

Report On
Palmal Group of Industries
IE, Production Planning and Coordination Practices of Knit
Garment Industries

By

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

Executive Development Center, BIGD
BRAC University
November 2025

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Declaration

It is hereby declared that

1. The internship report submitted is my 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 have acknowledged all main sources of help.

Student's Full Name & Signature:

Mohammad Shamiur Rahman

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Academic Supervisor's Full Name & Signature:

Md. Hasib Al Mamun Sumon

Assistant Director

Executive Development Center, BIGD

BRAC University

Letter of Transmittal

Md. Hasib Al Mamun Sumon
Assistant Director,
BIGD, BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report (IE, Production Planning and Coordination Practices of Knit Garments Industry)

Dear Sir,

This is my pleasure to submit my final industrial attachment on Internship from Palmal Group of Industries as a part of completion degree of Post Graduate Diploma in Knitwear Industry Management (PGD-KIM), which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Mohammad Shamiur Rahman
24281014
Executive Development Center, BIGD
BRAC University
November 16, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Palmal Group of Industries and Mohammad Shamiur Rahman the undersigned student at EDC, BIGD, BRAC University. We hereby declare that Mohammad Shamiur Rahman a student of Post Graduate Diploma in Knitwear Industry Management, BRAC University has successfully completed his internship from Palmal Group of Industries. In this internship program he was supervised by me (Md. Atiqul Islam, AGM – Manufacturing Audit & Central Costing). During this period, he was found very serious about the program and we did not face any kind of problems by him. The management of Palmal Group of Industries is very happy about his performance and I wish him a successful life.

Student's Full Name & Signature:

Mohammad Shamiur Rahman
24281014

Industry Supervisor's Full Name & Signature:

Md. Atiqul Islam
AGM
Manufacturing Audit & Central Costing
Palmal Group of Industries.

Acknowledgement

First, I want to thank the Almighty Allah that he has given me the opportunity to study Post graduation Diploma in Knitwear Industry Management from BRAC University and successfully complete my internship from Palmal Group of Industry. Without his blessings I could not have completed this journey.

I am thankful to my academic supervisor, Md. Hasib Al Mamun Sumon (Assistant Director, Executive Development Center, BIGD) for his proper guidance. He always provides me the feedback on my work during the internship period and suggests easy solutions whenever I face any difficulties. It would be really tough for me to complete this report without his support.

I also thank my industrial supervisor, Md. Atiqul Islam (AGM, Manufacturing Audit & Central Costing, Palmal Group of Industries) to support me through the 66 days internship period. His guidance and valuable suggestions helped me to gather much knowledge and skills from the practical field.

I am thankful to all my colleagues, course teachers and classmates who encouraged me to complete this program. Each of them provides me the moral support, proper cooperation and motivation during this journey.

Finally, I would love to thank Palmal Group of Industry to allow me to attend all the classes during the academic session and give me the opportunity to complete the internship program from their company and I am also grateful to SICIP, EDC, BIGD and BRAC University to design such a helpful and effective course.

Executive Summary

I have prepared this report based on my practical experience of a 66 days internship in Palmal Group of Industries. Palmal Group is one of the leading garment manufacturers in Bangladesh which was established in 1984 by Mr. Nurul Haque Sikder. The corporate head office of this company is situated in Shahjadpur, Dhaka and the factory units are situated in different places in Dhaka, Gazipur, Savar, Ashulia and Narayanganj. The group has a large capacity of production with a large quality team. It aims to be the largest readymade garment supplier in Bangladesh and provide the best quality goods to the consumers.

In this report I have covered the company overview, its mission, vision, goal and objective. One can get a clear concept about the product types, core brands along with the gender wise and item wise order comparison of the company. There are several departments in Palmal Group of Industries and every department plays a different role. During the internship period I have worked in six departments and the departments are – Industrial Engineering department, Production Planning & Coordination department, Manufacturing Audit & Central Costing department, Production department, Marketing & Merchandising department and Human Resource department. I mainly focused on the IE, PPC & Production department during the internship time. I have worked both in factory and corporate head offices these days. I have learned many things from the seniors which helped me a lot to prepare this report. I tried to link and apply the academic knowledge in the practical field and it was really helpful for me to clear the practical concept.

Finally, I would like to say that these 66 days were very important in my life because I got the opportunity to work with different departments in a leading company like Palmal Group of Industries. This program helped me a lot to gather knowledge from the experienced teachers of BRAC University and head of the departments from different companies who were highly experienced.

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List of Acronyms

RMG	Ready-Made Garment
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
CHO	Corporate Head Office
GM	General Manager
DMM	Divisional Merchandising Manager
DGM	Deputy General Manager
AGM	Assistant General Manager
IT	Information Technology
IE	Industrial Engineering
CM	Cost of Making
SMV	Standard Minute Value

OB	Operation Bulletin
CPM	Cost per Minute
WIP	Work in Process
NPT	Non-Productive Time
PPM	Pre-Production Meeting
SAM	Standard Allocated Minute
PPC	Production Planning & Coordination
TNA	Time and Action
FOB	Free on Board
PO	Purchase Order
PCD	Plan Cut Date
FS	Feasibility
PP	Pre-Production
PID	Plan Input Date
LPD	Local Purchase Department
LC	Letter of Credit
GSM	Gram per Square Meter
HR	Human Resource
CV	Curriculum Vitae
NID	National Identity
TIN	Taxpayer Identification Number
KIM	Knitwear Industry Management
OT	Over Time

Glossary

SAM / SMV	SAM stands for Standard Allocated Minute and SMV stands for Standard Minute Value. In our countries both terms are used for the same purpose. SMV is the unit of time which indicates the total time required to sew garments which include allowance. SMV is required for planning, costing, line target setting, and measuring factory efficiency.
Efficiency	Efficiency is the comparison between what is actually produced and what can be produced at the same consumption of resources such as man, machine, and materials. The drivers of efficiency are Manpower, SMV, Production and Working Hour.
Target	Target is the expected quantity of output from an operator or from a line or from the factory. Production targets are established based on the operator's ability to complete tasks on time
WIP	WIP is the inventory which is currently being produced within the line. It represents the quantity of garments after the input to the output.
Capacity Study	Capacity means how much work an operator, line, or factory can handle. By doing a capacity study, we can find out where the line is overloaded and where it has extra capacity. To find out the capacity of an operator for an hour, we use the below formula:
Bottleneck	Bottleneck is that point where production goes slow or becomes stopped. We can eliminate bottlenecks by taking some necessary steps. Firstly, we need to find out the bottleneck process. Then we have to conduct a capacity study or production study. If the

capacity is found poor, we can motivate him or train him, if needed the working method can be changed. Additional machine or operator support can be provided to reduce the bottleneck.

Time Study

Time study is a work measurement method commonly used by apparel engineers to calculate the rate at which a specific operation or task is performed. The main goal of conducting a time study is to develop and verify the accuracy of production standards. (*Time Study for Garment Production*, n.d.)

Method Study:

Method study is a technique to measure a work and systematic recording of existing work and new proposed work. It is used to make a process easier which will improve quality and reduce cost along with operating time. The objectives of method study are – improve layout, make the quality better, reduce waste, ensure proper utilization of resources, increase productivity and effective material handling. The steps are Select, Record, Examine, Develop, Evaluate, Define, Install and Maintain.

TNA

The Time and Action (TNA) calendar is a project management tool widely used in the garment industry. It was originally designed to assist merchandisers and production teams in planning and monitoring each stage of the production process. In garment manufacturing, the process starts from receiving order and ends at delivery of order to customer. (Kiron, 2021)

FOB

Free on Board (FOB) is a shipping term that specifies the stage in the supply chain at which responsibility for the goods shifts from the seller to the buyer. Purchase orders between buyers and sellers set FOB terms and help determine ownership, risk, and transportation costs. (Ita, 2025)

Chapter 1

About Organization

1.1 Overview of the Industry

Palmal group of industries is one of the largest & leading garment manufacturers in Bangladesh. This group was established by late Mr. Nurul Haque Sikder in 1984. After him, from 2001 the company has been running under the direction of his son, Mr. Nafiz Sikder. From then Mr. Nafiz Sikder is holding the position of Managing Director in this group. From the starting, the group is developing day by day. Now they have total 23 factories with 56 units where more than twenty-five thousand workers & employees are investing their hard work to take the company to the top position. It has 3 textile units, 2 printing units, 2 embroidery units, 1 washing plant, 1 trim & accessories unit, and the rest are sewing units. These units are situated in different places around & outside of Dhaka city like in Uttara, Gazipur, Savar, Ashulia, Dhamrai, Narayanganj, Tongi & they are establishing a new factory in Hobigonj, Sylhet. Their Corporate Head office is situated in Dhaka, where around 2000 employees are serving the company. This group has a good reputation in the worldwide garment market and they are serving more than 50 well recognized brands around the world. (*About – Palmal Group of Industries Ltd.*, n.d.-b)

As a leading garment manufacturer of our country, Palmal is contributing to the country's economic growth. The target customer country of Palmal group is USA & Europe because 90 percent of the products we are selling in those zones. World renowned customers and buyers are connected with our company for the best quality and the timely support. Right now, we are producing more than 10 million garments for kids, men and women.

