

Industry Attachment Report on Epyllion Knitwear's Ltd:
Focuses on Industrial Engineering, Production, Quality, Material
Control and HR department

By

Md. Talha Islam

1000055597

An internship report submitted to Executive Development Centre, 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 Centre

BRAC Institute of Governance and Development

BRAC University

March 2026

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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:

Md. Talha Islam

1000055597

Academic Supervisor's Full Name & Signature:

Mohammad Sirajul Islam

Senior Academic Coordinator, BIGD, BRAC University

Letter of Transmittal

Mohammad Sirajul Islam

Senior Academic Coordinator

BIGD,

BRAC University

Subject: Submission of Industry Attachment Report on Epyllion Knitwear's Ltd: Focuses on Industrial Engineering, Production, Quality, Material Control and HR department

Dear Sir,

This is my pleasure to submit my internship report based on my industry attachment with Epyllion Group. 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,

Md. Talha Islam

1000055597

Post Graduate Diploma in Knitwear's Industry Management (PGD-KIM)

Executive Development Centre, BIGD, BRAC University

30 March 2026

Non-Disclosure Agreement

This agreement is made and entered into by and between Epyllion Knitwear's Ltd as the First Party and the undersigned student at Executive Development Centre, BRAC Institute of Governance and Development, BRAC University as the Second Party. The First Party has allowed the Second Party to complete three months long internship in partial fulfillment of the requirements for the degree of Post Graduate Diploma in Knitwear Industry Management. The Second Party will have the opportunity to work closely with the company's officials and access official data and information. Based on work experience and data, data, and information collected during the internship, and Party will prepare an internship report. The Second Party will use all sorts of data and information for academic purposes and will not disclose to any party against the interests of the First Party.

Student's Full Name & Signature:

Md. Talha Islam

1000055597

Industry Supervisor's Full Name & Signature:

Sadique Hasan Jewel

Senior Manager

Epyllion Knitwear's Ltd

Acknowledgment

I would like to grateful that I am highly appreciative of my academic supervisor Mohammad Sirajul Islam, senior academic coordinator, BIGD, BRAC University and the support and help he provided throughout the internship period. His regular supervision and timely sharing of information I use greatly. I also want to say a genuine thank you to my industry supervisor Sadike Hasan Jewel, senior manager, IE, Epyllion Group who took me in his team, and could afford to have me interact in various departments as I work hard to accomplish my duties in the assigned department.

Moreover, I am thankful to all the members of the faculty, the heads of the departments where I interned and classmates who have supported and encouraged me throughout the nine months of PGD course. Lastly, I would like to express my heart-felt gratitude to BIGD and other concerned individuals to effectively communicate and assist me on time, and this played a critical role in the successful completion of this journey.

Executive Summary

This report is based on my industry attachment with Epyllion Knitwear's Ltd particularly in five key departments such as Industrial Engineering, Production, Quality, Material Control, and Human Resources. In this report, I explain the work I did and what I learned and scope of improvement during my internship in these departments.

During my internship, I worked closely with the Industrial Engineering (IE), Production, and Quality departments. Industrial Engineering is my main department, where I was mainly involved in daily activities. I also worked with the Production and Quality departments, where I learned many new things by observing cross-functional work.

During this internship, I learned about shipment closing, hourly production monitoring, defect types, AQL board, different types of inspection and eg. These activities helped me understand how production and quality control work in the garment industry. In the MCD, I learned about the activities of the fabric store, accessories store, and general store. I observed how materials are received, stored, and supplied for production. In the HR department, I learned how a factory is managed through proper organization and effective use of human resources. I also observed how HR coordinates workers and maintains discipline in the workplace.

The third chapter of the report represents business scenarios of Epyllion Group. During my internship, I observed that there is an opportunity for improvement in many sections of the organization. One important is the use of digital tools. If every section follows digital systems like G-Pro and other related tools, the manufacturing process can be faster, more accurate, and better organized.

This chapter also explains how both the generic and industry-specific courses were incredibly useful during my internship. It will detail what I learned from the courses and highlight the similarities between the coursework and industry work. Furthermore, the report will propose potential ways in which a specific industry can be improved, incorporating my personal

thoughts and viewpoints on the internship.

Overall, this report presents a comprehensive reflection of my internship learning experience and my nine-month PGD journey.

Keywords: Apparel Manufacturing Industry, Line Balancing, DHU, Risk Analysis, Non-Productive Time, Epyllion Group.

Table of Content

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgment	v
Executive Summary	vi
Table of Content	viii
List of Acronyms	x
Chapter 1: Overview of Epyllion Knitwear’s Ltd.....	1
Overview of the Company	1
Vision and core values	1
Organizational structure, Organogram, Branches and Departments.....	2
Figure 1: An illustration of organogram	2
Departments and Functional Teams.....	2
Key Products of the Company and Export Destination.....	3
Key Products	3
Export Destinations.....	4
Chapter 2: Description of Internship Work	5
2.1 Industrial Engineering Department	5
Figure 2: Flow chart of Industrial Engineering department.....	6
2.2 Work Performed in Production Department.....	6
.....	8
Figure 3: Flowchart of the sewing procedure	8
2.3 Material Control Department.....	8
Figure 4: Flowchart of the fabric receiving procedure	9
Figure 5: Flowchart of the order closing procedure	10
Accessories Store.....	10
General Store.....	11

2.4	Quality Department.....	11
	Figure 6: Quality process flow of trims and accessories	13
	Figure 7: Process flow of fabric inspection	14
2.5	Human Resource Department.....	15
Chapter 3: Critical Assessment of Internship Work		18
3.1	Critical Assessment of My Internship Works at Various Departments	18
3.2	Application of Generic and Industry-Specific Courses during Internship.....	21
3.3	Suggestions for the Company.....	23
3.4	Learning for self-improvement.....	25
Chapter 4: Conclusion.....		27

List of Acronyms

AQL	Acceptable Quality Level
DHU	Defect Per hundred Unit
EWO	Export Work Order
IE	Industrial Engineering
ISO	International Organization for Standardization
MCD	Material Control Department
NPT	Non-Productive Time
PGDKIM	Post Graduate Diploma in Knitwear Industry Management
PPM	Pre-Production Meeting
QCO	Quick Change Over
QA	Quality Assurance
RMG	Ready Made Garments
STW	Standard Work

Chapter 1: Overview of Epyllion Knitwear's Ltd

1.1 Overview of the Company

Epyllion knitwear's Ltd is one of the largest Ready-made Garments (RMG) manufacturing industries in Bangladesh. The philosophy of the Epyllion group is 'Human Spirit' which means belief in people as the core strength of the company. Epyllion is recognized for its commitment to sustainability, ethical business methods, and worldwide export presence. Its operations, which are backed by a unified corporate structure, include the production of clothing, textiles, accessories, testing facilities, retail fashion under the Sailor brand, food and beverage services, and design studios.

