks accomplished are described below:

SMV Calculation: Assisted in calculating SMV for various sweater operations such as knitting, linking, trimming, finishing, and packing using time study techniques. Time Study and Motion Study: Observed and recorded operation cycle times to analyze operator performance and identify unnecessary motions to improve efficiency.

Line Balancing: Supported the IE team in balancing production lines by distributing operations according to operator skill level and machine capacity to minimize bottlenecks. Capacity Analysis: Helped analyze production capacity based on SMV, manpower, machine availability, and working hours to ensure realistic production planning.

Efficiency Monitoring: Monitored daily line efficiency and prepared efficiency reports comparing target vs. actual production output. WIP Control: Observed WIP levels in knitting, linking, and finishing sections to maintain smooth workflow and avoid overproduction or shortages.

Productivity Improvement Activities: Participated in identifying causes of low productivity and suggested corrective actions such as operator training, method improvement, and proper work allocation. Layout Observation: Studied factory layout arrangements to understand workflow optimization and reduction of material handling time. Manpower Utilization Analysis: Assisted in analyzing manpower deployment and recommending adjustments to reduce idle time and increase output.

Reporting and Documentation: Prepared daily production and efficiency reports for management review and maintained IE-related documentation.

I have assisted in SMV calculation using time and motion study techniques for different sweater operations. I supported line balancing, capacity analysis, and monitored daily line efficiency to compare target and actual output. I also observed WIP levels, manpower utilization, and factory layout to understand productivity improvement and workflow optimization. Additionally, I helped prepare basic efficiency and production reports for documentation and management review.

2.4 Description of Task Accomplishment in Commercial Department

While doing my internship I had the opportunity to observe and assist the Commercial Department of the Factory. This department plays a vital role in handling export documentation, banking procedures, and regulatory compliance. Through my involvement, I gained practical knowledge of international trade operations in the ready-made garments sector. The key tasks accomplished are described below:

Export Documentation Preparation: I assisted in preparing and reviewing export-related documents such as Proforma Invoice (PI), Commercial Invoice, Packing List, EXP form, and Bill of Lading instructions to ensure accuracy and compliance with buyer and bank requirements.

Letter of Credit (L/C) Handling: I observed the process of checking L/C terms and conditions to ensure they matched the Proforma Invoice and order confirmation. I learned how discrepancies are identified and how amendments are requested when necessary.

UD and Bond Documentation: I gained knowledge about UD procedures and the importance of submitting required documents to Customs and Bond authorities before shipment.

Coordination with Bank: I observed communication with commercial banks regarding L/C opening, document negotiation, and payment realization. I learned how export documents are submitted for negotiation under L/C terms.

Shipment and Logistics Coordination: I assisted in coordinating with freight forwarders for booking vessels, preparing shipping instructions, and confirming ETD (Estimated Time of Departure) to ensure on-time shipment.

Customs Compliance: I observed the process of preparing documents required for customs clearance and ensuring compliance with export regulations.

Payment Follow-up: I monitored payment status under different terms such as L/C at sight and deferred payment, and learned how maturity dates are calculated.

Record Keeping and Reporting: I helped maintain commercial files and updated shipment tracking records to ensure proper documentation and easy reference for future audits.

2.5 Description of Task Accomplishment in Merchandising & Marketing Department

I worked closely with the Merchandising & Marketing Department and I'm also an employee of this section. This department acts as a bridge between buyers and production, ensuring smooth communication, order execution, and timely shipment. Through hands-on exposure, I gained practical knowledge of order management, buyer communication, and production follow-up. The major tasks accomplished are described below:

Buyer Communication and Order Follow-up: I observed and assisted in maintaining regular communication with buyers regarding order confirmation, sample submission, approval status, and shipment updates.

Costing and Price Analysis: I learned how to prepare preliminary costing sheets by calculating yarn consumption, accessories cost, CM charges, washing, packing, and overhead expenses to determine the FOB price.

Sample Development Coordination: I followed up on sample development processes including development sample, fit sample, size set sample, and PP sample. I ensured that samples were prepared according to buyer specifications and submitted on time for approval.

Lab Dip and Yarn Approval Process: I monitored the lab dip submission and approval process to ensure correct color matching before bulk production. I learned the importance of approved yarn quality and shade consistency.