1.2 Vision & Mission

Vision: Palmal Group of Industries wants to be the leading garment supplier by providing high-quality products which are produced socially, ethically and have sustainability. They also focus on On-time delivery to gain customer satisfaction. They aim to manufacture all of their products by maintaining environmental policy and without doing any harm to nature. Actually, their main vision is to be the top ranked and globally accepted garment supplier.

Mission: Palmal Group of Industries wants to provide the best support to the customers. One of their major missions is to become a leader in the international RMG market, aiming to deliver the best quality product. Their mission is centered on delivering the best garments at the most affordable prices while fulfilling customers' expectations with reliability. They focus on maintaining on-time delivery, ensuring that buyers receive their orders promptly without compromising the quality.

Palmal Group also focuses on the growth and betterment of their employees which creates opportunities for personal and professional development. The company is committed to ethical and environmentally friendly production practices, producing trendy and modern products that align with global fashion demands. Through continuous innovation and sustainable development, they aim to secure long-term growth while meeting the evolving needs of the market. (*About – Palmal Group of Industries Ltd.*, n.d.-b)

1.3 Goals & Objectives

Palmal Group of Industries aims to become one of the top and largest garment suppliers in the international apparel market. They always try to improve product quality, ensure customer satisfaction, and deliver eco-friendly products on time. The company also focuses on using resources properly, reducing waste, and increasing productivity through better efficiency.

They want to create more job opportunities to help reduce poverty and provide employees with a safe and standard lifestyle. By giving proper training, they make their workers more skilled and capable. Palmal also focuses on producing high-value products to earn more foreign currency and get larger orders with a wide range of items.

The company is investing in research, design, and automation to stay modern and competitive. With innovation and strong compliance, they aim for sustainable growth and long-term success in the global garment industry.

1.4 Organizational structure, Organogram, Branches and Departments

CHO Organogram

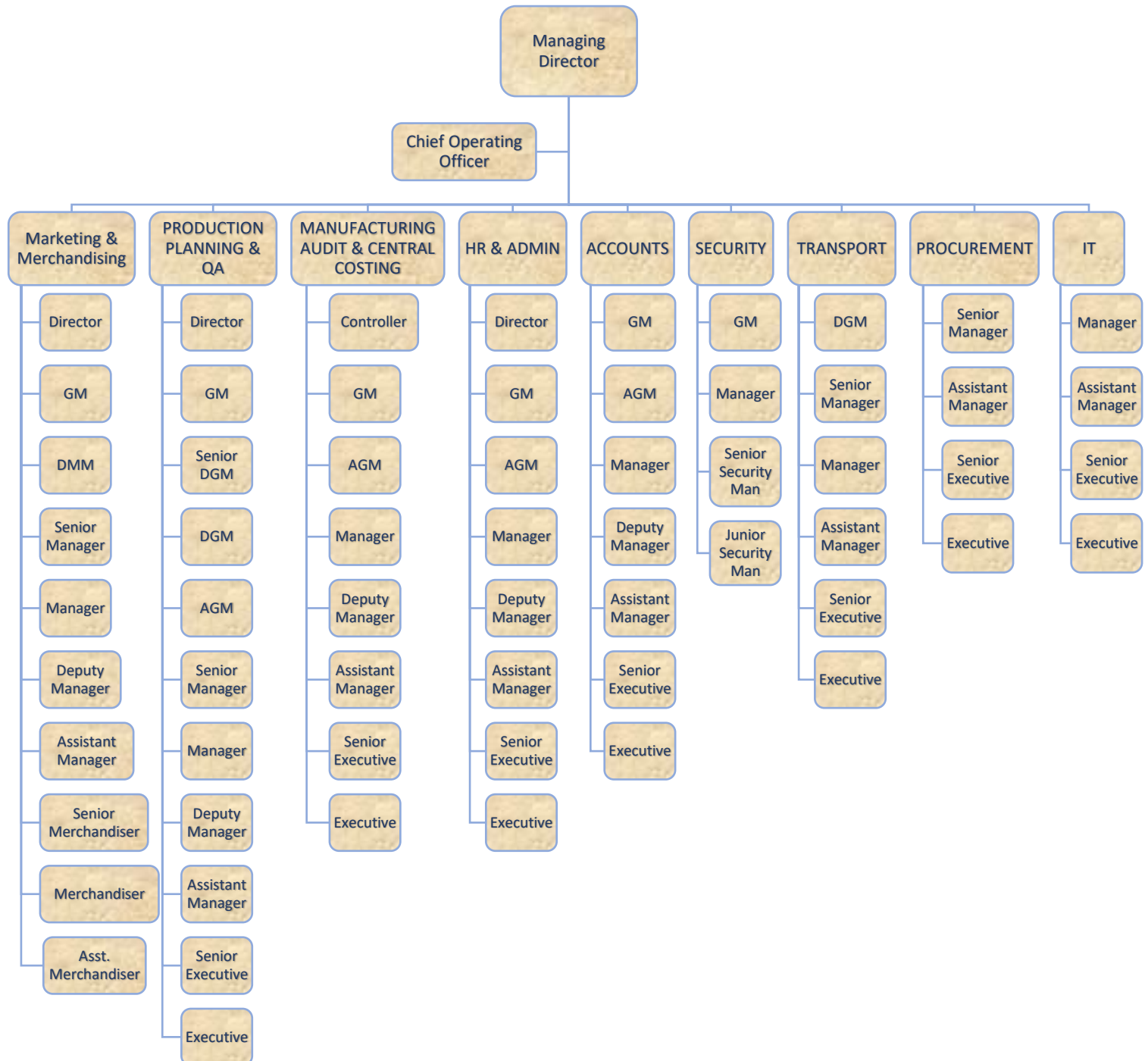


Figure 1: Organogram of corporate head office

1.5 Name of the factories

Types of Units	Name of Factories	No of Units
Sewing Unit	Azmeri Composite knit Ltd.	1
	KM Apparels Ltd.	1
	Hamza Clothing Ltd.	1
	Aswad Composite Mills Ltd. (2)	4
	Arkay Knitting & Dying Mills Ltd. (2)	2
	Nafa Apparels Ltd. (1)	5
	Nafa Apparels Ltd. (2)	3
	Ayesha Clothing Company Ltd. (1)	4
	Ayesha Clothing Company Ltd. (2)	1
	Ayesha Fashion Ltd.	3
	Safa Sweater Ltd. (1)	2
	Safa Sweater Ltd. (2)	4
	ALP Garments	1
	Cortz Apparel Ltd. (1)	2
	Cortz Apparel Ltd. (2)	4
	NKK Knitwear Ltd.	4
Knitting & Dyeing Units	Aswad Composite Mills Ltd. (1)	5
	Arkay Knitting & Dying Mills Ltd. (1)	3
Washing Unit	Ayesha Washing Ltd.	1
Print & Embroidery	Modern Needle Craft Ltd.	1
	ALP Print	2
	ALP Embroidery	1
Trims & Accessories	Hamza Trims & Accessories	1

Table 1: Name of the factories

1.6 Products/services produced by the industry

Types of Products	Pictures	Types of Products	Pictures
T-shirt		Boxer	
Polo Shirt		Jumpsuits	
Shirt		Romper	
Tank Top		Nightwear	
Skirt		Ladies Top	
Jogger		Henley	
Hoodie		Cargo Pant	
Jacket		Short Pant	
Sweat Shirt		Swimming Short	