1.2 Vision and core values

“The vision of Epyllion Group is to become a sustainable manufacturer. The core strength of Epyllion is its human. In this regard, it has its mission to develop leaders who can lead with their expertise globally.

Human Spirit is one of the signature tagines in Epyllion. It believes that people own its vision and mission statements. All employees have a common spirit that they possess to achieve shared goals.

Company's core values include human spirit, ethical business, newness and sustainability.

These four values become four pillars for Epyllion in which they remain sustainable and competitive in the global market.

The company's philosophy is that Epyllion believes in the One Team approach, shared responsibility, mutual respect, understanding each other's emotional state, and corporate citizenship.

1.3 Organizational structure, Organogram, Branches and Departments

The organogram of Epyllion Group shows a well-organized management hierarchy in three different levels starting with the Top Level which consists of General Manager, Deputy General Manager and Assistant General Manager. This level is responsible for the strategic management and decision making at a high level. Below them is the Mid-Level where there are the Senior Managers, Managers, Deputy Managers and Assistant Managers who act as a link between the top management and the operational staff by putting policies into action and supervising teams. At the base, the Execution Level consists of Senior Officers, Officers and Assistant Officers, which deals with the day-to-day work and ground-level operations for smooth running of the organization's activities.

Figure 1 is representing an illustration of organogram

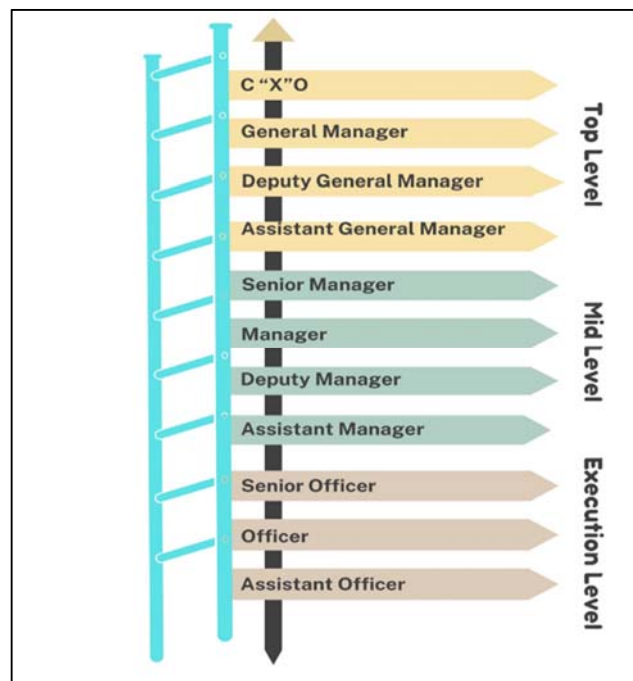


Figure 1: An illustration of organogram

Departments and Functional Teams

The organization generally runs in a range of specialized departments and functional teams working on a cross-function basis across the manufacturing departments, service departments, and corporate

functions. Core support functions such as Human Resources, Administration, Corporate Social Responsibility and Learning and Development functions are mainly interested in human capital management, organizational culture and capability development.

The Business Planning and Central Planning department is worked with the formulation and oversight of the factory's annual production targets, as well as the development of daily and monthly schedules to ensure operational continuity. In addition, the Marketing and Merchandising department focuses on aligning with brand-specific orders, engaging in customer-centric product development, and conducting market analysis. Operational effectiveness is driven by Supply Chain and Operations, Inventory Management, Industrial Engineering and Quality Assurance that together ensure that there is a seamless flow of production, optimal utilization of resources, quality assurance of products, and timely delivery of products. The Finance and Accounts, Internal Audit, and Compliance departments are responsible for overseeing the factory's financial operations, conducting audits, and ensuring safety standards. The Information and Communication Technology (ICT) department manages all data-related activities and provides digital support across the factory.

By the close relationship between these teams, the organization is made possible to deliver products and services in an efficient manner while improving its performance continuously for long-term growth.

1.4 Key Products of the Company and Export Destination

Key Products

The core product range of Epyllion Group includes knit and woven apparel, including children's wears, hoodies, joggers, T-shirts, Sweat-shirts, Tank top, Play suits and polo shirts. Additionally, it is an enterprise that produces finished and knitted textile products and provides accessories items such as labels and cartons. Epyllion also rolls out value added services, such as testing, design, washing and finishing. The fashion and leisure products are advertised under the retail brand named Sailor.

Export Destinations

Epyllion Group has a significant global export presence and operates across many international markets. Europe is their main market followed by North America comprising of the United States and Canada also. The company also exports to Africa and across Asia, covering regions such as China, Japan, and Southeast Asia. Through long-term partnerships and continuous market expansion, Epyllion supplies its products to well-known international retailers and brands.

Chapter 2: Description of Internship Work

During my internship, I worked in different departments of the organization. The main purpose of this internship was to gain practical experience related to my academic studies. Throughout this period, I took part in daily work activities, observed how tasks were performed in a professional environment, and assisted supervisors when required. This chapter explains the work I carried out, the methods I used, and my interaction with employees in various departments.

2.1 Industrial Engineering Department

During my attachment period in the IE department, I was involved in various operational and desk-based activities under the supervision of the IE Manager. The IE work started with the circulation of the monthly FR plan from the planning team. Before six days of line feeding, I followed up on the size set area to identify the most effective operational methods. As part of my attachment responsibilities, I participated in the size set process and later attended the PP meeting, where I discussed potential operational risk factors with the cross-functional team. During the PP meeting, I finalized the thread consumption for the style and prepared standard time worksheets (STW) for processes that had not been developed previously.

After that, I prepared the operation breakdown and layout with proper line balancing using line balancing tools. Once the layout paper was ready, I arranged a layout discussion meeting with all cross-functional departments, including production, quality, maintenance, and technicians. After finalizing the layout, I collected signatures from all responsible persons.

Before line feeding, I arranged a QCO meeting with all concerned members. In this meeting, we discussed the readiness of all activities. During line feeding, I closely followed the process and recorded any non-productive time (NPT) where difficulties occurred. I followed a documented feeding plan with the goal of achieving zero feeding time loss.

After completing line feeding, I monitored the line for the first three days, captured line capacity data, and prepared a Yamazumi chart with proper line balancing. In this way, I successfully completed my 10-day internship in the IE department. Figure 2 illustrates the flow chart of IE department.