T&A Plan Monitoring: I assisted in preparing and updating the Time and Action calendar to track key milestones such as yarn booking, sample approval, production start, finishing, and shipment date.

Accessories and Raw Material Follow-up: I coordinated with suppliers for sourcing accessories such as labels, header cards, rubber patches, and packaging materials to ensure availability before production.

Production Follow-up: I regularly communicated with the Planning and Production Departments to monitor order progress and ensure that production remained aligned with shipment schedules.

Shipment and Documentation Support: I supported the preparation of shipment-related documents and ensured alignment between production quantity and packing details before final dispatch.

Marketing Analysis and Buyer Development: I observed how the marketing team analyzes buyer requirements, seasonal trends, and new product development opportunities to expand business relationships.

Chapter 3 Critical assessment of Internship work

A critical assessment of internship performance involves a systematic analysis of how academic concepts are translated into practical application within an industrial environment. During my internship at Aman Knittings Limited (AKL), I assessed the dynamic relationship between theoretical frameworks and real-world operational practices in Bangladesh's RMG sector (*BGMEA | About Garment Industry of Bangladesh*, n.d.). AKL, recognized as a leading sweater manufacturing enterprise, operates through five core functional departments: Merchandising, Production, Planning, Commercial, and Industrial Engineering (IE). Each of these units plays an integral role in ensuring that buyer requirements are fulfilled in terms of quality standards, cost efficiency, and timely shipment.

This chapter therefore presents a structured assessment of my internship experience across three major dimensions: 1. The practical application of academic knowledge, 2. A critical review of departmental functions and operational practices, and 3. The overall professional competencies developed during the internship period. The analysis positions the internship not merely as a training requirement, but as a transformative learning process that effectively connects classroom-based instruction with industry-driven execution.

The PGD-KIM curriculum integrates both general managerial subjects and specialized industry-focused courses, equipping students with a balanced combination of technical expertise, analytical capability, and leadership-oriented skills. My internship at Aman Knittings Limited offered a practical platform to implement these competencies in a real-time industrial context. Each academic course whether directly or indirectly was linked to operational tasks and responsibilities across departments, enabling a comprehensive understanding of the knitwear manufacturing value chain.

3.1 Application of Generic and Industry specific courses during internship

During my internship I had the opportunity to integrate theoretical knowledge acquired from the PGD-KIM program with practical industrial exposure in a sweater manufacturing environment. The internship enabled me to apply both generic competency-based courses and specialized knitwear industry courses in real production and management scenarios.

3.1.1 Application of Generic Courses

Analytical Skills and Competencies: The analytical skills developed during coursework were applied in evaluating production efficiency, SMV calculations, and capacity planning data. For example, while working with the IE and Planning Departments, I analyzed daily production reports comparing target output versus actual output.

In one case, during sweater knitting production, I observed that actual efficiency was lower than planned due to uneven operator workload distribution. By reviewing the SMV and manpower allocation sheet, I understood how improper line balancing affects productivity. This analytical evaluation helped me practically relate classroom concepts of performance measurement and productivity analysis to real factory conditions (Yusriani et al., 2023).

HR Skills and Competencies: During my internship, I observed workforce management practices including manpower allocation in knitting, linking, and finishing sections. I learned how supervisors at Aman Knittings Ltd. monitor operator attendance, performance, and discipline to maintain workflow continuity.

For example, during peak shipment periods before Eid, manpower adjustment was necessary to maintain production targets. I observed how management strategically redistributed workers between sections to minimize delay. This reflected the practical application of HR planning and workforce utilization concepts learned during coursework (*Workload Analysis for HR Planning* | PDF | Sales | Construction Bidding, n.d.).

Communication Skills: Effective communication played a crucial role in coordinating between Merchandising, Planning, IE, Commercial, and Production departments. I drafted professional emails regarding lab dip approval, lead time clarification, and shipment scheduling under supervision.

For instance, when lab dip approval was pending for a sweater order, I observed how merchandising communicated with the buyer while planning adjusted production schedules accordingly. This demonstrated how structured communication prevents operational disruption.

Business Operation Skills: The Business Operation Skills course helped me understand how various departments work interdependently. At Aman Knittings Ltd., I observed the complete order cycle—from PO receipt to final shipment.

For example, without confirmed PO, capacity booking was not possible in the planning system. I observed how delayed PO receipt affected production scheduling, which confirmed the practical importance of operational workflow alignment and risk management in business operations (Jallow et al., 2007).