Table 2: Products list with picture

1.7 Category Wise Product Distribution:

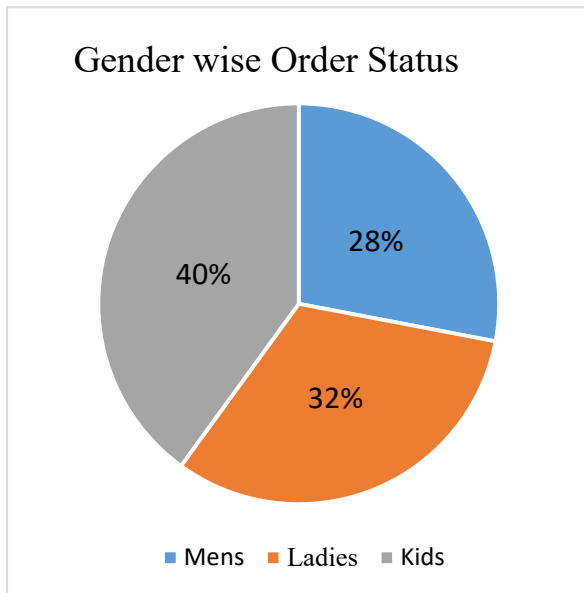


Figure 2: Gender wise order status

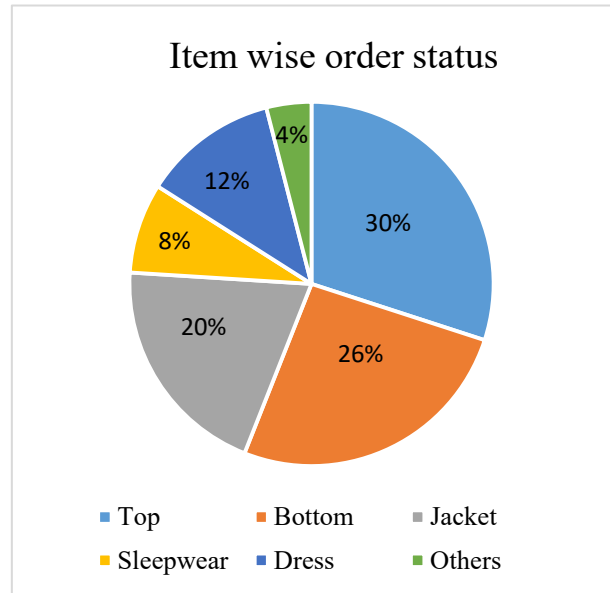


Figure 3: Item wise order status

1.8 Top Customers & Area of Distribution:

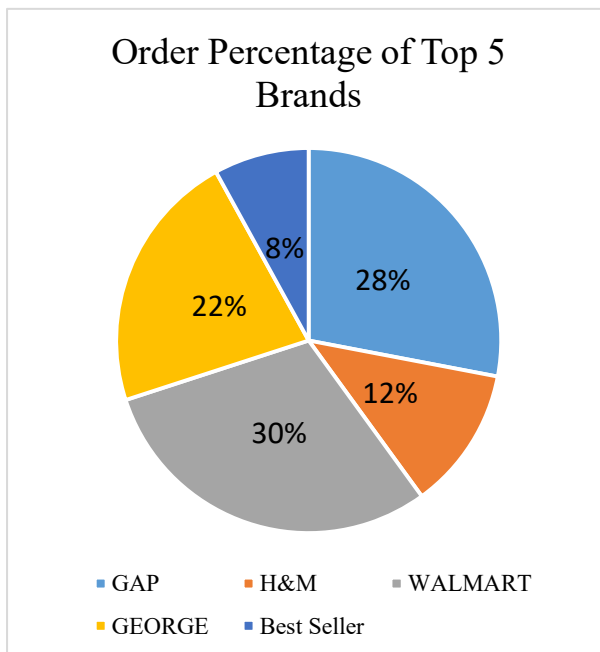


Figure 4: Top brands order status

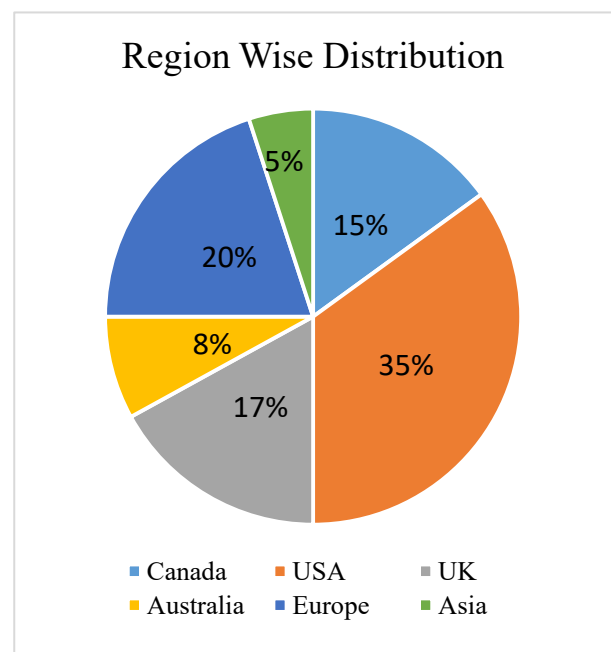


Figure 5: Product distribution area

1.9 Customers name with origin country & logo

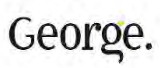
Name of Buyer	Country of Origin	Brand Logo	Name of Buyer	Country of Origin	Brand Logo
GAP	USA		AMERICAN EAGLE	USA	
H&M	SWEDEN		NEXT	UK	
C&A	NEATHERLAND		ONLY	DENMARK	
GEORGE	UK		LEFTIES	SPAIN	
WALMART	USA		ACTION	NEATHERLAND	
Morrison	AUSTRALIA		LEVIES	USA	
JACK & JONES	DENMARK		JUST JEANS	AUSTRALIA	
CARREFOUR	FRANCE		LPP	POLAND	
OLD NAVY	USA		INTERSPORT	SWITZERLAND	
IDKIDS	FRANCE		TALLY WEIJL	SWITZERLAND	

Table 3: Top Brand names with origin & logo

Chapter 2

Details of work carried out

I started my internship from 3rd August 2025 under the guidance of my Industrial Supervisor, who supported me greatly and provided direction in each department I was assigned to.

Throughout the internship, I had the opportunity to work across six different departments, gaining knowledge about their specific functions and operations. A summarized breakdown of my tasks in each department is presented in the chart below. Together with my Industrial Supervisor, we planned and decided the duration of time I would spend in each department.

Serial No.	Name of the Departments	Total Working Days
01	Industrial Engineering Department	12 Days
02	Production Planning & Coordination Department	10 Days
03	Manufacturing Audit & Central Costing Department	10 Days
04	Production Department	14 Days
05	Marketing & Merchandising Department	10 Days
06	Human Resource Department.	10 Days

2.1 Industrial Engineering Department:

Industrial Engineering is a combination of material science, operation research, and manufacturing with lots of analysis. It's a branch of engineering which actually works with process minimization, increase efficiency, eliminate wastage, reduce cost, improve quality etc. The IE department responsible focuses on doing a job in an easy way which will take less time and which will be easy to operate with less difficulties and more accuracy.

I have started my internship with the IE department in Palmal group of Industries. Here in this department, I have worked for 12 days (Factory & CHO) and on those days IE Managers from different marketing departments gave me direction. In our group, employees of the IE department are directed from the corporate head office. In each unit there is at least one IE executive but, in some factories, there are senior executives and assistant managers also.

2.1.1 IE Activities in Palmal Group (CHO)

I have started my first day with the IE analyzer who is assigned in CHO to do CM costing, prepare operation bulletins, sewing thread consumption, elastic consumption and some report-based work.

Prepare Operation Bulletin: Operation bulletin is a guideline of layout where all sewing processes are taking place one after another with the SMV (Standard Minute Value) and allocated manpower. In the OB total SMV of the garments is declared along with the total allocated manpower and target production of the style. SMV is used in costing and production floors to calculate efficiency. An operation bulletin of a basic Tank top is given below which I have prepared during the internship. Except this I have prepared operation bulletin for jackets, leggings, joggers, tank tops and few more items. In the attachment here 29 operator and 6 helpers are required to produce 500 pcs of Tank tops with 85% efficiency.