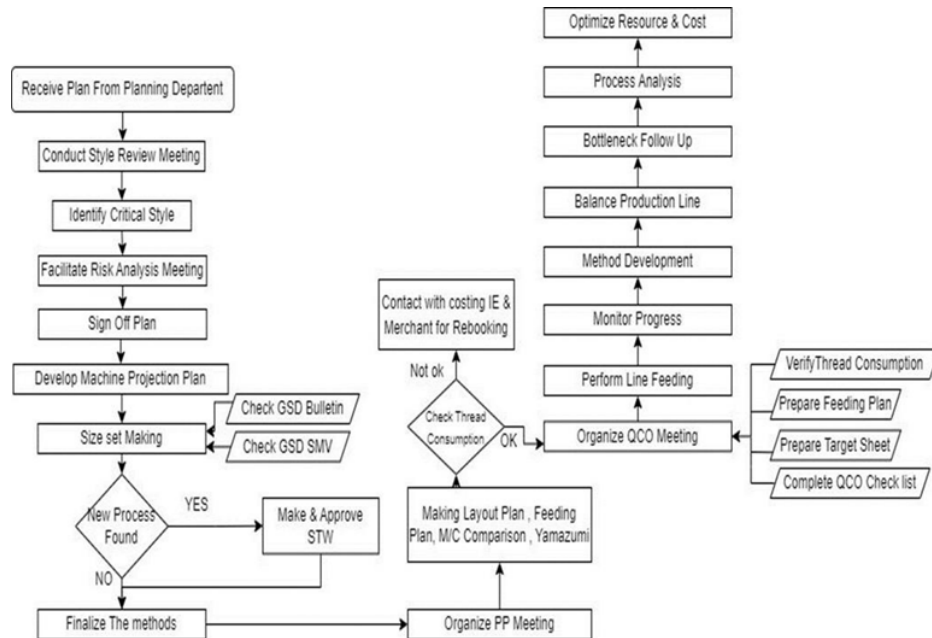


Figure 2: Flow chart of Industrial Engineering department

During my internship, I prepared a monthly Target vs. Achievement presentation for the overall factory. In this presentation, I summarized daily production losses and identified the departments responsible for non-productive time (NPT).

I also analyzed line costs to review operator designations and manpower utilization. Additionally, I evaluated the performance of Line Chiefs based on efficiency, changeover time, operational performance, and compliance. The results were used as a performance comparison, where Line Chiefs were benchmarked against each other for improvement in the upcoming month.

2.2 Work Performed in Production Department

As a part of the attachment in the Production Department, I was mainly allocated to the sewing floor. I was used to facilitate in the day-to-day production processes and line control processes. I was allocated one of their work lines & sewing line balancing. It was one of my primary functions to

guarantee a flowing workflow, proper distribution of operators according to their skills and skill matrix.

I consistently monitored on hourly production boards and compared target vs actual output. This helped to identify the productivity of lines and assist the line supervisors to take timely corrective measures and actions. Besides this, I also monitored the performance of the lines and reduce the idle time and maximize the overall performance.

I equally participated in checking DHU levels in the production lines. In the case of DHU, the numbers of defects were on the rise I conducted root cause analyses and found the nature of defects, checked the performance of operations, and engaged production and quality supervisors to take corrective action and prevent defects.

Another important part of my work role was to assisting of shipment planning by following up the production progress toward the shipment schedule. I collaborated with the production staff to get priorities in line. The delivery schedule and output will be kept within a timetable to ship the goods in time.

This internship was provided me a practical experience and training on sewing production. Also learn about balancing of lines, real-time production tracking and deadline-based production conditions. It enhanced my knowledge of the garment production flow as well as the role of coordination, efficiency, and time management which helps me on-time shipment. Figure 3 presents the flow chart of the sewing procedure.

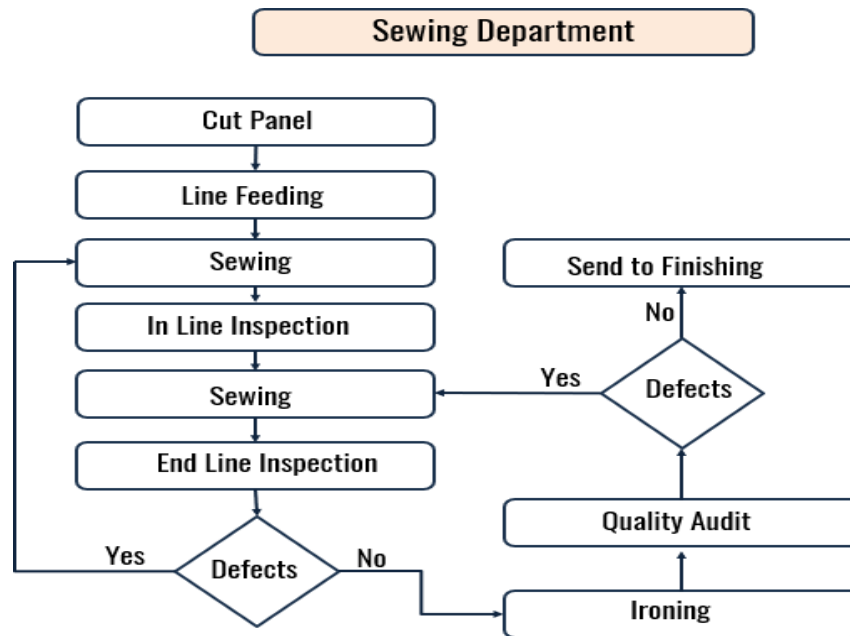


Figure 3: Flowchart of the sewing procedure

2.3 Material Control Department

During my internship period in Material Control Department (MCD), I was primarily assigned to the 3 sub sections like fabric store, accessories store, and general store. This internship was happened under the supervision of the MCD manager.

At the fabric store, I was able to acquire practical knowledge about fabric receiving, fabric issuing as well as order-closing processes. It is initiated by the MCD team gathering the booking information in the ERP system and merchandising department. Booking is confirmed to look after some of the main parameters like requirement by the buyer, color, and EWO, and quantity.

Based on this analysis, the MCD team places a fabric demand request to the textile unit in accordance with the booking study. Following this step, the fabric receiving process is initiated. The details are presented in Figure 4 and Figure 5.

