

Report On
Globus Garments Limited a sister concern of Dekko ISHO Group
Business Unit & Team Coordination Review

By

Student Full Name: Rakib Bin Zaid
Student ID: 1000055554

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 5, 2026

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Rakib Bin Zaid
Student ID: 1000055554

Academic Supervisor's Full Name & Signature:

Marjan Moazzam Hossain
Senior Research Associate, BIGD
BRAC University

Letter of Transmittal

Marjan Moazzam Hossain
Senior Research Associate,
BIGD, BRAC University
66 Mohakhali, Dhaka-1212

Subject: Letter of Transmittal

Dear Madam,

It is a great pleasure for me to submit this internship report as a student of BIGD, BRAC University. During this internship period, I had the opportunity to visit the five major departments of Globus Garments Limited. This helped me in enhancing the quality and depth of analysis. I have tried to follow your guidance and support during this internship period.

In spite of having busy professional commitments, I am committed to successfully completing this internship and PGD program. I am grateful for your support and guidance and request you to review this internship report considering its limitations.

Sincerely yours,

Rakib Bin Zaid
Student ID: 1000055554
Executive Development Center, BIGD
Brac University
Date: March 05, 2026

Non-Disclosure Agreement

This is the clearance that **Rakib Bin Zaid**, a Post Graduate Diploma in Knitwear Industry Management student at BRAC University, successfully completed his internship with Globus Garments Limited, a sister concern of Dekko ISHO Group. In this internship program, he was supervised by me (**Md. Imran Talukder, Deputy General Manager, HR, Admin & Compliance, Globus Garments Ltd.**). He takes his commitment to learning new things throughout this internship program sincerely & seriously. The Globus Garments Limited's leadership is delighted with his work, and I wish him well and a great future.

Student's Full Name & Signature:

Rakib Bin Zaid
Student ID: 1000055554

Industry Supervisor's Full Name & Signature:

**Md. Imran Talukder, Deputy General Manager,
HR, Admin & Compliance, Globus Garments Ltd**

Acknowledgement

To begin, I want to express my appreciation to Almighty Allah for the blessings that have enabled me to finish my PGD course internship report. I am thankful for the invaluable assistance provided by my academic supervisor, Ms. Marjan Moazzam Hossain, Senior Research Associate, BIGD, BRAC University. Her guidance and feedback were instrumental in helping me to organize and prepare this report while also managing my other responsibilities. I would also like to thank Md. Imran Talukder, Deputy General Manager-HR, Admin & Compliance, Globus Garments Ltd, for his unwavering support during my internship. Wishing to express my sincere appreciation to Globus Garments Team, whose assistance and suggestions from the start to the finish of the work merely introduced me to various aspects of the work procedures. I expressed my gratitude for the assistance of my coworkers from every Department who offered their hands with information and helped me finish the responsibilities. These individuals were either directly or indirectly involved in the project work.

I would especially want to thank the Ministry of Finance, the Government of the People's Republic of Bangladesh, ADB, and SEIP for helping to organize funding for the Post Graduate Diploma in Knitwear Industry Management at the Executive Development Center, BIGD at Brac University.

I want to express my deep thanks to my parents, my friends Ar. Tasnia Hossain, Saidul Islam Tuhin for their support and sacrifice of their free time as well as their finest advice.

Executive Summary

This report is a summary of a three-month internship (Nov 2025 - Feb 2026) completed at Globus Garments Ltd., a vertically integrated woven RMG unit of Dekko ISHO Group, a leading Bangladeshi RMG conglomerate founded in 1953. Dekko employs ~17,000 employees, produces >3.3 million pieces monthly, exports >USD 150 million in RMG annually, and has increased turnover from USD 131M (2021) to ~USD 273M (2025 projection). I worked in various departments: HR & Compliance, Fabric Sourcing, Marketing & Merchandising, Industrial Engineering, and Commercial & Logistics. I also observed the concepts learned during my PGD-KIM academic program and its application in each department. These include ethical sustainability compliance, sustainable sourcing, buyer relationship management via TNA calendar systems, lean production, and export documentation. Merchandising acts as a center of coordination for all departments. Some suggestions were made: more emphasis on mid-level responsibilities, faster approval systems, and employee engagement mechanisms. Dekko ISHO Group is poised for long-term growth through sustainability and excellence in production processes.

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List of Acronyms

BSCI	Business Social Compliance Initiative
BCI	Better Cotton Initiative
CAP	Corrective Action Plan
FEM	Facility Environmental Module
FSLM	Facility Social & Labor Module
GOTS	GLOBAL ORGANIC TEXTILE STANDARD
GRS	Global Recycled Standard
HR	Human Resource
IE	Industrial Engineering
ILO	International Labour Organization
ISO	International Organization for Standardization
KWp	Kilo Watt Peak
LT	Lead Time
OHS	Occupational Health & Safety
OCS	Organic Content Standard
PPE	Personal Protective Equipment
RCS	Recycled Claim Standard
GGL	Globus Garments Limited

Glossary

Business Social Compliance Initiative	An international audit system and code of conduct used by many European buyers to assess and monitor social performance, labour rights, working conditions, health & safety, and ethical practices in supplier factories. Your report repeatedly mentions BSCI audit ratings (A/B), corrective action plans (CAPs), and issues such as living wages, overtime, PPE enforcement, and freedom of association.
Time and Action Calendar	A detailed project timeline that maps every key milestone from handloom approval and lab dips to pilot run, cutting/sewing start, in-line/final inspection, and ex-factory date — for a specific order or program. It is the central planning and communication tool used by the Merchandising department to coordinate all departments and ensure on-time shipment.
Global Recycled Standard	A voluntary, third-party certification that verifies recycled content in products (e.g., $\geq 20\%$ post-consumer recycled polyester), tracks chain of custody from input material to finished garment, and enforces environmental, social, and chemical requirements.
Higg FEM/FSLM	The Higg Facility Environmental Module (FEM) and Higg Facility Social & Labor Module (FSLM) — part of the Sustainable Apparel Coalition’s Higg Index suite. These tools assess and score a factory’s environmental performance (e.g., water use, GHG emissions, waste) and social/labor practices (e.g., wages, health & safety, worker voice.) as a key compliance and continuous-improvement mechanism.

Chapter 1

About Organization

1.1 Profile and History of the Dekko ISHO Group

The Dekko ISHO Group is one of Bangladesh's premier conglomerates and has been a major contributor to the country's economy since its founding by Roxy Paint Limited in 1953. The principle behind the company's creation was defined as an ambition to "Pioneer a Sustainable Future," and it has been operated by three generations of the Dekko family. Dekko ISHO continues to provide its employees, customers and communities with long-term prosperity through advanced technology and sustainability. Dekko ISHO is one of the largest players in the Ready-Made Garment (RMG) sector, which is the largest source of export revenues for Bangladesh. It is recognized for having the highest level of reliability and innovation among the players in the garment industry. Dekko ISHO has established a tradition of excellence in textile manufacturing since the late 1980s and early 1990s, when it launched three specialized divisions: Dekko Garments Limited, Agami Fashions and Dekko Readywears, to meet the growing international demand for high-quality woven products. In 2013, Dekko ISHO made a significant achievement by establishing a new export-oriented factory named Globus Garments Ltd, which produces men's and children's shirts and women's tops. With this addition to the company's facilities, Dekko ISHO's total monthly production capacity now exceeds 3.3 million pieces of clothing. To uphold strict standards of quality and reduce lead times, Dekko ISHO developed a strong infrastructure of backward integration units. These include Agami Washing Limited, which offers green washing solutions; Globus Embroidery Limited, which provides precise detailing; and Sprintex Enterprise, which offers digital printing solutions. Beyond textiles, the group has successfully diversified into retail via KLUB HAUS, furniture through ISHO, and industrial paints. By leveraging advanced design technology to optimize material usage and manufacturing speed, Dekko ISHO has transformed from a local venture into a multi-faceted global corporation, with future plans including a new formal wear facility and its first overseas manufacturing plant.