3.1.2 Application of Industry-Specific Courses

Introduction to Garments Industry: This course provided foundational knowledge about the knitwear production process. During my internship, I directly observed each stage of sweater manufacturing: Yarn sourcing and lab dip approval, knitting panel production, linking process, Trimming and mending, Washing and finishing, Ironing and packaging, Cartoning and shipment. By physically observing these stages on the factory floor, I gained a comprehensive understanding of the sweater production value chain.

Industrial Engineering: The Industrial Engineering course was highly applicable during my attachment with the IE Department. I observed: SMV calculation for sweater operations, Time

study in linking and finishing sections, Line balancing techniques, Efficiency calculation. (Musa et al., 2019)

For example, in linking production, I saw how operator cycle time was measured to determine realistic output per hour. When inefficiencies were detected, task redistribution was implemented. This reflected the practical application of IE tools such as work measurement and productivity optimization.

Production Management and Merchandising: Concepts such as T&A planning, LT calculation, and material requirement planning were practically implemented during my internship.(Raya et al., 2023)

For example:

- Standard lead time required 90 days after PO receipt.
- Eid holidays added additional production constraints.
- Yarn booking was dependent on lab dip approval.
- Advance payment terms influenced production initiation.

I observed how merchandising commitments directly impacted production planning decisions. This strengthened my understanding of the relationship between commercial agreements and operational feasibility.

Quality Management: Quality management principles were applied at multiple checkpoints in sweater production. I observed: Inspection during knitting for yarn defects, linking quality check for measurement accuracy, Washing shrinkage monitoring, Final inspection before shipment sample approval. These structured inspection stages align with internationally recognized quality management system standards such as ISO 9001:2015.(*ISO 9001*, n.d.) For instance, shipment samples were checked before bulk dispatch to ensure compliance with buyer requirements. This reflected the practical implementation of quality assurance and defect prevention strategies discussed in coursework.

The internship experience at Aman Knittings Ltd. enabled me to bridge theoretical knowledge from the PGD-KIM program with real industrial practice. Generic courses enhanced my professional competency, analytical ability, and communication effectiveness. Industry-specific courses strengthened my technical understanding of sweater manufacturing, production planning, industrial engineering, and quality control. The exposure to real-time production challenges, buyer requirements, and operational constraints significantly improved my practical competence and industry readiness in the knitwear sector.

3.2 Suggestion for industry improvement

Based on practical observation and application of PGD-KIM coursework during my internship at Aman Knittings Ltd., the following improvements are recommended to enhance operational efficiency, productivity, and sustainability:

Integrated Planning and Digital Coordination: Stronger integration between Merchandising, Planning, IE, and Production through an ERP-based tracking system would minimize delays caused by late PO receipt, pending lab dip approval, and material booking gaps. Digital synchronization can improve transparency and accountability.

Improved Capacity Forecasting: Introducing forecast-based provisional capacity planning for regular buyers would reduce delivery pressure and last-minute schedule adjustments, especially during peak seasons and holidays such as Eid.

Continuous Productivity Monitoring: Although SMV and efficiency tracking are practiced, implementing real-time production monitoring tools (hourly target vs. actual display) would strengthen performance control and immediate corrective action at the line level.

Strengthening Early-Stage Quality Control: Enhancing inline quality inspection during knitting and linking stages would reduce rework in finishing and improve shipment reliability.

Lead Time Risk Buffering: Incorporating structured buffer time in the Time & Action plan to accommodate approval delays, holiday impacts, and supplier variability would ensure more realistic delivery commitments.

3.3 Learning for self-improvement:

The internship experience at Aman Knittings Ltd. (Sweater Factory) significantly contributed to my professional and personal development. The exposure to real industrial operations allowed me to identify areas for self-improvement and strengthen essential competencies required in the knitwear industry.

Practical Decision-Making Ability: I realized the importance of timely and data-driven decision-making in production planning, especially when handling lead time constraints, holiday adjustments, and pending approvals. This experience improved my analytical thinking and problem-solving ability.

Professional Communication Skills: Regular interaction with different departments enhanced my ability to communicate clearly and professionally. I learned the importance of structured communication when dealing with buyers, production teams, and management to avoid operational misunderstandings.

Time Management and Work Discipline: Observing strict production schedules and shipment deadlines helped me understand the value of punctuality and disciplined workflow. I improved my ability to prioritize tasks under pressure.

