

Report On
KIK-Service Unit Bangladesh Ltd
Operation

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

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Letter of Transmittal

Mahbubur Rashid

Senior Trainer

BIGD, Brac University

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Subject: KIK-Service Unit Bangladesh Ltd-Operation

Dear Sir,

This is my pleasure to share my internship details regarding KIK-Service Unit Bangladesh Ltd-Operation, for 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 requirements.

Sincerely yours,

Sadiya Binta Alam Hemee

24281005

Executive Development Center, BIGD

Brac University

Date: November 2025

Non-Disclosure Agreement

The undersigned student at the Executive Development Center, Brac Institute of Governance and Development, Brac University is the Second Party to this Agreement, which is made and entered into by and between KIK-Service Unit Bangladesh Ltd. and the First Party. The Post Graduate Diploma in Knitwear Industry Management requirements for the Second Party's three-month internship has been partially satisfied by the First Party. The Second Party will have the chance to interact closely with the company's officials and will have access to official information and data. The Second Party will prepare an internship report based on work experience and data and information gathered during the internship. The Second Party will use any and all data and information for academic purposes while protecting the First Party's interests by not disclosing it to anyone.

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Acknowledgement

This is a great opportunity to express my gratitude to the people who guided me, helped me, and contributed their time, efforts & support.

To begin with, my academic supervisor Mahbubur Rashid, guided & supported me at every step. His supportive guidance makes this report complete & meaningful.

As well want to be grateful to my industry supervisor **Mohammad Robiul Hossain Rubel** for his wonderful mentoring

Executive Summary

During my internship at the KIK-Service Unit Bangladesh Ltd, a leading liaison company, I was assigned to work on various tasks within six different departments including Merchandising, Production, Quality, Technical, Human Resource and Compliance. My day-to-day challenges were the focus of my internship from September to November 2025.

My report is divided into the following major sections. 1) Industry Overview, 2) Description of Task Accomplishment in Merchandising, Production, Garment Technical, Quality Control, HR & CSR. 3) Critical Assessment of internship work. 4) Conclusion.

Through my report, I aimed to showcase the activities that occur in each department, their importance within the organization, the relationships between different functional departments, and the areas in which improvements could be made. Additionally, I highlighted my personal growth and learning experiences during the internship.

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List of Acronyms

BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BTMA	Bangladesh Textile Mills Association
BTMC	Bangladesh Textile Mills Corporation
CM	Cost of Making
CSR	Corporate Social Responsibility
FOB	Free on Board
HR	Human Resource
IE	Industrial Engineering
KPI	Key Performance Indicator
R&D	Research & Development
RMG	Ready Made Garments
SMV	Standard Minute Value
TNA	Time & Action Plan

Chapter 1

About Organization

1.1 Overview of the Industry

Service Unit Bangladesh Ltd is a liaison office of its mother company KiK Textilien und Non-Food GmbH, commonly known as KIK. We are one of Germany's largest discounts clothing retailers, offering affordable fashion and household goods across Europe. We operate almost 4200 of stores in EU countries including Germany, Austria, Switzerland, Italy, Spain, Poland and several Eastern European nations which is in total 14 European countries [1]. We sales everything except food at our stores.

As of 2023, KIK generates revenue of €2.40 Billion with around 32000 employees all over the world. It was founded in April 1994 by its parent company Tengelmann group. KIK model is discount/basic focusing on low-price products for its customers. The main aim of KIK is to be a leading to sell products at the lowest price in Europe. The range includes clothes for women, men, children, baby wear, home textiles, accessories, toys, cosmetics, plastic items, hard goods etc. KIK inspire basics rather than fast fashion and follow the fashion which is already accepted by mass people.

Till 2021 KIK used to source the products through their agents that they established from the very beginning. In the year 2022, KiK Textilien und Non-Food GmbH planned to establish its own sourcing office in China, Bangladesh, India & Turkey. To implementing the plan KIK Bangladesh office started as the name Service Unit Bangladesh Ltd (SUBL). Since the establishment, SUBL is operating KIK sourcing business directly parallelly competing with other agencies.

From the startup company SUBL is now matured and boosted its turnover to \$258 Million from 2022 to 2025. The most attractive achievement of SUBL is its \$100 million turnover in single year 2024. For achieving this milestone SUBL built a sustainable and transparent supplier

towards its vendors channel. All of the vendors feels comfort and can keep their faith on SUBL to this journey as a partnership. SUBL believes that vendors are the key to maintaining the business growth and smooth supply chain.

SUBL is always cautious about selecting their vendors for order placement and ensure compliance requirements, workers' health & safety, fire safety and other points with the standard of RSC. SUBL already built its rich vendors matrix which are certified with RSC, LEED, ISO, BSCI, SEDEX, GRS, RCS, OEKO-TEX [2]. In the recycling initiative, SUBL performing well with its mother company KIK to product recycle material (RCS) products from Bangladesh. Apart from RCS (Recycle Content Standard), SUBL is approaching its recycle material consumption in upcoming products.

SUBL offers one stop solution with complete transparency to KIK with well expert team members for its Merchandising, Quality, Technical & CSR department. All departments works collaborating with each other for on field task and makes KIK interest to be fulfilled.

In Summary, SUBL delivers a modern & well-equipped vendor base along with expert & efficient workforce to serve the ultimate mother company KIK. By combining vertical integration, ethical production standards, and an extensive product range, the company has positioned itself as a strategic sourcing base for KIK. SUBL is committed to increasing its turnover year end year beating all other agencies as well as competitive other sourcing offices.

1.2 Vision & Mission

Vision: Our vision is to become the leading sourcing hub in South Asian region for KIK customers and to take the sourcing & production control for Bangladesh, India & Pakistan.