1.2 Vision & Mission

The Vision Statement:

Dekko ISHO Group wants to create a sustainable ready-made garment industry which supports both the economy and the environment. Dekko ISHO will do this by becoming a leader in innovation, ethics, and equitable value creation in the global marketplace. To meet these goals, Dekko ISHO has established three significant target milestones for 2030: an 80% conversion to renewable energy; reduce blue water use by 40%; provide 100% of employees with access to healthcare. Dekko ISHO is using modern technologies, including 3D design, to set new standards of business efficiency while decreasing environmental impact. One of the best examples of this vision is the organization named Globus Garments Limited. The organization not only provides a secure, inclusive, and environmentally friendly workplace for its 2,500 employees but also delivers ethical and high-quality apparel to its customers across the globe.

The Mission Statement:

Through vertically integrated manufacturing operation, Globus's state-of-the-art technology and vertical manufacturing systems allow them to manufacture high-quality, woven garment products that meet the requirements of their Global Retail Partners. Their focus on utilizing materials and human talent efficiently while strictly adhering to Labor Laws and maintaining Environmental Standards is paramount. Globus continually innovates while aggressively pursuing an uninterrupted internal supply chain, while Dekko ISHO Group continues to develop and provide High-Value Fashion solutions as well as improving the Quality of Life for its 2500 employees and the Local Community surrounding the Factory.

1.3 Goals & Objectives

Goals:

- GGL has an aspiration to be a leading player in the Dekko ISHO Group's woven garment industry by maintaining innovation and quality in their global product offerings.
- GGL is aiming to Implement a Carbon Neutral and Water Efficient (a "Sustainable 2030") approach to manufacturing sites.
- Creating a culture of safety, inclusion and the opportunity for professional growth for all employees, along with eliminating wasted time/effort and utilizing technology will

result in the highest level of efficiency being realized through advanced automation and digital tools at every level of manufacturing.

- Realizing a higher level of efficiency through Industry 4.0 technologies will eliminate inefficiencies and maximize output through smart systems.
- GGL is creating a reputation as one of the best employers in the RMG industry, as they employ a strategic focus on employee health and socio-economic welfare.
- GGL has the ability to hire many of the best individuals in the RMG industry due to its commitment to employee health and welfare through the provision of decent working environments.
- GGL will build stronger relationships with vendors for enhanced sourcing capabilities, thereby mitigating the potential exposure to the risk of supply chain disruptions and inability to timely deliver to retailers.
- GGL will begin utilizing and adopting a circular economy model of promoting the reuse of textiles through recycling, sustainable packaging, and moving away from a linear take and make approach.

Objectives:

- To achieve a monthly manufacturing volume of 600,000 units at Globus Garments while maintaining a rejection rate below 1.5% utilizing our real-time quality control system.
- To add another 100 kWp solar energy to our total capacity by 2027 to allow us to reduce our reliance on the national Grid.
- To install a Rainwater harvesting system capable of collecting 1 m³/hr and a Grey water treatment plant with a treatment capacity of 5 m³/hr resulting in a projected reduction in our use of groundwater by approximately 40%.
- To develop 30% of our physical sampling processes to have transitioned to using 3D Virtual Sampling using Browzwear and CLO Software, resulting in a reduction in time and material waste.
- To 100% access by the workforce to Astha Fair Price Shop and access to Telemedicine Health Services.
- To recycle 40% of our Textile Waste through partnerships with organisations like Reverse Resources.

- To renewing all of our Major International Certifications (BSCI, GOTS, ISO 14001) on an annual basis free of Non-Conformance Audit Findings.
- To increase Buyer Portfolio by 15% Annually with emphasis on High-End Retailers in North America and Europe.