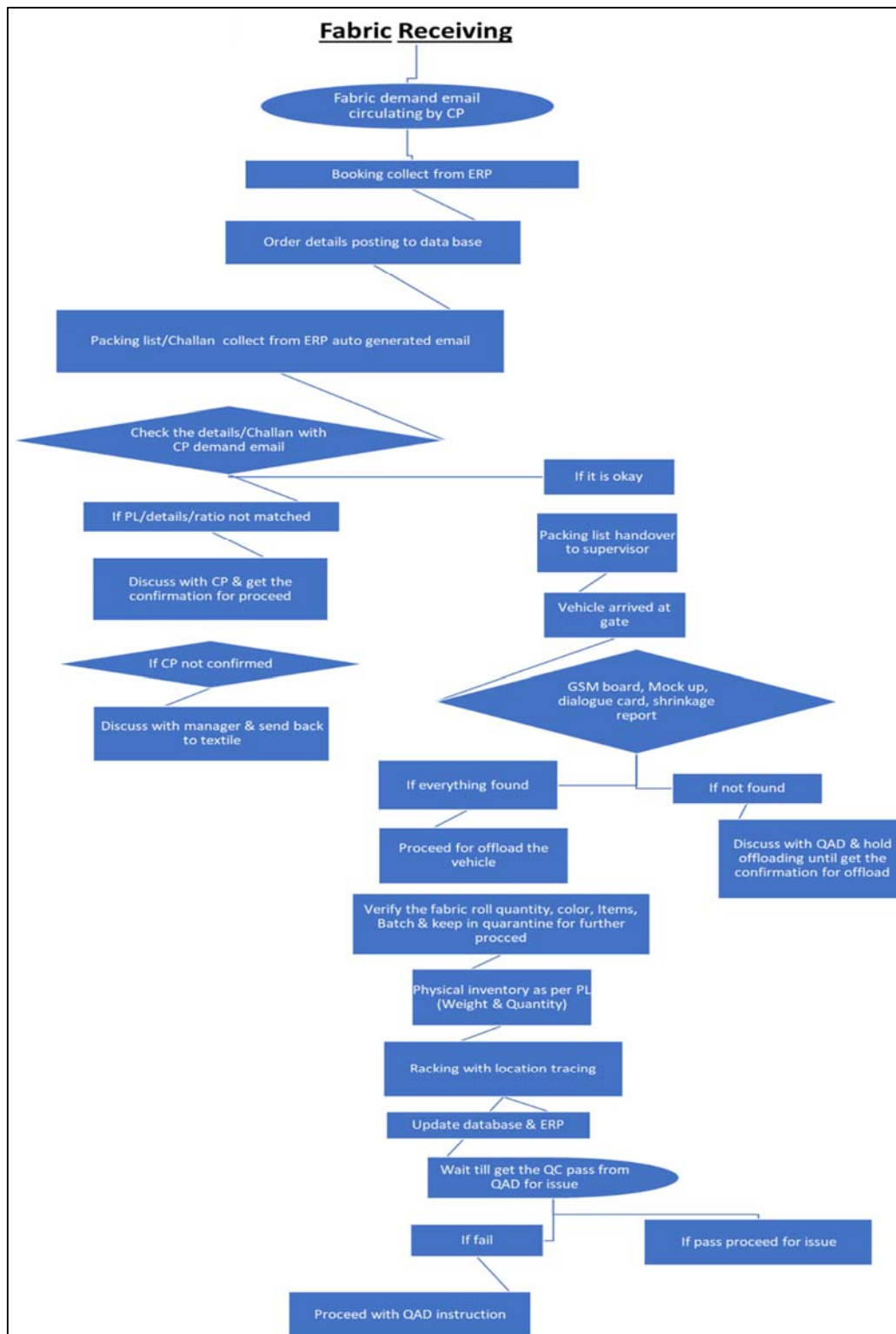


Figure 4: Flowchart of the fabric receiving procedure

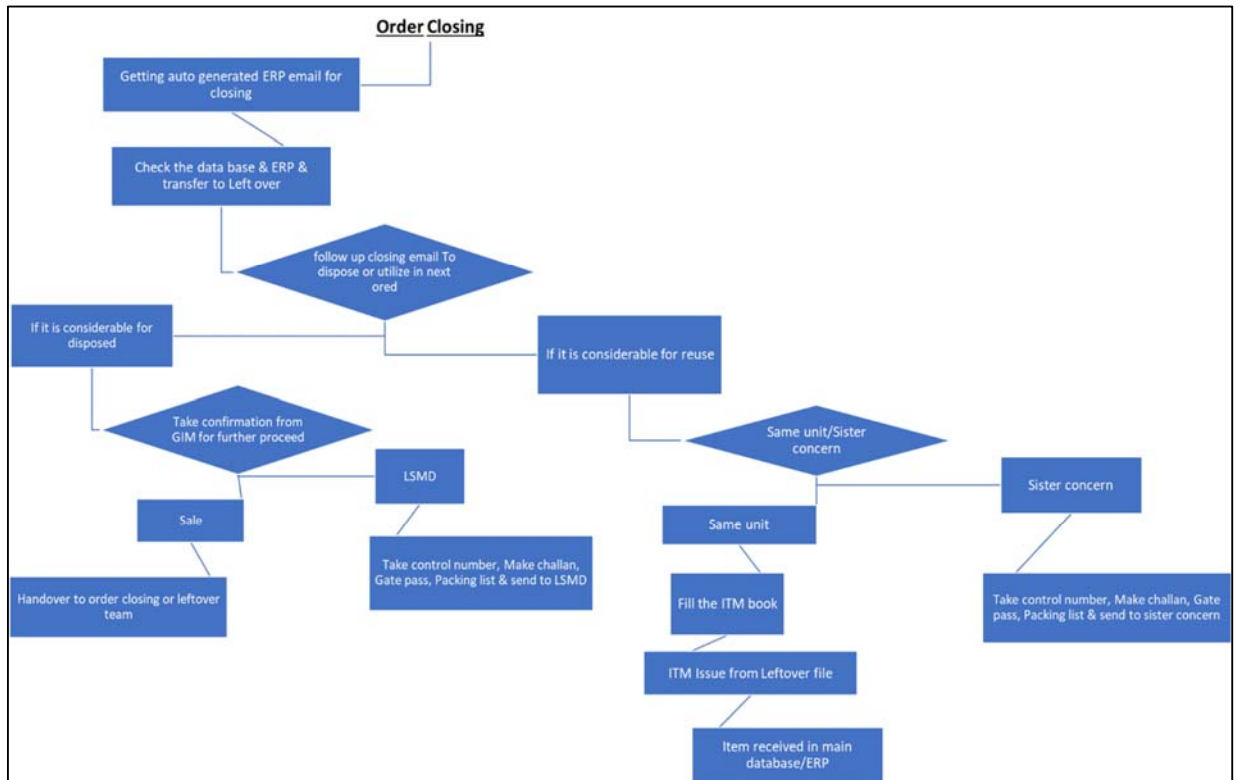


Figure 5: Flowchart of the order closing procedure

Accessories Store

During my time in the accessories store, I developed hands-on knowledge of essential operational activities. This included understanding how accessory orders are booked in the system, as well as the procedures for receiving and verifying incoming materials. I gained insight into quality inspection standards and the decision-making process used to classify items as acceptable or defective. I was also involved in documentation and database updates, ensuring accurate recording of accessory movements and up-to-date inventory records. In addition, I learned how accessories are issued to the production floor through Material Issue Notes (MIN) and how shop returns are processed. Finally, I became familiar with order-closing procedures and the management of leftover accessories through proper disposal or sale.