Operation Bulletin																																																																																					
Buyer:	ZEBRA	Style:	262/002		Item:	TANK TOP		Date :																																																																													
Total (SMV)			3.55	Theoretical Output	592	Line Forecast	592	Days Tgt Production	5028																																																																												
Machine Operator (SMV)		M/C	2.92	Lowest Output	529	No of O/P	29	Hourly Production	503																																																																												
Manual (SMV)		M	0.63	Balance Eff(%)	89%	No of Asst O/P	6	Base Efficiency	85%																																																																												
Working Time Minutes		Min	600	Pcs/Man	14.37	Total Plan Manpower	35	Pitch Time	0.10																																																																												
Order Qty:							Operation Bulletin Status:		Pre Costing (Technical Sheet)																																																																												
Sl	Operation Description	Manual / M/C	Folder Attach	SMV	SAM	OP/AOP		Tgt/Hr	Tot. Tgt/Hr	Var.	Operation Request																																																																										
						Req.	No. of Manpov																																																																														
1	Main label attach	SNL		0.20	0.20	1.97	2	300	600	0	12.0																																																																										
2	1st shoulder join & trims	4TOL		0.20	0.20	1.97	2	300	600	0	12.0																																																																										
3	Neck binding & cut	Piping FL		0.24	0.24	2.37	3	250	750	150	14.4																																																																										
4	Shoulder close tack	SNL		0.20	0.20	1.97	2	300	600	0	12.0																																																																										
5	2nd shoulder join	4TOL		0.20	0.20	1.97	2	300	600	0	12.0																																																																										
6	Armhole binding & cut	Piping FL		0.40	0.40	3.94	4	150	600	0	24.0																																																																										
7	Trims & body arrange	Sewing Hel		0.22	0.22	2.17	2	273	545	-55	13.2																																																																										
8	Side close tack	SNL		0.27	0.27	2.66	3	222	667	67	16.2																																																																										
9	Care label attach	SNL		0.22	0.22	2.17	2	273	545	-55	13.2																																																																										
10	Side seam	4TOL		0.45	0.45	4.44	4	133	533	-67	27.0																																																																										
11	Armhole & neck press tack	SNL		0.34	0.34	3.35	3	176	529	-71	20.4																																																																										
12	Sticker remove & body arrange	Sewing Hel		0.20	0.20	1.97	2	300	600	0	12.0																																																																										
13	Body hem	3TFL		0.20	0.20	1.97	2	300	600	0	12.0																																																																										
14	Final thread trims	Sewing Hel		0.21	0.21	2.07	2	286	571	-29	12.6																																																																										
	Total=			3.55			35																																																																														
<table><tr><td>SNL</td><td>5TOL</td><td>4TOL</td><td>3TOL</td><td>Piping FL</td><td>LATUS</td><td>5TFL</td><td>3TFL</td><td>2TFL</td><td>Sewing Hel</td><td>TOTAL</td></tr><tr><td>12</td><td>0</td><td>8</td><td>0</td><td>7</td><td>0</td><td>0</td><td>2</td><td>0</td><td>6</td><td>35</td></tr><tr><td>1.23</td><td>0.00</td><td>0.85</td><td>0.00</td><td>0.64</td><td>0.00</td><td>0.00</td><td>0.20</td><td>0.00</td><td rowspan="3">0.63</td><td rowspan="3">3.55</td></tr><tr><td>KANSAI</td><td>SNAP</td><td>FOA</td><td>BTK</td><td>BH</td><td>BA</td><td>HEAT TRANS</td><td>CHAIN STITC</td><td>Sewing I/M</td></tr><tr><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>0.00</td><td>0.00</td><td>0.00</td><td>0.00</td><td>0.00</td><td>0.00</td><td>0.00</td><td>0.00</td><td>0.00</td><td></td><td></td></tr><tr><td colspan="10">Machine Adjustment Time during Line Layout (Hour)</td><td colspan="2">5.5</td></tr></table>												SNL	5TOL	4TOL	3TOL	Piping FL	LATUS	5TFL	3TFL	2TFL	Sewing Hel	TOTAL	12	0	8	0	7	0	0	2	0	6	35	1.23	0.00	0.85	0.00	0.64	0.00	0.00	0.20	0.00	0.63	3.55	KANSAI	SNAP	FOA	BTK	BH	BA	HEAT TRANS	CHAIN STITC	Sewing I/M	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Machine Adjustment Time during Line Layout (Hour)										5.5	
SNL	5TOL	4TOL	3TOL	Piping FL	LATUS	5TFL	3TFL	2TFL	Sewing Hel	TOTAL																																																																											
12	0	8	0	7	0	0	2	0	6	35																																																																											
1.23	0.00	0.85	0.00	0.64	0.00	0.00	0.20	0.00	0.63	3.55																																																																											
KANSAI	SNAP	FOA	BTK	BH	BA	HEAT TRANS	CHAIN STITC	Sewing I/M																																																																													
0	0	0	0	0	0	0	0	0																																																																													
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00																																																																													
Machine Adjustment Time during Line Layout (Hour)										5.5																																																																											
NB: Critical Item so need to follow startup time & learning curve accordingly.																																																																																					
Prepared By:			Technical IE			Head of IE			Head of PPC																																																																												

Figure 6: Operation Bulletin Sample

CM Calculation: CM declaration is one of the major jobs of an IE analyzer. We declare the CM based on artwork, tech file, samples after analyzing some parameters like CPM, SMV, order quantity, target efficiency etc. After calculating the CM, I provided that to the merchandiser to confirm the order because if the CM was not profitable the merchandisers were not allowed to confirm the order. I have attached a CM calculation format from my practical experience. The attachment shows that it is a calculation of basic T-shirt and the SMV of this t-shirt is 5.7, required manpower is 29, average production will be 182 pieces per hour. With this feasibility the required calculated CM is 6.79 for the order quantity 10286 pieces.

		Dollar Conversion Rate :	122	Item Type :	Basic			
		Buyer Name :	H&M					
		Style :	Danny Tee S-2					
		Item Description :	Basic tee					
		Plan Production Factory :	SAFA-2					
		Season :	S-2					
		Order Confirmation Date						
Particulars		Unit	For example	Days	Target Eff %	Production/ day	Set-up Loss hour	Utilized hour
Total Quantity For Related Style		Pcs.	10286					
No. of Machine Required Per Line		No.	22	1st	30%	903	5.0	5.0
No. of Helper Required Per Line		No.	7	2nd	40%	1204	3.4	6.6
Required SMV for this style		Min.	5.70	3rd	50%	1505	1.7	8.3
Anticipated Efficiency Target %		%	60.5%	4th	60%	1806	0.1	9.9
Anticipated Production Per Hour		Pcs.	182	5th	70%	2107		11.6
Total Working Hours In a Day		Hrs.	10	6th	75%	2258		12.4
Average Production Per Day		Pcs.	1821	7th	75%	502		
Total Working Days in Month		Days	26					
Total Production Cost Per Machine Per Month		Tk.	140000					
Per Day Machine Cost		Tk.	5385					
Cost Per Minute In Tk.		Tk.	8.97					
Cost Per Minute In Dollar		USD	0.074					
Per Day Line Cost Based On The No. of Machine Used		Tk.	118462					
Set Up Time For The Concern Style		Days	0.35					
Set Up Time Cost For The Concern Style Based On No. of Machine Used & Required Days		Tk.	41462					
Total Production Days Required For The Concern Style Including Set Up Time		Days	6.00					
Total Production Cost Incurred For This Style		Tk.	710461					
Per Piece Projected Unit Cost		Tk.	69.07					
Production Cost In USD Per Pcs		Dollar	\$ 0.57					
Production Cost In USD Per DZ		Dollar	\$ 6.79					
Projected CM In USD Per DZ		Dollar	\$ 6.80	Total	57.1%	10286	10.2	53.7
Anticipated Profit & Loss In DZ For This Style		Dollar	\$ 0.01	Anticipated Set-up day/Line			0.35	
				Plan allocated Line			1	
				Required days per Line to complete FS Qty.			6.0 Days	

Figure 7: CM calculation format

Sewing Thread & Elastic Consumption: When an order of a style is confirmed, I received the sample of that style from the merchandiser team along with the measurement sheet to do the sewing thread consumption. After analyzing the sample, I declared the consumption in meters. For example, 130 to 140 meter thread is needed to sew a basic t-shirt. I also did the elastic consumption of those styles where there are elastics in the sample. Elastic can be used in the waist and cuff of leggings and joggers. Elastic consumptions are declared in yards. After getting the consumptions the merchandisers place booking for the thread and elastic required as per the order quantity.