1.4 Organizational structure & Organogram

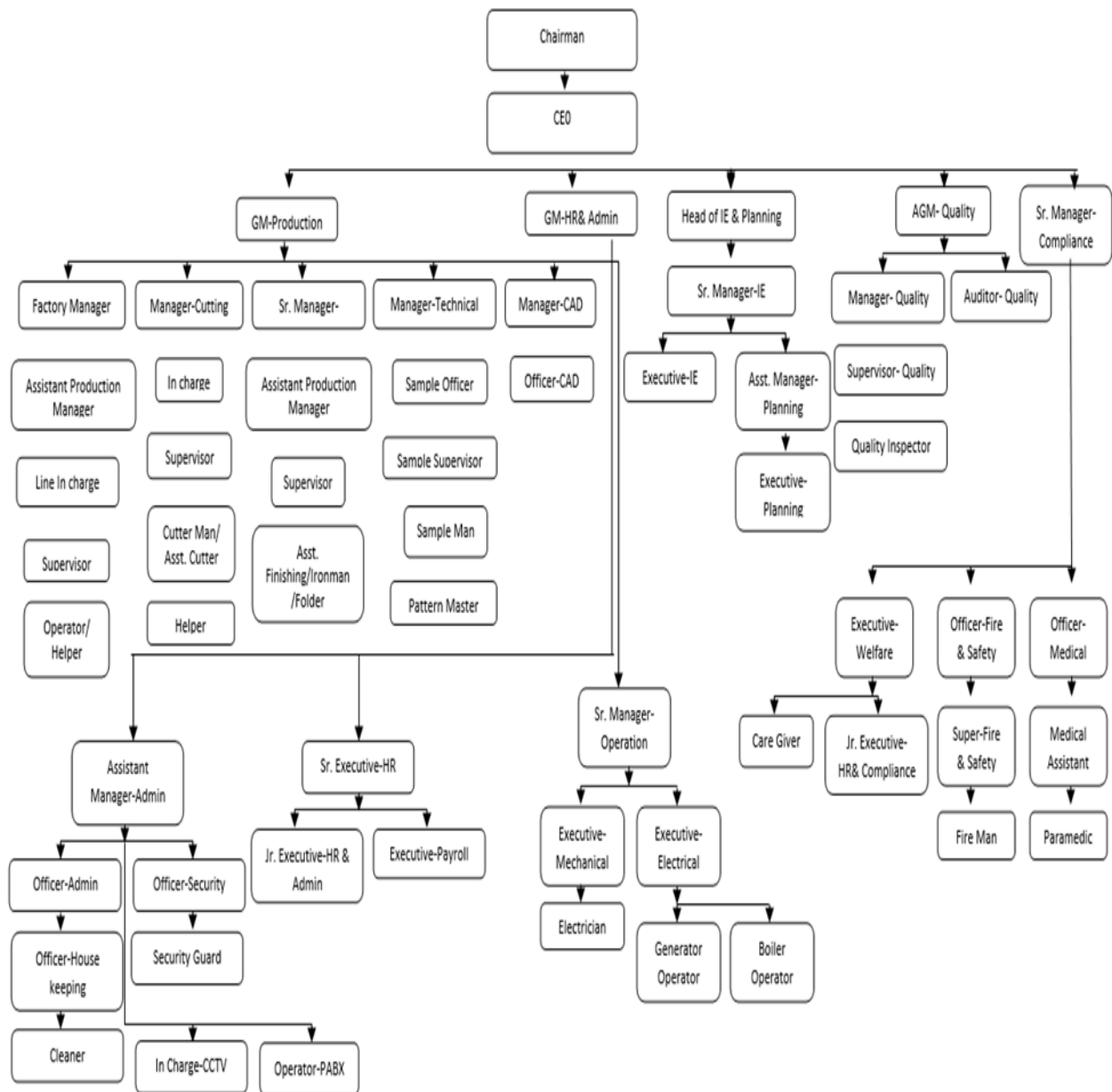


Figure 1: Organizational Structure

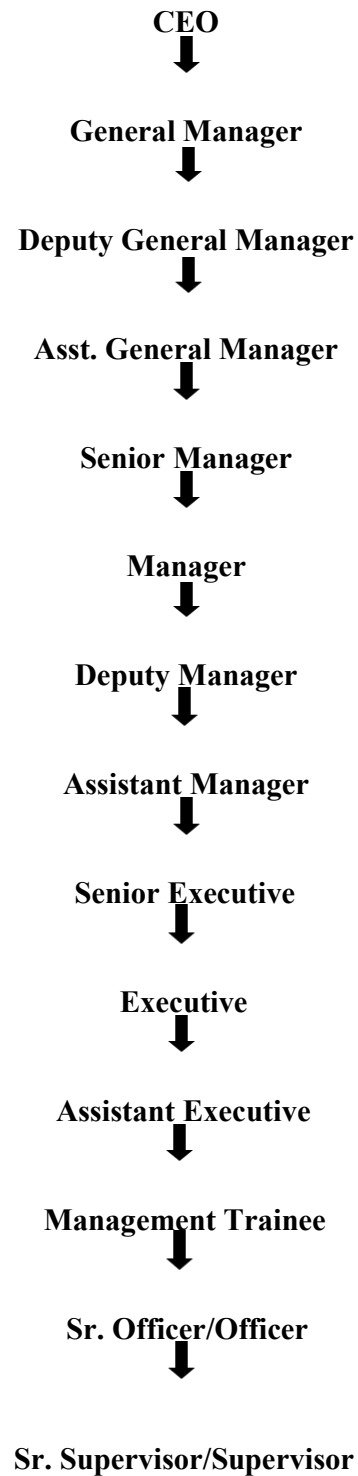


Figure 2: Organogram of SBU

1.5 Product Composition

The Dekko ISHO Group is a manufacturer who specializes in producing quality woven garments and denim apparel specifically for global exports. We design products that aim to be sustainable in the long run. We have many different product categories: Men's & Women's Trousers, All Over Printed Shirt, Eco-Friendly Women's Wear made using sustainable material like Tencel. One of our main competitive advantages is the ability to completely control the entire production process from fashion design to pattern development to finishing with specialist wash processes, precision embroidery and digital printing. This vertically integrated business model makes it easier for us to comply with global standards while giving us the ability to respond quickly and innovatively to customer needs whether they are large, well established global brands or small emerging designers. Combining advanced manufacturing techniques with our philosophy of sustainability, Dekko ISHO has established itself as a trusted manufacturer within the highly competitive global textile industry.

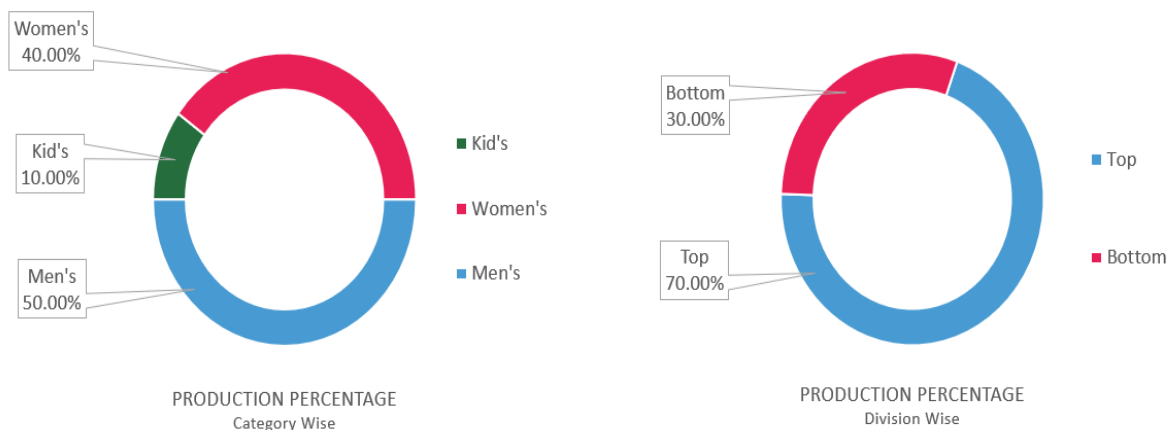


Figure 3: Product Composition

1.6 Production Lines & Capacity for Garments

Dekko ISHO Group has an advanced and efficient manufacturing Environment which supports full-scale production to accommodate larger quantities with an emphasis on high product quality through the use of contemporary technology. The total monthly volume of Dekko ISHO Group is estimated to be approximately 3.3 million. This volume is achieved via 107 dedicated production lines located throughout the company's primary facility.

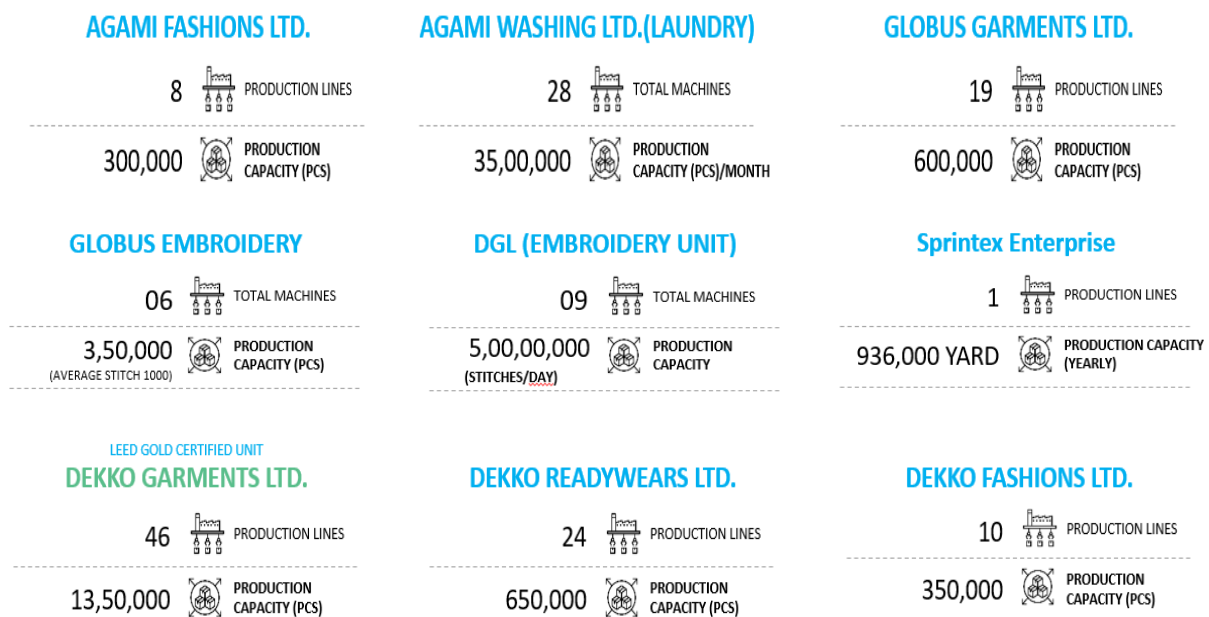


Figure 4: Production lines & Capacity

1.7 Core Strength/Manpower

One of the biggest strengths of Dekko ISHO Group is definitely our people the workforce is what really keeps everything running so smoothly and helps them hit those huge production numbers. As per the information in the company's various documents along with my internship experience, we have approximately 17000 employees for the total group. There has been approximately a 4% increase from last year, which indicates that there is continued recruitment and/or growth of the group.