General Store

During my attachment in the General Store under the supervision of the MCD manager, I gained practical exposure to the overall management of non-production and indirect materials that support smooth day-to-day organizational operations. I learned how indents received from user departments are converted into Purchase Requisitions (PR), how PR tracking charts are maintained, and how approvals are processed through the EMS system. I was involved in the receiving process by verifying incoming materials against challans, coordinating with user departments for quantity and quality confirmation, applying receiving seals, and updating the database for RIN generation. I found in the issuing process where the materials are issued by User Demand Notes (UDN) for the budget availability check. Material Issue Notes (MIN) are then prepared and appropriate location tracking is maintained. Additionally, I also learned about budget planning from learning how to calculate average monthly consumption and how the departments create plans on the basis of data from previous years and other historical data to get everything ready for on time procurement purposes. This internship broadens my knowledge on structured workflow, transparency, accountability and effective inventory management within the organization.

2.4 Quality Department

During my attachment period at Quality Assurance (QA) department, I was involved in different operational and monitoring activities under the supervision of the QA manager. QA activities began with a review of quality standards and buyer requirements. That ensured production processes were in line with approvals and that they met customer specifications. Rather than just looking at the final inspection, the QA team put the emphasis on the integration of quality in every stage of the production process.

As part of my practical internship, I would follow up the production lines to observe process controls. Also follow up there were any quality issues that may occur and to see if standard operating procedures were properly implemented. I helped in monitoring the inline inspections for preventing the defects at an early stage rather than detecting the defects at a getup table or final stage. I also participated in some discussions on root cause analysis during quality issues and saw the implementation of corrective and preventive actions to ensure minimum requirements. The quality process flow is given in Figure 6

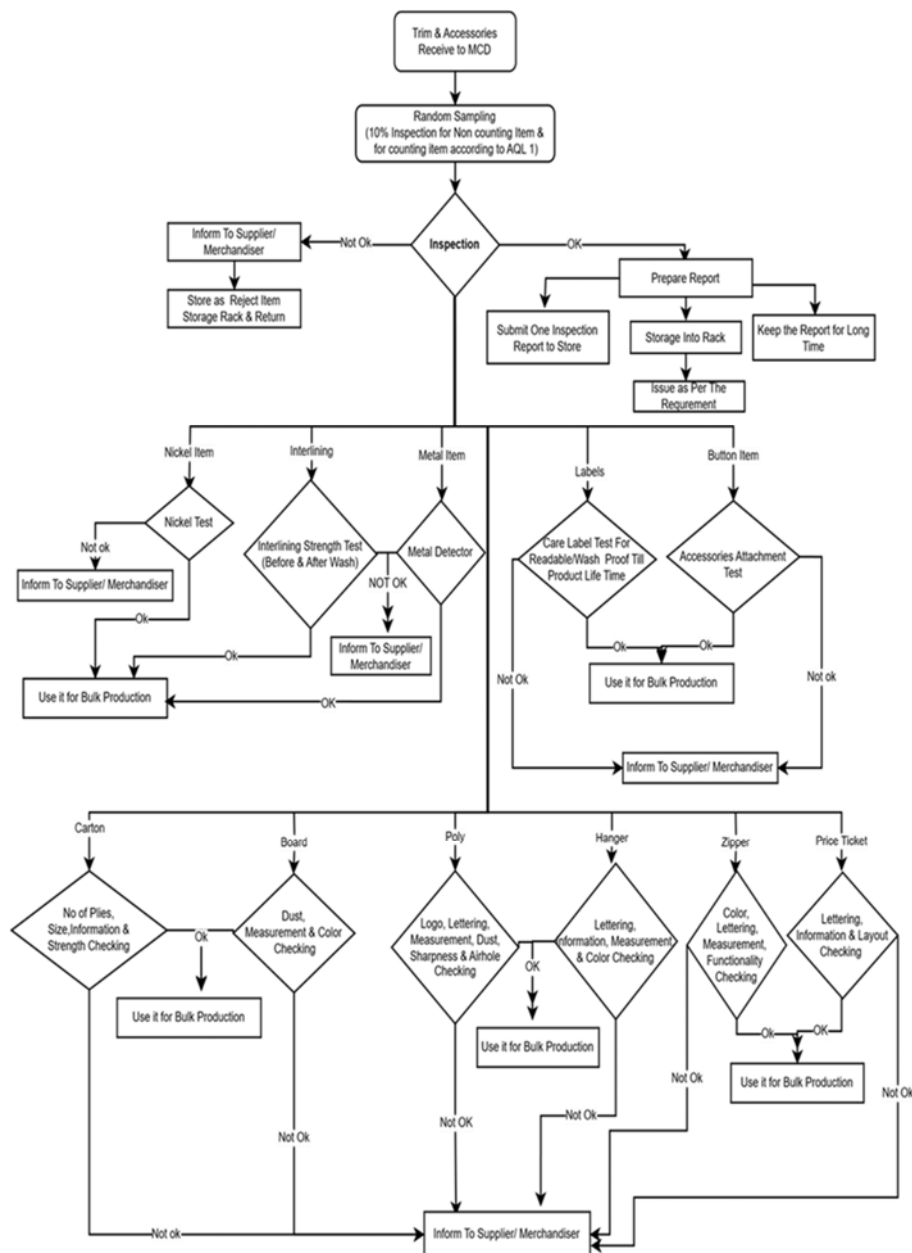


Figure 6: Quality process flow of trims and accessories

In addition, I helped with compliance-related activities by observing of internal policies, along with buyer requirements and international standards, such as ISO and AQL. Through these experiential activities I got a practical understanding of systematic approach for management of product quality, defect prevention, customer satisfaction, and continuous improvement in the organization.

Quality process of fabric inspection

During my internship, I was occupied with the fabric inspection procedure, which began with the inspection of arrived fabric rolls. This procedure was done in order to identify obvious and hidden defects before it was sent to the cutting department. The main goal of fabric inspection was the certification of fabric quality and quality passed it will go for production stages.

As part of my regular duties I was observing the inspection on fabric sheets to detect defects, such as holes, stains, shading variations, and weaving faults. I helped with the documentation of the findings and ensured that the fabric defects by the buyer specifications and necessary quality requirements. This experience gave me an insight of the importance of mitigating rejection of cut panels and finished goods due to fabric-related defect.

To this end, I further tracked the implementation of preventive measures. This was aimed at preventing the processing of faulty fabric inside production, which lead to an inefficient use of time and resources. The inspection activities helped to improve production efficiency, on time delivery and quality of the overall product.

Through my participation in fabric inspection, I gained a pragmatic understanding of the impact of the quality from raw material to final garment and organizational performance. Figure 7 shows process flow of fabric inspection.