Technical Understanding of Sweater Manufacturing: Through practical exposure to knitting, linking, finishing, IE analysis, and commercial documentation, I strengthened my technical foundation beyond theoretical knowledge.

Adaptability and Team Coordination: Working with cross-functional teams taught me how to adapt to dynamic production environments and collaborate effectively to achieve common organizational goals.

Chapter 4 Conclusion

The internship at Aman Knittings Ltd. (AKL) provided a comprehensive and practical understanding of the sweater manufacturing industry, bridging the gap between theoretical knowledge from the PGD-KIM program and real-world industrial application. Throughout the tenure, exposure to various departments—including Production, Planning, Industrial Engineering (IE), Commercial, and Merchandising—offered a holistic view of the garment export sector's complexities.

Key Takeaways: Observing the complete order cycle, from yarn sourcing to final shipment, highlighted the critical need for departmental synchronization to meet strict buyer deadlines and quality standards. Hands-on experience with SMV calculations, line balancing, and Time & Action (T&A) planning demonstrated how technical tools directly impact factory efficiency and productivity. Navigating real-time challenges, such as manpower redistribution during peak periods and adjusting schedules for holidays, underscored the importance of adaptive planning and data-driven decision-making.

Final Reflection: Aman Knittings Ltd. stands as a benchmark for excellence in the knitwear industry through its commitment to quality management and ethical production. While the company maintains robust systems, the transition toward integrated digital tracking and proactive capacity forecasting could further optimize its operational lead times.

Ultimately, this internship has been instrumental in developing the professional discipline, analytical skills, and technical competence necessary for a successful career in the global apparel market. The experience has not only reinforced academic learning but has also

provided the practical foundation required to contribute meaningfully to the growth of Bangladesh's garment industry.

Reference:

- Aman Knittings LTD 100% Export Oriented Sweater Factory | PDF | Quality Assurance | Yarn.* (2020, October 12). Scribd. <https://www.scribd.com/document/236985805/Aman-Knittings-Ltd-100-Export-Oriented-Sweater-Factory>
- BGMEA | About Garment Industry of Bangladesh.* (n.d.). Retrieved February 28, 2026, from <https://www.bgmea.com.bd/page/AboutGarmentsIndustry>
- GoSourcing365. (n.d.). *AMAN KNITTINGS LTD.* GoSourcing365. Retrieved March 5, 2026, from <https://www.gosourcing365.com/listing-detail/aman-knittings-ltd>
- Group, A. | U. (2026, January 1). *AMAN | Unifill Group.* AMAN | Unifill Group. <https://amanbd.net/>
- ISO 9001:2015.* (n.d.). ISO. Retrieved February 28, 2026, from <https://www.iso.org/standard/62085.html>
- Jallow, A., Majeed, B., Vergidis, K., Tiwari, A., & Roy, R. (2007). Operational risk analysis in business processes. *Bt Technology Journal - BT TECHNOL J*, 25, 168–177. <https://doi.org/10.1007/s10550-007-0018-4>
- Musa, M. A., Hossain, M. F., & Bappy, M. (2019). *Productivity Improvement through Line Balancing-A Case Study in an Apparel Industry.*
- Prytz. (1993). Just-in-Time Manufacturing. An Introduction. By T. C. E. CHENG and S. PODOLSKY & Chapman & Hall, London, 1993) ISBN 0–412–45690–7 [pp. 226]. £3500. *Production Planning & Control.* <https://doi.org/10.1080/09537289308919465>

Raya, B., Gozali, L., & Doaly, C. (2023, January 25). *Production Planning, Inventory and Capacity in PT. WDY and ERP Simulation Open Source*.

Workload Analysis for HR Planning | PDF | Sales | Construction Bidding. (n.d.). Scribd.

Retrieved March 8, 2026, from

<https://www.scribd.com/presentation/297915253/Workload-Analysis>

Yusriani, S., Suja'i, A., Fadhil, A., Pamungkas, C. R., Nurbaeti, N., Prambudi, I., Ismiwati, R., Perangin-angin, D., & Effendy, A. (2023). Performance Measurement Knowledge: A Comprehensive Literature Review. *Proceeding of The International Seminar on Business, Economics, Social Science and Technology (ISBEST)*, 3. <https://doi.org/10.33830/isbest.v3i1.1260>