Year	2024	Percentage
Total Manforce	16248	
Female	8273	50.92%
Male	7975	49.08%
New Joiner	6395	
New Joiner Female	3284	51.35%
New Joiner Male	3111	48.65%

Figure 5: Core Strength

1.8 Major Buyer & Export % of Dekko ISHO Group

Operating in the Global apparel business arena, the Dekko ISHO Group is one of the leading companies in the apparel field with the Ready-Made Garment (RMG) being its primary area of business (i.e., 100% Export-Oriented). The Group has generated more than USD 150 million in export sales by focusing solely on the RMG division. The group partners with many of the best-known global retailers and brands, including: European partners include Bestseller (specifically its brands Jack & Jones, Vero Moda, Only), C&A, Esprit, Lindex, Varner, Kiabi, Celio, and Camaïeu; North American partners include Haggar and Edwards Garment; and Asian partners include GU.



Figure 6: Major Buyer & Export

The overall export market and turnover of the Dekko ISHO Group align the business model with the needs of the Western market (U.S., U.K., Canada, Europe). As illustrated in the attached graph, our annual turnover continues to increase, from \$131M in 2021 to around \$273M by 2025. The rapid growth of the Group's business is supported by its vertical integration, allowing it to provide a complete service to its global partners, including design services through to final testing of quality and satisfaction.

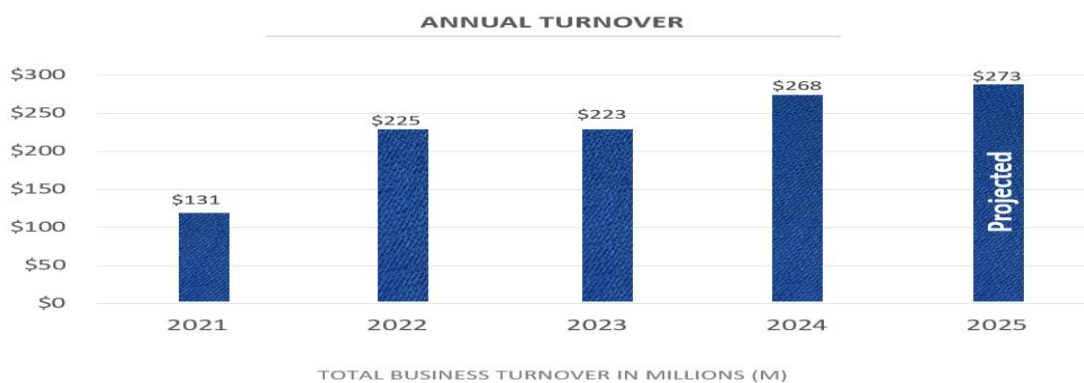


Figure 7: Business Turnover

Chapter 2

Description about task accomplishment

During the course of my three months' internship at Globus Garments Limited, I had the invaluable opportunity to work with five different departments. Such an experience has been instrumental in providing me with an overall idea of the specialized functions and interconnection of each department with the others, and the basic functions that drive each department. This type of experience has been of immense help to me in accomplishing my aim of acquiring a broader industrial perspective, thus filling the gap between theory and the practical complexities related to the knitwear industry. During the course of my internship, under the supervision and guidance of my industrial supervisor, I had adopted the following schedule that outlines my professional rotation and provided me with a holistic view of each department:

Table 1: Schedule of Tasks

Department	Start Date	End Date	Duration
HR & Compliance	26-Nov	27-Dec	25
Fabric Sourcing	28-Dec	19-Jan	20
Marketing & Merchandising	20-Jan	31-Jan	10
Industrial Engineering	01-Feb	05-Feb	05
Commercial & Logistics	07-Feb	12-Feb	06

This immersive rotation was more than just a departmental tour; it was an opportunity to see how the specialized 'gears' of the factory mesh together. By entering each unit, I was able to obtain a high-level, holistic view of Globus Garments Ltd. This helped me to witness at first hand that the success of the entire organization depends on the silent strength of our inter-departmental coordination. In conclusion, I have realized that although each department has its own language, it is the common thread of radical collaboration that helps our efficiency.

2.1 HR & Compliance (26-Nov to 27-Dec | 25 Days)

The HR and Compliance department ensures the factory adheres to both local labor laws and international buyer standards. This unit is critical for maintaining the ethical reputation of Globus Garments Ltd. as a sister concern of Dekko ISHO Group.

Daily Tasks:

- Monitoring the application of social and environmental compliance standards.
- Monitoring employee recruitment and record-keeping procedures.
- Safety committee meetings and monitoring of fire safety drills.
- Monitoring the process of payroll and employee benefits calculations.
- Monitoring the implementation of worker involvement and protection principles, such as freedom of association and collective bargaining (BSCI audit ratings A/B).
- Preparation and compliance with external audit requirements, e.g., BSCI semi-announced monitoring (general audit ratings, e.g., A – Remuneration and working hours).
- Coordinating the implementation of corrective action plans from audit findings, e.g., working hours >8h (Varner Audit 5.2: working on reducing overtime with IE, Planning, Merchandising, and HR staff).
- Compliance with international certification audit standards, such as Higg FEM/FSLM audit (performing an audit on sustainability practices with Worldly ID: 123293).
- Compliance with OEKO-TEX STANDARD 100 ready-made textiles, such as the evaluation of the use of recycled materials and accessories (percentage of recycled polyester >20% from post-consumer PET).
- In order to ensure the proper implementation of the Environmental Management System as per the requirements of ISO 14001:2015, i.e., the registration of the process of manufacturing the woven garments.
- To do or review the audit findings of the greenhouse gas emission, i.e., direct emissions – 383.892 tonnes CO₂e, indirect emissions – 69.431 tonnes CO₂e, using ISO 14064.
- To do the Indoor/Ambient Air Quality Analysis, i.e., PM_{2.5}, CO₂, VOC, etc., as per the legal requirements.
- To do the noise level analysis in the production area, i.e., to ensure that the noise level is according to the requirements, i.e., less than 85 dB for the cutting and sewing areas.
- To evaluate the light levels (lux) in the workspaces, i.e., to ensure that the light levels are according to the requirements, i.e., 300-500 lux for the sewing areas.
- Stack Air Emission Analysis.
- Detection of ODS (Ozone Depleting Substance) gas leaks in HVAC/R.