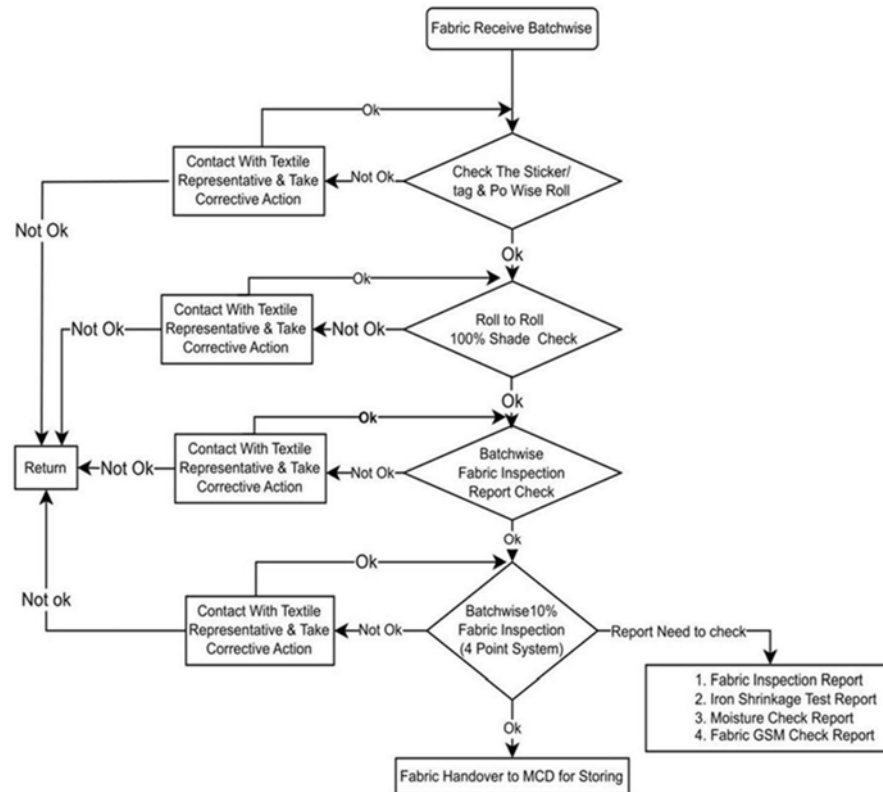


Figure 7: Process flow of fabric inspection

Pre-Production Quality Process:

During my internship in the quality department, just before we would start bulk production of a new style, we would start with a size-set review and confirmation meeting. Before the PP (Pre - Production) meeting the size set samples were sewn and measured with the approved pattern. I watched the quality through measurements, fitting, bulk pattern and eg . Whenever an issue raised up, it got discussed and we give a corrective action. To collect this feedback, we plan to go into bulk production, and the bulk pattern is finalized.

During my attachment at the QA department, after completing the size set of a garment, I conducted a PP meeting to ensure quality requirements and address other departmental difficulties. Every department from Merchant, Quality, IE, Cutting, Production, Finishing, GPQ, PDC and Technical

persons were present. We discussed the style details, quality demands, technical issues, bulk pattern, and production difficulties to ensure smooth production in the line. I also attended the Risk Analysis (RA) meeting, which was conducted before bulk production to address style difficulties. In this meeting, we discussed the possible risks of the styles and identified style difficulties for stitching with the Quality, Technician, Maintenance, IE, PDC, Embellishment, Production, MCD, and Cutting teams. The group outlined preventive steps and action plans to limit production and quality risks.

2.5 Human Resource Department

During my internship, I was given a chance to get an exposure to different sections and sub-sections of HR department. The HR department has some sub-sections, Epyllion Group practice modern and well-structured human resources management systems.

Talent Acquisition

During my internship period in the talent acquisition wing of the HR department, I was actively involved in some of the practical and desk-based activities under the supervision of the HR manager. This subsection is responsible for talent hunting, sourcing, recruitment, selection and onboarding of the right talent for the Epyllion Group with a strong emphasis on building long-term careers rather than simply filling job positions. As a part of my practical exposure I was assisting with candidate behavioral assessments, collecting feedback from interviews and supporting activities relating to human resource planning and budgeting. Additionally, I have seen and supported the recruitment process for the Management Trainee program, which is regarded as one of the signature activities of this wing. Also this activities involves an elaborate sequence of structured activities to attract and select new talent for the organization.

Performance Management System (PMS)

During my internship at the Performance Management System (PMS) wing of the HR department, I was responsible for dealing with and evaluating the performance of employees across Epyllion Group. Adding this I also involved in the whole annual increment workflow and helped track performance

reviews for new employee at their two month and six month evaluation. I also involved in probation reviews, possible assessments, succession planning and performance improvement plans (PIP). Besides the core PMS functions, I helped run few employee engagement activities like "We for Us", "Tea with Future Mother", "Coffee with HR" program, which is all about increasing motivation, engagement and keeping people happy.

Compensation and Benefits

In the Compensation and Benefits wing, my job was to ensure that salaries reached the correct employee at the correct time and without mistakes, whether they are workers, non-management or management staffs. I learned how to deal with the processing of salary, as well as the coordination of yearly and periodic increment and preparation of festival bonuses. I also got involved with medical insurance paperwork, maternity benefits, final settlements and car allowance management. All the things that are a big part of keeping the employee work running smoothly.

Organizational Development (OD)

During my internship period in the OD wing of the HR department, I was mainly assigned with the work of formulating the HR policies, standard operating procedures (SOPs), office circulars, office notes and office orders for maintaining things at a standard and efficient level. I contributed to the drafting and reading of those policy documents and supported the introduction of new initiatives in HR and new organizational drives towards better governance overall.

MT Assessment program:

During my internship I became involved in Epyllion Group's Management Trainee (MT) Assessment Program, which involves a process of structured and rigorous selection of our future leaders. The process comprises a number of stages - an online aptitude test, a written exam, a focused group discussion, a case study presentation and a face-to-face interview. I helped to coordinate these activities and supported candidate to complete their evaluation documentation. This program is designed to test the ability to analyze, to communicate, to lead, and to solve the problems. Through

this inclusive assessment, Epyllion Group ensures that high-potential fresh graduates are selected to make a contribution to the organization's long-term leader pipeline.

Chapter 3: Critical Assessment of Internship Work

My industry attachment at Epyllion Knitwear's Ltd gave me a chance to work in 5 core departments such as Industrial Engineering, Production, Material Control, Quality and Human Resources. This chapter provides a critical evaluation of all my experiences in each of these areas, with reference to the practical use of theoretical knowledge, the effectiveness of existing operational procedures, and the overall learning outcomes. It also examines the extent to which the generic and industry-specific courses taken during my Post Graduate Diploma in Knitwear Industry Management contributed to my understanding and performance in the work place. In addition, this section provides constructive suggestions for the future improvement of the company and concludes with a personal reflection on the main lessons learned for my own professional development.