2.1.2 IE Activities in Palmal Group (Factory)

With the direction of the IE Manager, I have worked in the factory with IE activities for 6 days. On those days I got full cooperation from our factory manager, IE & planning executives and concerns from different departments. From the early morning my first job was to count the manpower of each line, receive the WIP from each line and provide targets based on the SMV and manpower. Then I prepare the previous day's efficiency report and circulate the target & efficiency report within the factory. From the target sheet everyone is able to know how many styles are running in which lines, how much manpower is used for each style, what is the style SMV, what is the target efficiency and target pieces of each line. In the

daily efficiency report all information from the target sheet takes place along with every hour production, the achieved efficiency, on standard efficiency, NPT, profit-loss status. After publishing the reports, I checked the balancing of each line, if any balancing support needed, I suggest from my end to the line supervisor to balance properly. When line balancing is done then I check the floor to find the bottleneck process. If any bottleneck process was found I tried to find out the root cause of the problem and find the best solution as early as possible. I also attend the production meeting which is conducted by the factory Manager every day. It's a direction from the head office that if a style's run day is three, then an IE concern has to do the capacity study of that style. I have done 3 capacity studies on those days which were Jacket and Cargo pants. The capacity was found ok as per target, although I have suggested production concerns how they can increase the production. I have also attended the upcoming styles PPM along with the department concerns. I have conducted Time study of few operations and with those studies I was able to know the SMV of that specific operation. Along with this work I had to recruit operators as per their grade and maintain a skill matrix with the skill inventory. Actually, these are the daily activities which I did every day on the time of my internship in IE Department.

2.2 Production Planning & Coordination Department:

The PPC department plays an important role in Palmal Group of Industries. I have worked in the planning department for 10 days under the direction of an AGM of the PPC team. From those 10 days I have worked in the head office for 7 days and last 3 days I have worked in a sewing unit to understand their responsibilities. In Palmal Group of Industries, the planning department firstly collects the order status from the merchandising department and conveys those to the production for the easy execution of each order. From my first day in this department, I have collected some styles tech packs, style details and TNA status. Then I reviewed those styles to estimate how many days are necessary for production, considering each stage such as cutting, printing/embroidery, sewing, and finishing. In the meantime, I have collected the SMV of those styles for proper line loading. Capacity planning plays a crucial role in identifying the production quantity achievable with the available workforce. This is the capacity of cutting, printing, sewing, finishing, washing departments. Then a planner makes a line loading plan keeping in mind the shipment date of the order. In the line loading plan, we declare which style will sew in which line and how many lines are needed to produce the order quantity to maintain the shipment date. Here day wise targets of every style are mentioned clearly with the SMV, CM value, FOB etc. When a sewing line is fixed, I had to follow-up the fabric and accessories to in-house those on-times. To know about the fabric status, I used to contact the concerned merchant of the style and also kept in touch with the knitting & dyeing department. To know the status of accessories I contacted the central store. Once the fabric is in-house, I had to provide the cutting plan along with the print plan if there was any print panel. Once these processes were completed, I monitored the on-time sewing input and continue follow-up until the full quantity is sewn. After the sewing was completed, a planner helped to conduct the final inspection process and keep following up till the shipment of the product.

During my internship in the planning department, we had a daily one-hour meeting led by the department head. In this meeting, we discussed whether each department received their inputs on the scheduled date, and if the quality of both inputs and outputs met the required standards by the buyer. We also checked if the shipment deadlines could be met, identified the reasons for any delays, and decided on actions to fix those problems. Another focus was to review whether all departments were working properly to ensure the shipment on time.

2.2.2 Relationship between Planning Department with Other Department



Figure 8: Relationship of Planning department with others

2.3 Manufacturing Audit & Central Costing Department:

After the 22 days internship in IE and PPC Department I moved to manufacturing audit & central costing department. In this department I continued my internship for next the 10 days, and I worked here under the strong supervision of the head of this department. The department's main purpose is to ensure that all sections involved in garment shipment complete their duties on time and correctly, while also reviewing and auditing the related reports.

In this department my work started with receiving the order status from the merchandiser. After receiving the all-style wise order, we combined all the styles of all buyers in a single excel sheet which is called master recap. In this recap each and all details of all styles take place like Style number, item name, PO number, order quantity, shipment date, color wise quantity, embellishment type, fabrication, fabric TNA, accessories TNA, file handover date, PCD date, Inspection date, production date etc. With the help of the report, it becomes easy to follow in every step to execute the orders on time for an audit responsible. According to the upcoming shipment date of every style I had to keep strong follow-up to avoid any unexpected situation. If my analysis found any unexpected barrier which will affect the shipment date, then I immediately informed the merchandiser director and other concerns to overcome the barrier or take an extension date.

I checked the Operation Bulletin along with the Feasibility sheet and cost sheet of every style which are prepared by the IE & merchant team to ensure that all are correct. In the operation bulletin all processes along with the SMV are checked with the PP Sample or fit sample. From the cost sheet it is checked that fabric, accessories, raw material of the required quantity took place with their cost and CM is declared with profit after deducting all costs. In the FS sheet required CM, allocated line, order quantity, PO wise shipment slots are declared.

Along with these jobs I also had to maintain some analysis reports which were published to the top management level daily, weekly and monthly. I received the factory allocation plan, line loading plan from all planning departments to analyze those. After analyzing the line loading plan, I prepared the plan analysis summary from where I was able to know the line & style wise plan efficiency along with the profit & loss status. If the plan was found profitable, I published the loading plan within the group and if found loss then it was returned to the planning department for correction. When the loading plan was published, I follow-up the production that they are hitting the daily and weekly plan. After the end of the month, I did analysis of PID hit rate comparing the style plan input date and the actual input date. Audit responsible also do a post analysis report of each style at the end of the month which helps to get a clear concept of all styles production, achievement, efficiency, profit-loss status.

I also did an audit with the LPD responsible, they mainly checked the booking quantity as per order along with the price of those products. They check the price with the price approval list of products which are authorized by the Managing Director. If everything is found correct in a style's feasibility report, then a costing concern forwards it to the banking department to open LC. We also declared the incentive of employees after analyzing the PCD status, on-time delivery status, inspection pass-fail status, short or excess shipment quantity. Whatever discussed above are the core responsibilities of the manufacturing audit & central costing department.

2.4 Production Department:

In every garment factory, the production department includes the cutting, sewing, and finishing sections. Palmal Group of Industries has 44 sewing units, and each sewing unit has its own cutting and finishing section. Altogether, these sewing units have a capacity of more than 10,000 machines. In the production department I have worked 14 days, and on those days all section representatives like cutting manager, production manager and finishing manager helped me a lot to understand their regular work. My section wise duty is given below:

Cutting Section: Among the 3 sections, at first, I worked in the cutting section. Here I have learned how fabrics are taken from the fabric stores, how they have been relaxed. The cutting team receives a cutting plan from the planning department. I have also checked the plan and studied the upcoming styles. I have cross checked with the fabric store that required quantity fabrics are in houses or not. Whenever I got discrepancies, I immediately informed the concerned merchant, planning responsible and cutting manager. Cutting manager provided the daily style wise cutting target according to the plan and availability of those styles' fabric.

I have observed how fabric lay is given in the lay table. There are both manual tables and auto spreaders for laying purposes. Fabrication wise lay quantities are different, such as – for single jersey 160 GSM fabric lay quantity will be 140 to 150. For Fleece fabric 240 GSM, lay quantity will be 60-70. When the lay spreading is complete cutting procedure starts and the cutting process is done with the auto cutter machine or by manually.

After completing the cutting, serial number stickers are put on every panel and checked from the quality department. If there are any embellishment parts, those were sent to the print factory and those were solid, were made bundle wise and provided to the sewing section as per line requirement.

The first 2 days, the cutting manager showed me how the cutting section runs with all its employees. After then, I took the target sheet from the cutting manager & tried to achieve the day's target by giving direction to the workers, maintaining the steps.

Sewing Section: While working in the sewing section, the factory manager, production manager and all other production responsible helped me a lot to understand the sewing procedure. I gathered some knowledge about the sewing line when I was working in the IE department. Activities of this section start with the manpower balancing. During the

internship I checked the operator's presence in every line. If I found any process operator was absent, I suggested to the line supervisor how to balance that process. After that I checked the input status from the input man. If the line feeding was not enough, I contacted the cutting department and asked the input man to arrange input. In the meantime, IE executives provided the line target to the factory manager & production manager. Then I along with the production manager checked the target and arranged a production meeting with the production staff. In that meeting we discussed the previous day's achievements, today's goal and the upcoming barriers.

After distributing the line targets, I spent my whole time in the sewing line and observed how operators are doing their jobs. I also checked the required accessories status with the store & sub store and also communicated with the print units if necessary. At the end of every hour a receive man from the finishing section counted the outputs and delivered the bodies to the finishing section. I used to check the receive man's registered data and discuss with the finishing manager for further operations. During these days, I gained knowledge about various machines and learned how each one operates.