- Handle Sustainability Certifications such as GOTS, GRS/OCS/RCS, Better Cotton Chain of Custody for Mass Balance and Segregation Model, European Flax, Regenagri, etc., for Textile Products.
- Analysis of Social Audit Results, such as Inditex Audit, etc., with notifications by Safety Committee to Inspector General, etc.
- Handling CAP monitoring in terms of buyer-specific audits, such as the Kiabi 14th SC audit, including issues such as aisle blockages and the update of progress, such as the update of progress to 60%.
- Participating in overall audits, such as the SDEX, which includes all the issues in terms of compliance, such as health and safety, environmental issues, etc.
- Assisting in the pre-audit work, such as BSCI audits, including issues such as the availability of documents with respect to the number of workers, such as the total workers – 2399, males – 986, females – 1413; the election of the participation committee to take place after May 10, 2025, and the meeting to take place after September 27, 2025.
- Resolving BSCI issues, such as the non-availability of living wages implementation (e.g., surveys on food baskets and housing costs showing discrepancies with minimum wage of BDT 12,500 vs. estimated living wage of BDT 23,100), incomplete risk assessments (e.g., for dining areas, excessive heat, childcare, menstrual needs, and community risks), insufficient fire fighter training on equipment usage, inconsistent PPE enforcement (e.g., masks for dust in sewing sections), inadequate emergency procedures (e.g., for food poisoning or electrocution, and assembly area overcrowding), and weak anti-corruption investigation protocols. Following up on Varner Audit issues like mid-level management not receiving annual leave encashment (resolved through policy discussions), basement misuse for storage (rated high risk, with CAPs for removal by April 30, 2025), and space constraints leading to obstructed areas (e.g., dining halls used for cartons). Supporting Inditex Audit CAPs in the following areas: notifying Fire Service and Civil Defense (FSCD) 15 days prior to drills; ensuring PPE usage (e.g., masks for 30% of overlock operators and gloves for fusing workers); correcting displaced safety guards on machines; processing final settlements for resigned employees (e.g., for 15 cases in April-June 2025); recalculating maternity benefits in accordance with Labor Act 2006 Section 48 (e.g., in January 2025); preventing consecutive 13-day work stretches of 38,348). To ensure

compliance, keep an eye on Kiabi CAPs for ongoing tasks like creating new layout plans for larger workspaces.

- Improved Living Wage Initiatives: Conducting periodic wage surveys and studies using the Global Living Wage Coalition (GLWC) framework (for example, determining the living wage at BDT 23,100 in the Gazipur area, taking into account food baskets, market rates, and housing costs, as audited by BSCI). Developing and implementing approaches for the betterment of wages and closing the identified gaps (for example, as audited by SDEX on the living wage at BDT 18,570 and requiring improvements through actions such as step-by-step movement towards the living wage). Discussion with workers, trade unions, and participation committees on the need for wage provision. Providing opportunities for workers to raise grievances regarding wages in a confidential environment. Engaging with international buyers to adopt responsible sourcing practices such as using forecast tools to pay living wages, clear and transparent pricing to cover living wages, and providing financial assistance to suppliers to cover the differential between minimum and living wages. Providing in-kind benefits to workers to enable the payment of living wages and attain a decent standard of living. Advocating for annual wage reviews aligned with ILO principles (e.g., closing gaps between minimum wage and living wage through incremental raises, potentially 30% above minimum as seen in industry examples). In order to prevent wage theft and encourage collective bargaining for just compensation, the UN Guiding Principles on Business and Human Rights and OECD Guidelines must be followed. Progress is tracked using metrics such as worker satisfaction surveys and audit follow-ups.

My Learning:

- Observed the significance of HR in closing the gap between theoretical labor regulations and factory practices, not only in setting up ethical standards but also in their implementation in order to secure trust from international buyers.
- Recognized the significance of compliance certifications like BSCI, Higg, OEKO-TEX, etc., in the process of continuous improvement, which also made me recognize the significance of monitoring in avoiding non-conformities in audits.
- Acknowledged the interrelation of HR practices, including the significance of precision in payroll in relation to worker satisfaction, which is very important in the garment industry due to its labor-intensive nature.

- Comprehended the importance of freedom of association, which is rated A in BSCI, in that workers feel empowered to raise their concerns via participation committees without any form of retaliation.
- Developed an understanding of recruitment strategies that focus on diversity, such as gender diversity with 1413 female workers, to ensure inclusivity in the industry.
- Recognized the importance of audit preparations, which require meticulous documentation, for example, the confirmation of the election of committees and meetings, for transparency.
- Recognized the importance of the holistic analysis of risk assessment, not just physical risks but also social risks, for example, the health of women during their menstrual periods, for the achievement of holistic OSH.
- Recognized the real gap in the enforcement of PPE and emergency procedures, which can be addressed with specific training programs, for example, fire fighters, for the mitigation of life-threatening risks.
- Exposure to anti-corruption procedures, which recognized the importance of investigation procedures for the promotion of ethical business and audit compliance.
- Realized the complexities of maternity benefits calculation in local laws, emphasizing the importance of HR in ensuring fair treatment in terms of benefits and work-life balance.
- Discovered the significance of space management, whereby issues such as obstructed space may cause high-risk audit findings, hence the need to carry out continuous audits on the facilities.
- Realized the effects of the audits, such as the Inditex and Varner audits, in the implementation of changes in company policies, such as the encashment of leave, in order to comply with the law and the buyers.
- Expanded HR Audit Details: Acknowledge the significant function of HR in the audit process, from pre-audit gap identification (e.g., BSCI's partial rating for living wage in PA5 and OHS in PA7) to the implementation of CAP action plans (e.g., Inditex's 30-31 days for CAP actions such as PPE enforcement and reduction of overtime hours). Learned to address recurring issues such as working hours (e.g., Varner's 60+ hours per week) through cross-functional collaboration, and the need for legal conformity (e.g., maternity calculations based on Labor Act and Rules). Exposed to best practices such as the formation of participation committees for worker participation (BSCI PA2 rated A) and community contributions, and the challenges of

ethical conduct (e.g., BSCI PA13 for bribery investigations). Recognized the audit process as a tool for continuous improvement, such as improving the emergency plan and risk assessment to achieve higher ratings (mostly A for BSCI). Learned to appreciate the iterative nature of audits, such as the need for complete risk assessments to appreciate the need for complete documentation and consultations with workers. Recognized the success of audit resolution (e.g., Kiabi's 60% CAP progress) as a means to build buyer relationships.

- **Enhanced Living Wage Strategies:** Learned that living wage strategies are important in ensuring worker dignity in the RMG sector in Bangladesh, since the minimum wage is BDT 12,500, which is not enough to cover the cost-of-living wage, e.g., BDT 23,100 as estimated by the GLWC. Became aware of the strategies employed, such as wage pilot strategies, e.g., the efforts of the FLA following the wage hike in 2023, the use of joint pricing strategies between buyers and suppliers to address the issue of wage gaps, and the use of trade unions to break the cycle of poverty. Became aware of the challenges in implementing the strategies, e.g., SEDEX CARs on uncompleted plans, which requires changes such as government support for annual wage reviews and brand contributions to the living wage budget per UNGPs. Appreciated the value of these strategies in not only meeting the requirements of audits but also in increasing productivity, retaining employees, and meeting environmental objectives by allowing employees to work for shorter hours. Understood the importance of in-kind benefits in closing the wage gap, although short-term solutions include step wage increases and tracking. Recognized the importance of conducting worker surveys in personalizing strategies to meet local costs such as housing and food.

2.2 Fabric Sourcing (28-Dec to 19-Jan | 20 Days)

Fabric Sourcing is a critical wing of Supply Chain Management (SCM) responsible for identifying and managing suppliers who meet the company's stringent quality and compliance standards. This department ensures that the primary raw material: fabrics which is secured at the right price and lead time.