3.1 Critical Assessment of My Internship Works at Various Departments

During my industry attachment, I saw how the Industrial Engineering (IE) department plays a crucial role in driving the productivity, operational efficiency and cross-functional coordination in the organization. The department adopted an organized approach to the management of pre-production activities, line setup and production monitoring using such tools as Standard Time Worksheets (STW), operation breakdowns, line balancing charts, and Yamazumi charts to facilitate data-based decision making. Their proactive involvement in follow-up of size sets, PPM and QCO meetings, and planning of the layouts contributed to the early identification of potential risks and to the smooth running of the line readiness. However, despite the existence of a documented feeding plan, some non-productive time (NPT) occurred during initial production due to machine adjustments, operator adaptation and minor limitations in the layout, which showed opportunities for strengthening pre-line simulations or pilot run(s). Line balance will be made using a Yamazumi graph, but the bottleneck process will be observed and action can be taken by an advanced digital tracking system. Overall, the attachment was a great source of exposure to technical and operational IE functions, although more deeply working on

long-term improvement initiatives such as method optimization, ergonomic assessment, and cost efficiency projects would increase both the learning outcomes and impact to the organization.

My experience in the Production Department as an intern provided me with valuable hands-on experience in floor operations and exploring the various aspects of sewing, primarily operating balances and production tracking and quality monitoring. By actively monitoring hourly output and DHU performance I was able to improve my analytical skills and gain a better understanding of how real-time production data is used to support the rapid identification of efficiency gaps and quality issues. While I did get to contribute to corrective follow ups and shipment monitoring, my involvement in strategic decision making and advanced production planning were still limited, which limited exposure to higher level operational improvements. Additionally, some of the efficiency and quality constraints were structural in nature, and were not able to be solved to their fullest extent within the internship time format. Nevertheless, the whole experience gave a good idea of the flow of garment production and helped to reinforce the importance of coordination, productivity management and timely execution in ensuring on-time delivery.

Although the HR department of Epyllion Group practices a modern and well-structured system across Talent Acquisition, Performance Management System (PMS), Compensation and Benefits, Organizational Development (OD), and the MT Assessment Program, there are still some scopes for improvement. In Talent Acquisition, greater use of digital recruitment tools and stronger candidate databases could improve talent sourcing and the Management Trainee recruitment process. In PMS, introducing continuous feedback systems and digital performance tracking could enhance activities such as annual increment processes, probation review interviews, succession planning, and performance improvement plans (PIP), while expanding initiatives like We for Us, Tea with Future Mother, and Coffee with HR program may further strengthen employee engagement. In Compensation and Benefits, integrated HR software could increase efficiency in salary processing, festival bonus preparation, medical insurance handling, maternity benefit processing, and final settlements.

Additionally, regular review of HR policies and standard operating procedures (SOPs) in Organizational Development (OD) and the use of digital assessment tools in the MT Assessment Program could further improve transparency, efficiency, and overall HR effectiveness.

Although the Quality Assurance (QA) department follows structured procedures to maintain quality standards and buyer requirements, there are still some scopes for improvement. The practice of building quality at every stage of the production process and conducting in-line inspections is effective, but the use of more digital monitoring systems could improve tracking related to ISO and AQL standards. In the quality process of fabric inspection, identifying defects such as holes, stains, shading variations, and weaving faults is important; however, adopting automated inspection technologies and better defect recording systems could increase accuracy. Stronger coordination among fabric inspection, cutting, and production sections could also reduce the risk of defective materials entering production. In the Pre-Production Quality Process, activities such as size set review, Pre-Production (PP) Meeting, and Risk Analysis (RA) Meeting ensure coordination among Merchandising, Quality, IE, Cutting, Production, Finishing, GPQ, PDC, Technical, Maintenance, Embellishment, and MCD teams, but a more structured follow-up system for action plans could improve accountability. Overall, integrating more digital systems and strengthening interdepartmental communication could further enhance product quality, defect prevention, customer satisfaction, and continuous improvement.

Although the Material Control Department (MCD) follows a structured system in managing the fabric store, accessories store, and general store, there are some scopes for improvement to enhance operational efficiency. In the fabric store, activities such as fabric receiving, fabric issuing, and order-closing activities based on booking information from the ERP system and merchandising department are well organized; however, implementing more real-time monitoring and automated inventory tracking could improve accuracy related to buyer requirements, color, EWO (Export Work Order), and quantity. In the accessories store, the processes of accessory orders booking, receiving, verifying incoming materials, quality inspection, database updates, and issuing through Material

Issue Notes (MIN) are systematic, but stronger digital inventory systems and regular stock audits could further reduce discrepancies and improve control over shop returns and leftover accessories. In the General Store, the procedures of converting indents into Purchase Requisitions (PR), maintaining PR tracking charts, processing approvals through the EMS system, and issuing materials against User Demand Notes (UDN) ensure accountability; however, improving real-time database updates and strengthening budget forecasting based on monthly average consumption and historical data could further enhance procurement planning. Overall, integrating more technology-driven systems and improving coordination among departments could strengthen inventory management, transparency, and operational efficiency within the MCD.

3.2 Application of Generic and Industry-Specific Courses during Internship

KIM101: HR Skills and Competencies

In this course, I learned about different types of leadership skills, including technical, human, and conceptual skills. I also studied types of managers, such as task-oriented and employee-oriented managers, and understood leadership styles based on subordinate maturity levels, which enhanced my managerial skills. I gained knowledge about sustainable management practices and the “Glass Ceiling” concept in organizations.

After completing this course, I am able to motivate my subordinates using hygiene and motivational factors. I also understand how to develop a team through the stages of forming, storming, norming, performing, and adjourning. This course improved my negotiation skills through win-win methods. Additionally, I gained proper knowledge of HRM functions and developed the ability to act as a devil’s advocate within my team

KIM 104: Business Operation Skills

The Communication Skills course has enhanced my ability to communicate effectively in an industrial environment and to analyze the surrounding environment for business growth. I learned to evaluate

the external environment using PESTEL analysis. I also gained knowledge of the BCG Matrix to understand market growth and market share.

In addition, I studied corporate appraisal through SWOT analysis and developed an understanding of project constraints, including time, quality, and cost. I learned about the project life cycle and acquired structured problem-solving skills using the DMAIC method.

KIM204: Quality management

In the apparel manufacturing industry, quality management plays a critical role in ensuring operational excellence and compliance. Through my learning experience, I developed a clear understanding of documentation procedures, various types of audits, and internationally recognized certifications such as LEED and SEDEX. This knowledge significantly enriched my perspective as both a business graduate and an aspiring HR professional.

Previously, I had limited awareness regarding factory audit processes and the required compliance documentation. However, my understanding has since improved substantially, enabling me to provide constructive input to my seniors whenever audit-related challenges arose. Moreover, I realized that maintaining well-structured policies and procedures is a fundamental component of effective quality management and organizational sustainability.

KIM103: Communication skills

Communication skills course helps us to understand different types of verbal and nonverbal communication, modes of communication, effectiveness of communication in the workplace, presentation skills, and cross-cultural communications. Honest and effective communication is very significant in the workplace. For instance, I had to interact with multiple stakeholders such as supply chain, production department, commercial department, marketing and merchandising department to provide me time for understanding their departmental activities and work process.