Finishing Section: In this section I have worked here with the finishing responsible for 3 days. During these days all of the staff were cooperative with me. Finishing procedure starts with the receiving garments from the sewing section which data is maintained in register and excel chart. The receiving man provides the garments to the suckering machine to remove the unwanted threads and after that ironman does the iron as per requirements of the buyer. I closely observed the ironing process and measured the working capacity of ironmen for different types of garments. I noticed that their capacities varied depending on the type of product, such as an ironman can complete 120 pcs T-shirt ironing within an hour, for a jacket this quantity will be 70 pcs.

After the ironing process quality concerns inspected the get up & measurements of each garment. Then the hang tag men attached the hang tags as per the requirements of a buyer and passed the garments to the folding men to fold the garments. After completing the folding process poly men insert the garments into poly. Garments are inserted to poly in two ways, one is piece to piece poly and another is blister poly. Finally, the assort and packaging process is done. Sometimes we have to insert cartoon stickers to the top or side of the cartoon as per buyer's requirement.

2.5 Merchandising & Marketing Department:

The Merchandising & Marketing Department plays a vital role in the Palmal Group of Industries. In our company there are four merchandising divisions and all of them run their activities individually. In each division there is one Marketing Director, and there are GM, DGM, AGM, Manager, Senior Merchandiser and Merchandiser under him. Sourcing, pricing, negotiation, product development, fabric and accessories booking, production follow-up, shipment follow-up etc. are the core responsibilities of this department. In Palmal group of Industries, factory merchandisers mainly focus on the production follow-up and the rest works are done by the CHO merchandisers.

During the time of my internship, I worked in this department for 10 days in the H&M division. On those days all the merchants helped me a lot by learning the steps of their work. I have observed the merchandisers, how they conduct their daily activities. I have seen how they communicate with the buyers and fulfill their requirements.

The product development stage is one of the most important parts in merchandising. I have worked with the merchandisers to develop the fit sample, proto sample and pre-production sample which we mainly manufactured based on the buyer's tech files, instructions and comments. Once a buyer approved the proto sample then we calculated the material costs, production costs, financial costs etc. and started the price negotiation with the buyers. When we confirmed the FOB price, we got a purchase order from the buyer's end which is considered as an official document and which includes PO number, order quantity, FOB, delivery date and other conditions.

To gather knowledge about fabric and accessories are very important for a merchandiser. We usually place a booking of fabric in our own fabric mills (ARKAY & ASWAD), if the fabrications are single jersey, fleece and interlock. For the polyester and design fabric we place booking in China with the help of our fabric sourcing team. Then we start searching for trims and accessories by keeping in mind that price should be less and quality should be good. If the buyer sets a nominated accessories supplier we had to take goods from them. I personally followed-up the accessory's suppliers to in-house the items. In the meantime, all the merchants set a TNA plan for the shipment of the order which includes fabric plan, dyeing plan, production plan, inspection plan etc.

According to the TNA I followed-up the order till the shipment. When the inspection was passed, I contacted the commercial team to arrange the goods to be delivered in the expected port. After completing the shipments, we receive the payment as per the terms set during the agreement. Actually, these were the activities which I have closely observed and did many of the tasks within the period of my internship.

2.6 Human Resource Department:

I am thankful to Palmal group of industries that they have allowed me to do my internship in the HR department, both in CHO & factory. I have worked in this department for 10 days and during these days all the HR concerns including the HR Senior Manager helped me to understand the HR activities. On those days I was suggested by my instructor to observe the practical activities of HR, like employee recruitment, employee performance evaluation, check documentation and attendance data, circulate vacancy circular etc.

During the internship period I have closely worked with the recruitment team. On the first day I was instructed to prepare a vacancy circular as per the instruction of my senior. Based on the circular I got responses from many candidates. I was asked to select some CV which matches our requirements. At first, I noticed their job experience, educational background and the factories they have worked in.

Then I submitted the selected CV of the candidates to the HR manager and with his permission I called the candidates for the interview session. Over the phone I informed the short description about the position and the interview date. I also answered if they had any query about the job. On the date of interview, I completely co-ordinate with the candidates and the interviewers. After the completion of the interview, the short-listed candidates faced the negotiation process with the HR team. After the negotiation I collected some information in a format of the short-listed candidates and contacted them for the final confirmation. In between we checked the background of the candidates to ensure the authenticity. We did verification of academic certificates, previous job experiences, references etc. If everything found ok, I contacted him to provide the offer letter through e-mail.

I have also seen how the performance of the employees is monitored and evaluated by his own department & the HR department. After 2 months of joining, every employee's performance is evaluated and marks were provided out of 10 from his/her department. Then

he was called by the HR and informed about the section to be improved. The same process happens after the 6 month and based on his obtained mark his position is confirmed.

When an employee joined, I collected the required documents from him for issuing ID card and banking purposes. The documents are- photocopy of all educational certificates, NID Card, passport size photo of the employee and his nominee, TIN certificate etc. After receiving the documents, I forwarded the file to the banking department to open a salary bank account and also forwarded to the IT department to open an e-mail ID and to issue a laptop for him.

In Palmal Group of Industries, there is a mandatory one-day training session within the 2 months of one's joining. I collected the joining data from the system and called them for the session and also booked the conference room for the training. Besides these, sometimes I had to check the attendance data of CHO employees to find out the missing attendance. When I got the missing data, I called them individually to forward an e-mail for the correction. And one more thing I did once between these 10 days, I sent an introductory e-mail regarding the joining of a GM in the production department to all employees describing his details.

Chapter 3

Critical Reflection on Practical Work Experience

There were some limitations for me while doing my internship because the area of Palmal Group is vast and the internship timeframe was limited so I couldn't work in every department but I tried my best to gather more knowledge from the departments I worked. During the period of my 66 days internship, I faced some difficulties while working on different departments and tried to get rid of that by taking the help of theoretical course materials and the practical experiences shared by the course teachers.

3.1 Integration of Academic Knowledge into Internship Practices

The knowledge I have gained during my academic period was very helpful for me while working in the practical field. I have found many similar terms from most of the subjects and

the practical experience which was shared by our course teachers. Now I am sharing my course wise experience.

KIM 101 (HR Skills & Competencies): I have gathered different knowledge from this course, like – leadership skills, Performance evolution system with its methods, Employee recruitment system, Employee feedback, Career development ideas, Conflict resolve, way of negotiation, Employee motivation, culture of organization and many other topics. At the time of my internship, I have applied some knowledge which I learned from my academic class. When I was in the IE & Production department, I noticed that few workers had the target sewing capacity but they were not achieving their targets. Then I called a meeting in front of the line with the help of the production manager, informed them regarding the incentive program and motivated the workers to achieve their targets. After that I got good results from many of them. From this course, I have also learned how to develop good connections with each of my colleagues. This course also helped me to recruit sewing workers while working in the IE department as well in the HR department.

KIM 102 (Analytical Skills and Competencies): This course helped me to learn about different types of numbers, mean, median, mode calculation, standard deviation, time value of money, probability, preparing graphical charts, statistical data preparation etc. While working in the Planning department, I needed to prepare some statistical data and charts to make reports for the management which I learned from the KIM 102 course. I made plan vs. production achievement report including month wise profit & loss analysis which described a comparison between different months.

KIM 103 (Communication Skills): From this course I came to know about business communication, way of communication, proper way of writing e-mail & messages, writing cover letter & resume, preparing employment messages, writing goodwill messages, preparing presentations etc. My communication skills improved a lot after completing the academic class and while my internship period was running, this helped me a lot for communicating in the right way with my colleagues. While working in the Manufacturing Audit & Central Costing Department, I analyzed the monthly and forward the summary of analysis through e-mail to all top management concerns including the Managing Director. I had sent several e-mails to factory concerns regarding the production achievements while working in the IE department. And in the Merchandising & Marketing department I had to communicate with the accessory's supplier and sometimes with the buying house both orally and by written. Besides, I have learned some techniques to make my curriculum vitae more

attractive. While working in the HR department I had to circulate the job circular of my office also.

KIM 104 (Business Operation Skills): This course taught me the basic concept of business economics, managerial skills and the roles of manager, organizational structure, SWOT analysis of company, business accounting concept, cost accounting, break even analysis, forecasting, business ethics, fund management, demand & supply, economic factors, vision & mission of a company, marketing mix, product promotion method, corporate social responsibility etc. During the internship period I have learned some managerial activities like decision making, technical activity and motivation. I have learned how to calculate the breakeven analysis and find out the profit & loss status of any style. While working in the Manufacturing audit & central costing department, I had to prepare the profit loss status of the production closed styles.