Daily Tasks:

- Inspecting the fabric samples with the objective of ensuring that they meet the required standards, such as the fabric composition, which may be made of recycled materials such as 20% to 100% recycled polyester and cotton, as well as Global Recycled Standard (GRS).
- Supplier finalization on the basis of cost efficiency, reliability, and sustainability, which could involve the Organic Content Standard (OCS) and/or the Recycled Claim Standard (RCS).
- Supplier compliance certificates and supplier profiles, which could involve the use of Scope Certificates such as GSS-BC-250094 for better cotton or traceability of the material for monitoring the supply chain impacts from raw material sourcing to the finished product.
- Different styles materials composition need to analyse, which could involve men's pants with 20-49% recycled post-consumer polyester and elastane or children's dresses with 50-99% recycled polyester.
- Work with different traceability tools to maintain transparency in the whole supply chain and track all type of materials & composition such as OnceMore, Merino Wool, or Regen Agri, reducing the ecological footprint and avoid risks.
- Analyzing data regarding the consumption of conventional and sustainable materials to strike a balance between the use of "green" materials and conventional materials, such as percentages of cotton, flax, viscose, linen, and wool.
- Collaborating with other departments to synergies sustainable sourcing into the production process, analyzing the energy-related implications of materials, such as aligning with the group's energy demand of 155,328,993 M.J. in 2025.
- All types of Sustainable reporting on sustainable use of materials, such as recycled blends, BCI Cottons in products like women's denim jackets or baby clothes.
- Extended GRS Certification Details: Verification and confirmation of GRS Scope Certificates, like GSS-MUL-20213893, issued by GSCS International Ltd., valid for Dekko Garments Ltd., as of 2025-03-19, last updated 2025-04-28, which meets the requirements of Version 4.0, including recycled content in products. Verification and confirmation of compliance with GRS standards regarding various types of garments, like overcoats, jackets, shirts, pants, T-shirts, dresses, etc., containing specific recycled contents like 20-49% recycled post-consumer polyester (RM0189) mixed with

polyester (RM0186), cotton (RM0102), or elastane (RM0160), marked as GRS (GRS) or GRS (No Label). Verification and confirmation of traceability, social, environmental, and chemical requirements related to various manufacturing processes, like manufacturing (PR0016), packaging (PR0020), or embroidery (PR0009). Verification and confirmation of compliance with GRS standards by engaging with the certified subcontractors, like Dekko Fashions Limited, Agami Fashions Ltd., mentioned in the certificate, regarding the chain of custody of the recycled material, corresponding to the transaction certificates like TE-00030485, TE-00037638, related to the product.

My Learning:

- Learned the importance of the strategic sourcing technique's effect on the profit margins of an organization, for instance, the addition of sustainable materials such as recycled polyester to the supply chain, which not only reduces costs but also meets the requirements of customers who demand sustainable products.
- Trained on best standards in developing a business relationship with all stakeholders, for instance, the importance of verifying the GRS and OCS to develop long-term business relationships through transparency and responsibility.
- The evaluation of suppliers should not be only price and quality it should be done with ensuring sustainability and environmental risk.
- Recognized the complexity of dealing with international material suppliers, for instance, certified materials such as Lenzing's Tencel or European Flax.
- Learned about the process of troubleshooting any problem with the process in order to avoid any kind of production bottleneck by using traceability tools in identifying the supply chain disruption in the supply of materials like BCI Cotton or Recycled Wool.
- Gained knowledge on various fabrics and the corresponding lead times, including sustainable fabrics such as transitional organic cotton and Lenzing Ecovero Viscose, and the role of the fabrics in the group's material consumption strategy.
- Realized the importance of traceability and transparency in sustainable sourcing, including the role of traceable sourcing of the materials to finished product in helping the group reduce its environmental footprint.
- Realized the significance of energy management in the group's sourcing strategy, which includes the contribution of sustainable sourcing to the group's accomplishment

of its renewable energy goals of 0.08% from carbon-neutral sources, which include the management of the resources used in the garmenting and washing sections.

- To achieving 100% sustainable goal we developed an understanding of the shift towards sustainable material consumption, such as the of options for materials such as cotton and wool, and how this aligns with the company's ethical standing and competitiveness.
- Learnt knowledge about the chain-of-custody process of certification, which includes transaction certificates (such as TE-00030485) to monitor the material flow from recycling to the final product, thus preventing greenwashing. Realized how GRS certification in sourcing enhances readiness for audits (such as BSCI or Higg) and assists in group-wide sustainability projects, such as reducing virgin material in blends for men's, women's, and children's wear.
- All Recycle Certificate Details: Here, different types of recycle certificates were explored, such as RCS for authenticating recycled content, such as RCS 100 for 100% recycled materials or RCS Blended for blended materials, with focus on third-party authentication of sources of recycling, such as post-consumer waste. OCS for authenticating organic content in recycled blends, such as banning GMOs or segregating materials to avoid contamination with labels specifying percentages of organic content. OEKO-TEX STANDARD 100 Recycle, such as Certificate 23.HBD.44346, with focus on health-safe recycled fabric content of at least 20%, strict testing of harmful materials, and compliance with worldwide regulations such as REACH. How all this is related to GRS, such as traceability and social-environmental factors. How this constitutes an overall system of recycled sourcing, waste reduction, and circular economy strategies. How this all works for practical purposes, such as using transaction certificates for authenticating supply chains for items such as recycled polyester and elastane blend fabric for pants or dresses.

2.3 Marketing & Merchandising (20-Jan to 31-Jan | 10 Days)

This department acts as the primary bridge between international buyers and the factory's operational capabilities. It is divided into Development and Operations wings to manage orders from initial inquiry through to final shipment.

Daily Tasks:

- Preparing development samples based on buyer tech packs.
- Collecting raw material prices and SMV data to finalize cost sheets.
- Maintaining daily communication with buyers regarding order status.
- Arranging fashion roadshows to showcase fabric and design innovations.
- Analyzing seasonal buying calendars to forecast potential order volumes.
- Coordinating with the Planning team to confirm machine capacity.
- Following up on a daily basis with the supplier for the fabrics.
- Arranging for the final inspection of the garments through third-party labs.
- Look after lead times between drops, such as the 123-day total lead time for all drops, including the 60-day fabric lead time, the 45-day garment lead time, and the 10-day pre-production lead time, and making sure it achieve the requirements for the Target Start Ship Date (2026-09-15) and In-DC Date (2026-09-05), including buffer days (7 days between the last inspection and ETD).

My Learning:

- Discovered the Time & Action (TNA) calendars in understanding shipment timing, such as managing multi-drop schedules for FA25 with varying lead times (e.g., 123 days total) to avoid delays from holidays or extended fabric production.
- Take knowledge to understand cost breakdowns using inputs from IE and SCM, incorporating TNA data like OTB/PR Due Dates (e.g., 2026-02-19) and material lead times to optimize budgeting for programs like CDW Woven Shirts.
- Got exposure to the effective management of the buyer relationship, including the use of TNA timelines to communicate the actual Ex-Factory Dates (e.g., 2026-06-22) and building the buyer's trust through timely updates regarding the approval process, such as lab dips or pilot runs.
- Understood the risks of financial losses due to miscommunication, such as the possibility of TNA milestones (e.g., delayed strike off approvals on 2026-03-01, resulting in delayed sewing starts).
- Learned how to forecast the order volume based on the hit rates of the development process, including the use of the seasonal calendar and TNA to forecast the actual quantity of the upcoming drops with TSSD from September 2026.

- Recognized the need for cross-functional coordination in order fulfillment, e.g., the need to coordinate with the production team for TNA-related activities such as pilot run approval (e.g., 2026-04-28) and inspection for order fulfillment against In-DC targets.
- Recognized the need to understand the impact of fashion trends on manufacturing strategies, e.g., the need to understand the role of mood boards in the process of converting intangible fashion trends into tangible product designs, which can be beneficial in the development and presentation of product ranges such as FA25 woven shirts.