KIM202: Industrial Engineering

IE is crucial in the overall production processes, which I understood through this course. It covers line balancing, SMV calculation, reducing Nonproductive times, skill matrix of operators, utilization of WIP, bottle neck reduction, Push-pull balancing system, KAIZEN, KANBAN and lean tools. By doing this course, I can communicate with the IE department about different production problems to increase output and worker efficiency. During my internship journey, I understood the overall production processes including cutting, sewing and finishing and the role of the IE department in factory operations.

KIM203: Production Management and Merchandising

The first part of this course consists of fashion designing. I had no knowledge about fashion designing, season, mood board, theme, color palette, silhouette before, which I understood through this course. I also learned how the design studio collaborates with buyers, marketing & merchandising department, and production department to successfully launch new collections. Previously, I had no idea that products are developed season wise considering themes and mood boards. Now, during my internship journey with the M & M department, I can relate to the activities I learned in this course.

The second part of the course focuses on marketing and merchandising. I learned about the work flows of this department and how the merchandising team plays a crucial role from buyer Communication, sample development, bulk order to shipment. Moreover, I learned about different inco terms, which help me understand the work process of the commercial department.

3.3 Suggestions for the Company

To remain competitive and sustainable in the rapidly evolving global apparel industry, several strategic improvements can be considered for Epyllion Group. First, product diversification is essential. Expanding beyond traditional apparel lines into areas such as medical textiles, innovative fabric development, and specialty product ranges can open new revenue streams and strengthen the company's market position.

Second, sustainability must continue to be a core pillar of operations. While Epyllion Group already emphasizes compliance and eco-friendly practices, ongoing efforts to reduce environmental impact, adopt renewable materials, and implement sustainable manufacturing processes are critical to long-term success.

Third, multiskilling operators can significantly enhance productivity. During my factory visits, I observed challenges in line balancing, often affecting efficiency. Introducing structured multiskilling programs, such as 3G training schools, can equip operators to handle multiple processes, thereby reducing operational bottlenecks and improving flexibility.

Fourth, bridging the knowledge gap of technical terms is crucial for cross-functional collaboration. Many employees, including HR professionals, face difficulties understanding key garment manufacturing concepts such as INCOTERMS, BOM, and HS codes, which are essential for KPI formulation and operational planning. Providing training sessions on common technical terminology across departments can improve understanding, communication, and efficiency.

Fifth, integrating advanced technology across operations can enhance efficiency and accuracy. While Epyllion currently uses auto-cutting machines in the cutting department, adopting additional technology solutions—such as automated inspection systems, digital production tracking, and real-time analytics—can further improve productivity, quality, and decision-making.

Sixth, strengthening employer branding is important for attracting and retaining talent while building market reputation. Although Epyllion maintains a LinkedIn presence and a company website, the absence of dedicated career pages and limited marketing campaigns reduces visibility. A focused employer branding strategy, including digital campaigns and showcasing the company's unique identity, can improve talent acquisition and corporate image.

Finally, implementing data-driven decision-making across departments can enhance operational efficiency and strategic planning. Leveraging data analytics for production forecasting, inventory

management, quality tracking, and market trend analysis can help anticipate challenges, optimize resources, and improve overall competitiveness in the global apparel sector.

By adopting these improvements, Epyllion Group can strengthen its operational efficiency, sustainability, and market position while preparing for long-term growth in the dynamic apparel industry.

3.4 Learning for self-improvement

This internship experience at Epyllion Knitwear's Ltd has significantly contributed to my professional and personal development. Working across five critical departments—Industrial Engineering, Production, Material Control, Quality, and Human Resources—provided me with a comprehensive understanding of how interconnected functions drive organizational success.

From a technical standpoint, I developed practical skills in line balancing, preparation of Standard Time Worksheets (STW), Yamazumi chart analysis, and non-productive time (NPT) tracking within the IE department. These hands-on activities enhanced my analytical abilities and taught me how data-driven decisions optimize production efficiency. In the Production department, monitoring hourly output and DHU levels improved my capacity to identify productivity gaps quickly and coordinate with supervisors for corrective action.

My exposure to material control processes, including fabric receiving, order closing procedures, and inventory management, strengthened my understanding of supply chain coordination and the importance of accuracy in documentation. Similarly, involvement in quality assurance activities—such as size set reviews, PP meetings, and risk analysis—reinforced my appreciation for proactive quality management rather than reactive inspection.

The HR rotation was particularly valuable for broadening my perspective beyond technical operations. Assisting in talent acquisition, performance management systems, compensation processes, and organizational development initiatives deepened my understanding of people management and its role

in sustaining organizational culture. Participation in the Management Trainee assessment program provided insight into structured selection processes and leadership identification.

Quality Management proved directly applicable during my internship, particularly in understanding audit documentation, compliance requirements, and certification standards. This academic-practical connection enhanced my confidence when contributing to audit-related discussions.

Areas for self-improvement identified during this attachment include strengthening my technical vocabulary related to garment manufacturing, particularly terms such as BOM, INCOTERMS, and HS codes, which are essential for cross-functional communication. Additionally, I recognize the need to develop greater proficiency in digital production tracking systems and data analytics tools to support more sophisticated operational improvements in the future.

Overall, this internship has reinforced the importance of adaptability, continuous learning, and cross-functional collaboration in achieving both personal growth and organizational excellence.

Chapter 4: Conclusion

Epyllion Group is one of the biggest Textile and RMG company in Bangladesh. The journey of the internship provided an invaluable and complex working experience of a garment manufacturing giant. My time in the Industrial Engineering department was foundational with an introduction to the science of process optimization using line balancing, STW and non-productive time (NPT) analysis. The hands-on experience of the defect analysis, AQL standards, and the important pre-production activities such as PP and risk analysis meetings in the quality department highlighted the company's approach to quality management. Furthermore, my experience in the Material Control and Human Resources departments gave me a comprehensive view of the organization. In MCD I learned the crucial importance of having a smooth flowing supply chain from fabric receiving to inventory management. HR departments provide me the experience of communication and management skills such as talent acquisition, performance management, and employee engagement. The capacity of this company is increasing as per plan and considering future business trend. Presently management of Epyllion is working with next one year plan (turn over, total budget, target market, target efficiency, profit, buyer wise capacity share, month wise capacity share etc.) and in future they will work for next 3 and 5 years plan. Epyllion Group is always welcome to the new ideas, new technologies. Epyllion's HR team has created a folder in ERP system to get the new ideas of process development, business development from the stuffs. Epyllion is growing a concept that not only to add value but also create value. As it stands today, Epyllion Group became the name of lifestyle of its personnel, suppliers and buyers. For the greater commitment and care - Epyllion Group always plays a significant role in its every activity by protecting environment and has earned an iconic image among the green corporate houses. These achievements prevailing due to the personnel of the Epyllion Group are placed at their right positions according to their caliber and inspiration. Human Spirit is the main strength of

Epyllion Group. I hope, this company will grow more, get the success and contribute more in Bangladesh's economy.