KIM 201 (Introduction to Garments Industry): This course has given a vast idea about all sections in the garment industry and the operational way of those sections. I have learned the apparel manufacturing sequence from this course. The major topics which I have learned are- area of costing, CM costing, fabric costing, FOB calculation, types of fabric, different types of fabric count, knitting & dyeing process and other important terms like L/C, AQL, PO etc. In the practical session I did the CM costing in the Merchandising & Manufacturing Audit department. I am able to do thread consumption and identify different types of thread count. While working in the factory I have seen the functions of different sewing machines, auto spreader & auto cutter machines in the cutting section and learned the working procedures of those machines. I have worked with the PO sheet in different departments.

KIM 202 (Industrial Engineering): I have learned many important things about Industrial Engineering during this course. For example, I have developed my knowledge on 4th industrial revolution, method study, motion analysis, line balancing, ways of increasing productivity, ways of reducing bottlenecks, determining SMV, preparing operation bulletins, different types of layouts, material handling systems, ergonomics and so on. While working in the IE & planning department I have covered many topics which I learned from this course. I have set the sewing line production target in the early morning after balancing the line. I learned the way to find out the bottleneck process after conducting the capacity study. I was also able to generate the SMV along with the operation bulletin. I tried to remove the wastages with the help of managers which generally occurs in the garment industry.

KIM 203 (Production Management & Merchandising): From this course, I have gained knowledge of the merchandising process, I learned what merchandising is and its different types, along with the important steps involved in merchandising. The course helped me understand the duties and responsibilities of a merchandiser, emphasizing how they coordinate between buyers, suppliers, and production teams. I also studied the product life cycle. I also learned about season analysis, sourcing strategies, and sample development, as well as how to calculate lead time and conduct negotiations. The course covered detailed knowledge of different types of knit fabrics, trims, and accessories, along with the techniques of garment costing. I also came to know about the types of fashion, current fashion trends, overall design process, and brand development and so on. I have learned the apparel merchandising process from this course, like – attending a business meeting, pricing & costing, making different stages samples, commercial process, production tracking, follow-up inspection and the shipment. While working in the merchandising department I communicated with the accessories suppliers continuously and coordinated to make the proto sample, fit sample, size set sample and pre-production sample and also attended some pre-production meetings. I have also learned to calculate the required days to make a shipment.

KIM 204 (Quality Management): From this course, I have learned many important topics related to quality and supply chain management in the garment industry. I studied quality control and quality assurance and also learned about different types of defects that can occur in garments. I was also taught about organic fabrics, the concept of carbon footprint, and the necessity of using eco-friendly materials. I gained knowledge about Quality Management Systems (QMS) and the various types of certifications used in the industry, along with their details. In addition, I learned about the supply chain system in the garment industry, including the main areas and key drivers such as transportation, inventory, sourcing, and pricing. I also studied how demand and supply work together, how forecasting helps in planning production and how lean and Six Sigma methods can improve efficiency and reduce waste. When I was doing my internship in factory, I learned the functions of Quality control and Quality Assurance. I had practically seen different types of defects which I learned during the academic session and also observed how these defects are rectified. In the merchandising department and PPC department I gathered knowledge about the supply chain process. Several times I also made booking of logistics from the transport department to do the shipment.

3.2 Proposal for Enhancing Industry Performance

In these 66 days of my internship, I have closely observed the activities of different departments of Palmal Group of Industries. I have noticed that there are some sectors where I can provide a few suggestions to the company management for the betterment. For example- the company can increase fabric knitting and dyeing capacity because we are mostly dependent on imported fabric which is sometimes a costly and time-consuming process. It can establish a training center in every factory to make multi skill workers and convert the helpers to operators by providing proper training. The top management should focus on the man machine ratio because there are many employees who are not properly utilized. I have observed that still now factories are using manual machines in the sewing & cutting sections where other factories are using automatic machines which help to increase productivity and reduce NTP for machine breakdown. We should focus on wastage which we are avoiding but we must know that reduction of wastage increases the profit. All section heads can arrange a weekly motivation program to motivate those workers who could not achieve their targets. For that they can also announce prizes for the target achievement. While working in the factory I have observed that they are using extra OT hours which should be avoided by the factory and discouraged by the management. In some factories there are no technicians to make a good layout which will increase production by using less manpower. So, company can assign at least one technician to each unit. The company can also assign more IE concerns to the factories to balance the line properly, educate the production concerns regarding lean manufacturing, recruit skillful workers and increase the efficiency level. Research and development team can be formed in the CHO under the IE department to make the processes easier and save cost. They can establish a provident fund for all the employees which will be really helpful for everyone's future.

From my point of view, if the company can arrange the facilities which are discussed above and take the necessary steps for the automation, Palmal Group of Industry can always lead this garment industry in future like they are leading.

3.3 Reflection on Personal Growth

During the time of my internship, I have tried my best to learn from the industry and from my surroundings. I have gathered both technical and practical knowledge from different departments like IE, PPC, Merchandising, Production, Manufacturing Audit & Human Resource departments. I have learned many new things which were unfamiliar to me. My communication skills improved, including my public speaking skills. Before starting the internship program, I had knowledge about a few departments only but after completing the program at least I have gathered the minimum knowledge from most of the departments which are related to factories and CHO. During the internship period as I have worked with different teams, my team bonding & team work have improved. I have learned to provide solution to sudden raised problems and for this reason my confidence level has reached the next level and now I am able to overcome any critical situation and challenges. Besides these, my analytical skill and presentation skill also improved after completing the internship program.

Finally, I can say that the PGD-KIM course helped me a lot to enhance my knowledge about the RMG sector of Bangladesh and now I have grown both personally and professionally. I believe that this course will be helpful for me to bring my career to the next stage.

Chapter 4

Conclusion

Among all of the listed garment industries of BGMEA, Palmal Group of Industry is a top-tier garment manufacturer in Bangladesh. Every year this company manufactures a large number of garments by maintaining the best quality. To ensure the quality Palmal has a strong quality department with a large number of employees in that department. Palmal Group cares about the health, hygiene, and safety of all its employees. The company is also careful about protecting the environment and reducing pollution. It has an Effluent Treatment Plant (ETP) where dirty and waste water are treated with chemicals so the water can be cleaned and reused.

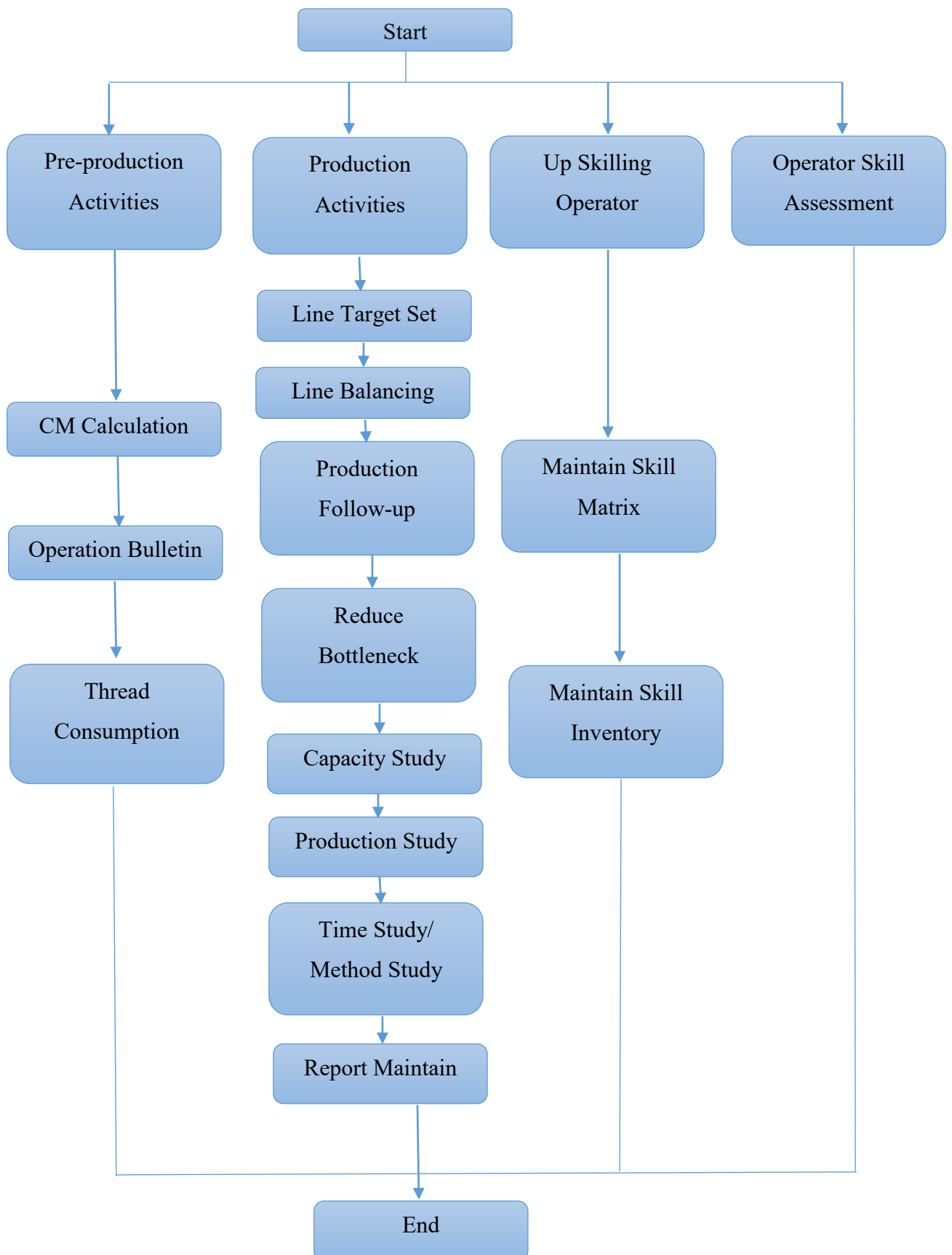
After the completion of Post-Graduation Diploma in Knitwear Industry Management program I gained a lot of knowledge from the academic session and internship session. During this internship period I came to know my company with a different view because I got the opportunity to work on the core departments. Though the total journey of my learning management of the company was very cooperative to me and for that I am thankful to all of my colleagues. I feel happy to belong to this organization.