2.4 Industrial Engineering (01-Feb to 05-Feb | 5 Days)

The main objective of the Industrial Engineering department which concentrate on maximizing production processes, developing efficiency, and minimizing costs in garment manufacturing. The main principles like work study, motion economy, productivity measurement, and lean tools to enhance operational performance, aligning with the challenges of the Bangladeshi RMG sector in adopting 4IR technologies.

Daily Tasks:

- Observing sewing lines and spotting slow or wasteful processes.
- Assisting in balancing work among people so that no one has too long a wait or too much work.
- Timing simple tasks (like attaching a collar) to identify normal time taken.
- Suggesting better ways of moving hands and arms to prevent tiredness and errors.
- Eliminating unnecessary motions and organizing tools at workstations.
- Investigating machine setup times and finding ways to decrease setup times.
- Learning more about wastes such as waiting, too much motion, or too much production and suggesting remedies.
- Learning knowledge about 5S System as like Sort, Set in Order, Shine, Standardize and Sustain.
- To eliminate unnecessary motions, we observed the flow of materials and garments.
- Talking with operators about comfort, posture, and simple improvements to avoid back or hand pain.

- Making small daily improvements (Kaizen ideas) to increase output without adding cost.

My Learning:

- Learned that Industrial Engineering is about finding smarter and easier ways to do the same work.
- Understood how small changes in methods and layout can save time and reduce worker fatigue.
- Realized the importance of balancing the line so every operator finishes at almost the same time.
- Saw how good organization (tools in right place) makes work faster and safer.
- Learned that less unnecessary movement means less tiredness and fewer mistakes.
- Understood why quick machine changeover helps the factory make different styles without losing time.
- Recognized different types of waste in garment production (waiting, extra steps, defects) and simple ways to remove them.
- Appreciated that clean and tidy workstations improve speed and quality.
- Learned that better posture and workstation setup prevent common pains like backache or sore hands.
- Realized that listening to operators and making small daily improvements can bring big results over time.
- We are gained from the IE Team how we make smart Bangladesh instead of harder Bangladesh.

2.5 Commercial & Logistics (07-Feb to 12-Feb | 6 Days)

The Commercial & Logistics department doing export-import documentation, financial instruments like letters of credit, purchase orders, and shipment arrangements to maintain timely and compliant shipment of garments from Globus Garments Ltd.

Daily Tasks:

- Verify the receipt of Export (Master) LC from the buyer and details of LC (number, amount, expiry date, terms).
- Prepare letter to the bank regarding submission of Master LC as a lien.

- Request the bank to open a Back-to-Back LC with fabric suppliers and accessories suppliers.
- Review and issue documents of BTB LCs to local/overseas suppliers.
- Follow up with the bank regarding the opening of BTB LCs and necessary amendments.
- Prepare a Purchase Order (PO) for raw materials as per buyer's order and LC received.
- Supplier receive the PO and we will get confirmation of acceptance of the relevant PO.
- Communicate with the forwarder for vessel space.
- All the shipping details we are preparing including commercial invoice and packing list.
- Collect and verify details of EXP Form (Export Form) for customs.
- Arrange documents for negotiation with the bank (invoice, PO, LC copy, etc.).
- Keep the buyer updated on production and shipment status by sending emails.
- File documents properly and keep a record for future reference.
- Small follow-ups: supplier's delivery date, freight forwarder's confirmation, bank's query, etc.

My Learning:

- The concept of Master LC (export credit from the buyer) as collateral for issuing Back-to-Back LC for procuring materials without own capital.
- Back-to-Back LC connects import payments and export receipts. This minimizes financial risk because it is irrevocable and complies with UCP. There are provisions for partial shipment.
- Purchase Orders translate buyer requirements into supplier contracts that incorporate LCs. This prevents errors.
- Understanding of Forwarder Booking for advance vessel reservations to meet the deadline for shipment.
- Bank-to-Bank Documents ensure safe payment and customs clearance. Details of weight, HS code, and other conditions have to match exactly.
- LC → PO → Booking → Documents → Negotiation. This process has to be an end-to-end process. This process is critical for meeting the deadline for export and for the buyer to trust the exporter/RMG.

Chapter 3

Critical assessment of Internship work

During my internship at Globus Garments Limited, a sister concern of Dekko ISHO Group, my prime area of interest was to know how the Marketing & Merchandising Department operates as the hub of all other departments in the knitwear sector. The importance of merchandising cannot be overstated as it is the beginning and the bridge for all orders, right from communication with the buyer to the receipt.

The merchandisers verify the orders with the buyer, the production capacity with the planning department, and with the fabric sourcing, industrial engineering, and commercial & logistics departments for receipt. They also verify the orders with the HR & Compliance department for ethical aspects and with the production and quality control departments for product quality and receipt schedules. Besides this, the merchandisers verify the orders with the accounts, finance, commercial, and logistics departments for payment, documentation, and shipment purposes.

The merchandiser is the project leader who plays a vital part in ensuring proper communication and coordination among the different departments. The merchandising working web can be described as follows:

3.1 Application of Generic and Industry-Specific Courses during Internship

At Globus Garments Limited, my primary objective was to understand the various key departments and their operations in order to fulfil an order from conceptualization to its receipt. During this three-month internship program, I was able to utilize the theoretical and practical knowledge that I have acquired from the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) program at BRACU.

The PGD-KIM program at BRACU comprises generic and industry-specific courses such as Communication Skills (KIM 103), Industrial Engineering (KIM 202), Production Planning and Control (KIM 204), and Supply Chain Management (KIM 205). These courses have been of great use to me in acquiring analytical skills, technical knowledge, and professional communication skills, which I was able to utilize during my internship program. Below is a detailed reflection on how the academic learnings were applied in various departments that I worked with.

HR & Compliance Department

In the HR & Compliance department, I also learned to better grasp the ethical standards, labor laws, and sustainability challenges in the knitwear industry. I effectively used the following knowledge and skills: Monitoring social and environmental compliance, using KIM 103: Communication Skills to facilitate the meeting of the safety committee and the implementation of corrective action plans, such as the reduction of overtime work through the support of other departments. I also effectively used the ideas learned in KIM 205: Supply Chain Management to comply with international audits such as BSCI and Higg FEM/FSLM, including sustainability projects such as the use of recycled polyester yarns (>20% post-consumer PET), as learned in the course materials. I also used the ideas learned in KIM 202: Industrial Engineering, such as the use of the 5S method and Lean Tools 5S & Visual to monitor the level of employee engagement and protection in the calculation of compensation and benefits. · I also learned to better use the skills learned in KIM 204: Production Planning and Control in the negotiation and documentation of the audit and employee recruitment processes. These learnings helped me understand the strategic role of HR & Compliance in maintaining Globus Garments Ltd.'s ethical reputation and minimizing risks in the global supply chain, as emphasized in the KIM 204 on quality management systems (QMS) and ISO standards.

Fabric Sourcing Department

In the sourcing department for fabrics, I was involved in material sourcing and supplier coordination, utilizing learnings from PGD-KIM to reduce lead times and costs in the following ways: · Developed Time and Action (TNA) plans for fabric tracking, incorporating KIM 205 (Supply Chain Management) principles such as Material Requirement Planning (MRP) and demand forecasting, as discussed in the Basic of costing (e.g., yarn costing, conversion factors, and cost components). Utilized KIM 103 (Communication Skills) to negotiate with suppliers on lead times and costs, aligning with the buyer's needs for recycled materials. Utilized learnings from KIM 201 classes (e.g., "KIM-201 on Types of Knitwear & Wet Processing and Special Finishing Processes) to assess fabric quality and processes such as dyeing and finishing, incorporating cost drivers (e.g., yarn mix, GSM, and wastage %). Utilized KIM 202 (Industrial Engineering) for inventory turnover analysis, reducing delays in fabric readiness. This experience reinforced how effective sourcing minimizes production disruptions, linking to course materials on backward linkages in the RMG sector.