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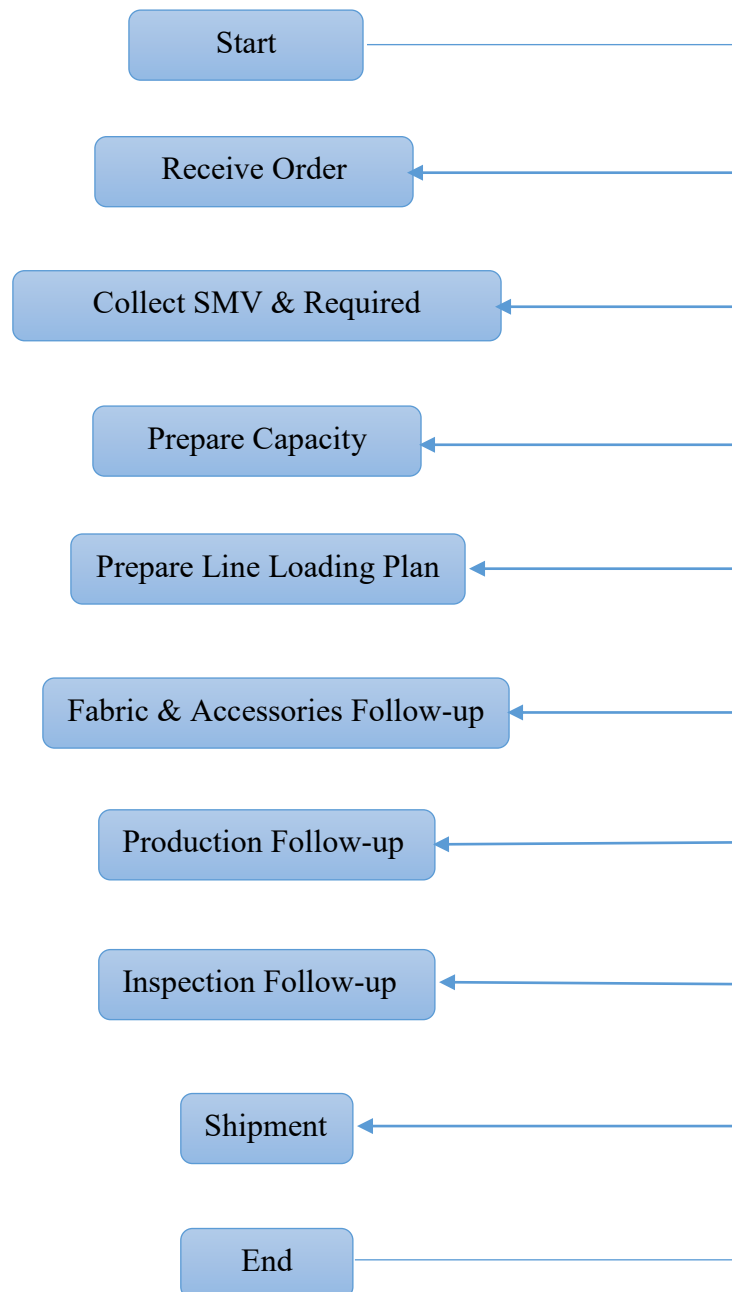
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Appendix A.

Work Flow-Chart of IE Department:

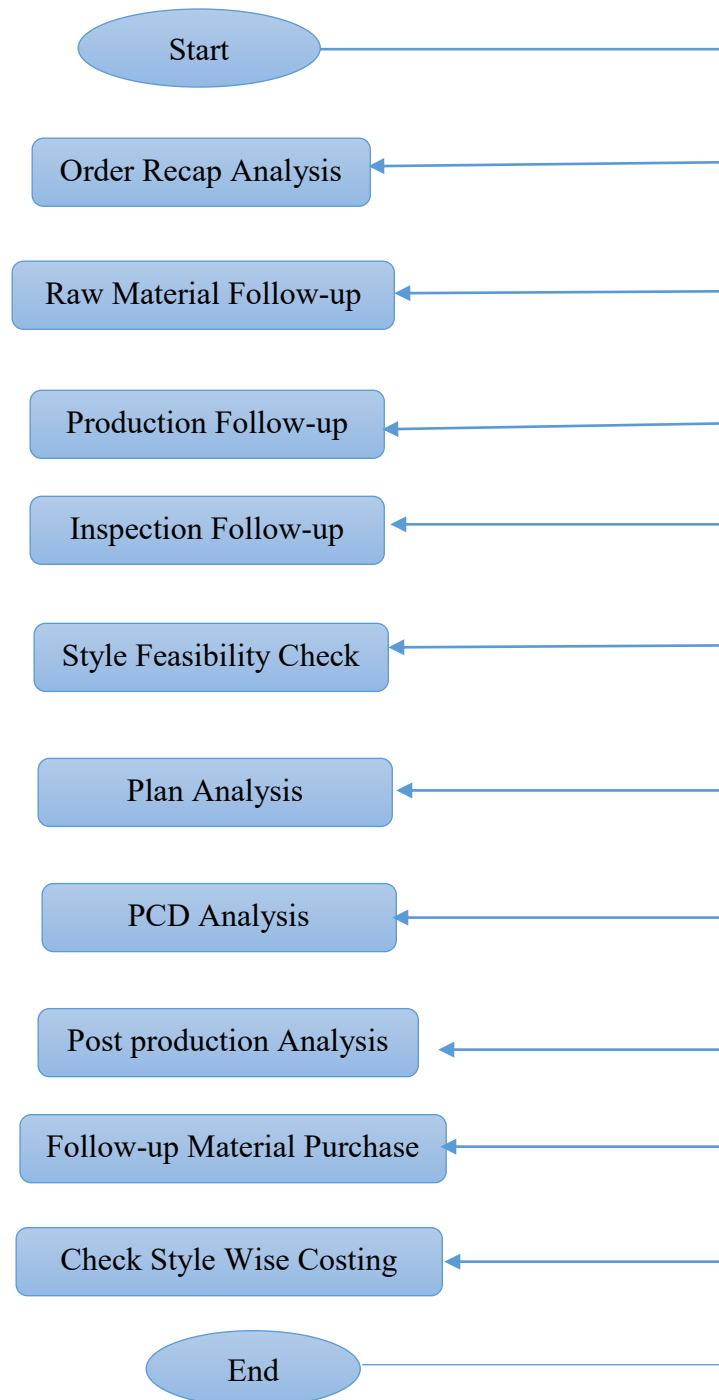


Work Flow-Chart of Planning Department:



Work Flowchart of Manufacturing Audit & Central Costing

Department:



Work Flow-Chart of Production Department