Marketing & Merchandising Department

As merchandising was an important part of my rotation, I was able to relate most of my PGD-KIM learning to practical application: · Exchanged directly with buyers for order follow-up, sample feedback, and approvals, using effective communication and presentation skills acquired in KIM 103. · Used pricing methods and cost analysis acquired in KIM 204 (Production Planning and Control) and appended KIM 203 (for example, fabric costing, trims/accessories costing, and CM costing) to understand profit margins and negotiate with suppliers. Managed time effectively to create internal order calendars and coordinate with different departments on tight deadlines, using KIM 205 (Supply Chain Management) knowledge of TNA plans and Product Management Class (for example, Incoterms, LC, and export efficiency). · Observed how leadership and problem-solving are vital for merchandisers to handle production and shipment issues, aligning with KIM 202 (Industrial Engineering) on work study and motion economy. Through this department, I realized that merchandisers act as the central hub, linking all departments to ensure timely order execution, as discussed in KIM 203 on buyer roles and merchandising processes.

Industrial Engineering Department

In the industrial engineering department, I was particularly keen on efficiency improvements and waste reduction: applied KIM 202 (Industrial Engineering) concepts in line balancing, motion study, and workstation setup, including Motion Economy concepts like PMTS, GSD, and Work Study concepts like SMV calculation, method study steps. I also applied 5S methodology and visual management concepts from Lean Tools 5S for better organization of tools and reduction of unnecessary movements leading to operator fatigue. I was also part of waste reduction activities like waiting time, defects, quick changeovers, which were related to KIM 204 (Production Planning and Control) concepts like capacity calculation, efficiency calculation. I applied KIM 103 (Communication Skills) concepts for obtaining feedback from operators for daily improvements. I also realized that industrial engineering plays an important role in maximizing efficiency and profitability for the RMG industry, as per Bangladesh RMG competitiveness

Commercial & Logistics Department

In the commercial & logistics department, I was involved in documentation and shipment activities: Applied Export LCs and Purchase Orders (POs), using KIM 205 (Supply Chain Management) on logistics costs, Incoterms, and freight from KIM 203. Coordinated Back-to-Back LCs and shipments with the forwarder, applying KIM 204 (Production Planning and Control) on TNA tracking and Textile costing on financial costing. Applied KIM 103 (Communication Skills) on buyer updates through emails and document negotiations. Applied concepts from KIM 202 (Industrial Engineering) to optimize shipment activities and reduce delays. This department taught me the significance of standardized logistics in developing trust with the buyer, as per international standards from KIM 204.

Generally, each department has a different outlook on how collaboration can result in the success of a clothing export business. This internship helps a lot to increase my knowledge and ability to perform more in my workplace.

3.2 Suggestions for Industry Improvement

I spent some time at Globus Garments Ltd. I saw a few things that I think they can do better.

1. Get the mid-level executives more involved in the business:

The mid-level executives at Globus Garments Ltd should know what the company wants to achieve every month and every year. If they help make the sales budget and check how well they are doing they will feel like they have to do a job and they will focus on getting results. The people who develop the products should check how products they need to make to meet the big orders. This way they can talk to the buyers earlier and more often.

2. Make sure each department is responsible for what they do:

Each department at Globus Garments Ltd should be responsible for what they do. For example, if a shipment is late the department that made the mistake should say what they will do to make it better time. They should give a plan for how they will improve. This will make everyone feel like they have to do a job and the departments will work better together.

3. Have meetings to check on how everyone is doing:

The heads of the departments at Globus Garments Ltd should meet with each team member every month to see how they are doing. This will help them do a better job and they will feel good if they get positive feedback.

4. Make it easier to get things approved:

Some things take a time to get approved at Globus Garments Ltd. If they can make it simpler and let the right people make decisions it will make things more efficient and faster. My time, at Globus Garments Ltd was helpful because I got to see how the merchandising department works with all the departments and I saw some ways that they can improve to make the company better. Globus Garments Ltd can make some changes to make the company more efficient and responsible and to help it reach its potential.

Chapter 4

Conclusion

During my three-month internship at Globus Garments Limited, which operates under the Dekko ISHO Group, I had the opportunity to observe the practical operations of a large ready-made garments (RMG) manufacturing and export organization in Bangladesh. Before starting the internship, most of my understanding of the garments industry was based on theoretical knowledge from my PGD-KIM studies at BRAC University. However, this internship allowed me to see how different functions of a manufacturing organization actually work in a real industrial environment.

Globus Garments Limited is one of the well-established garments exporting organizations in Bangladesh. The organization has a long history, which dates back to 1953. Over time, it has grown into a large integrated garments manufacturing organization. At present, the organization is producing 3.3 million garments per month, providing employment for 17,000 workers and staff members of the organization. From discussions with the officials of the organization, I have learned that the organization is exporting garments exceeding USD 150 million annually. I have also learned that the organization has achieved significant business growth over time. For example, it can be stated that the turnover of the organization in 2021 was approximately USD 131 million, which is expected to reach USD 273 million in 2025. This is a reflection of the strength of the organization in the RMG industry.

Further, the company has backward linkage facilities such as washing and embroidery, which are essential in supporting production activities. These are important in reducing dependency on external parties.

Another interesting thing I found is that the Dekko ISHO Group is not just involved in the garment manufacturing industry. Instead, the Dekko ISHO Group has expanded its business to other sectors. For example, the company is involved in retail businesses through its subsidiary, KLUB HAUS. It is also involved in the manufacturing of furniture under the ISHO brand.

During the course of my internship, I was given the opportunity to get a glimpse of the activities undertaken by various departments such as HR & Compliance, Fabric Sourcing, Marketing & Merchandising, Industrial Engineering, and Commercial & Logistics. This gave me a clear

insight into how the various departments within the organization work in tandem with each other to ensure that production and shipment activities are undertaken in a smooth fashion. For instance, the compliance team works towards ensuring that the standards within the organization are met from a compliance point of view. The fabric sourcing team works towards ensuring that fabrics are sourced from the right kind of suppliers, while the merchandising team works towards communicating with international buyers and keeping a track of production activities through the TNA calendar. The industrial engineering team works towards ensuring that productivity is increased within the organization.

Among the departments I observed, the merchandising department seemed to play a particularly important role because it acts as a link between buyers, production teams, and other operational departments.

This experience of internship also helped me to connect the theoretical knowledge I have acquired from the PGD-KIM course to the actual situations. Among the departments I visited, the merchandising department seems to be a crucial part of the organization because it works as a bridge for the buyers, production team, and other departments of the organization.

Looking at the broader picture, the RMG industry of Bangladesh has achieved international recognition for its progress in the green factories initiative. At the same time, the industry is facing various challenges. These challenges include the graduation of the country from the list of LDCs, the enforcement of strict international regulations such as the CSDDD, the emergence of new policies for the textile industry, the rise of energy costs, and the need for the industry to adopt automation. From what I have learned during my internship, it appears that organizations like Dekko ISHO Group are trying to address the challenges facing the industry through sustainability initiatives, development of technology, training of employees, and enhancing management skills.

In general, my experience during the internship program with Globus Garments Limited has provided me with an insight into the operational, managerial, and sustainability aspects of RMG industry in Bangladesh. It has also helped me reflect on my ability to positively impact this industry in the future in a responsible and professional manner.