We aspire to:

- Be the giant Sourcing & production partner for our parent company KIK Europe.
- Expand vendor base maintaining integrity, transparency, and commitment across every transaction.

- Lead in Innovation & Sustainability by promoting new products made with advanced technologies, recycled fibers, and environmentally responsible processes.
- Strengthen Global vendor base by developing new manufacturers from outside Bangladesh

Mission: Our mission is to take the leadership of whole KIK business in that produces in Bangladesh by reducing agencies business share competing with prices. Parallely, we want to source the best possible cheapest product from Bangladesh with the countries expertise industry scops so that we can sell the product in affordable price to our focused customers in all over Europe.

We are aimed to:

- Ensuring Quality: Being the own product owner, our aim is always to achieve the highest quality level from our suppliers. Our expert QA teams are well aware about the goal and dedicatedly trying their best to ensure quality end products to ship.
- Sourcing: To ensure the best price point we maintain the best sourcing for raw materials to keep the end product price in most competitive level.
- Sustainable Supplier Base: Our supplier bases are trusted and all committed to maintain the partnership for the long run. We believe in sustainable business partnership with all parties so that everyone should be in win-win situation.
- Compliance & Responsibility: Ensuring the suppliers to maintain the compliance requirements as per EU brands. Our CSR department is with continuous follow up with all suppliers to ensure workers minimum wages, health & safety, fire safety and structural safety.
- Transparency: Direct communication facilitate the transparency between brands & vendors. Due to transparent communication, supplier work independently without worrying about any unethical issues.

- Ethical working practice: We as a member of kik always follow the ethical working practice and avoid any kind of unethical works/offers. Our company follows the ethical issues with zero tolerance

1.3 Goals & Objectives

Goals:

- Making the supply chain smooth.
- Leading India & Pakistan's production from BD.
- 100% quality assurance.
- 100% on-time delivery
- Ensure best price for the product.
- Increase SUBL turnover.
- Execute high-end products.
- Increase diversified product line except textile.
- Long term partnership with vendors/suppliers.

Objectives:

- Best negotiation with vendors to grab the individual products at best price.
- Maintain strict quality control process.
- Develop vendors for future business.
- Train-up new vendors to execute KIK orders.
- Ensure compliance practice throughout total vendor matrix.
- Season-wise design development to increase business.
- Maintain strong ethical practice.
- Ensure transparency with suppliers.

1.4 Department & Organogram of KIK-SUBL

Departments:

- Merchandising
- Quality Control
- Garment Technical Department.
- Production Control
- CSR (Corporate Social Responsibility – Compliance)
- HR & Admin
- Accounts & Finance

Organogram:

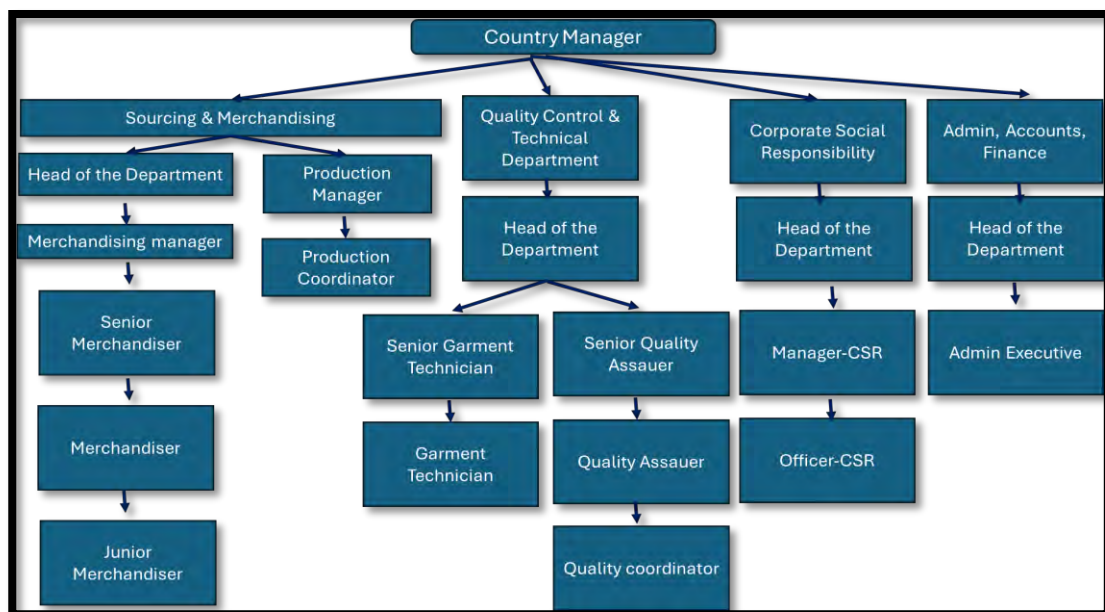


Figure 1: Organogram Structure of KIK-SUBL

1.5 Products/services produced by the Industry

Products:

1. Textile/Clothing

- Men's T-Shirts
- Men's Polo Shirts

- Men's Shirt
- Men's Sweater
- Men's Pants
- Men's Jeans
- Men's Sweatshirt or Hoodie
- Men's Jogger
- Men's Jacket
- Men's Underwear
- Ladies T-Shirt
- Ladies Shirt
- Ladies Dress
- Ladies Sweater
- Ladies Leggings
- Ladies Jeggings
- Ladies Pants
- Ladies Jeans
- Ladies Jacket
- Ladies sweat/hoodie
- Ladies cargo pant
- Ladies nightwear
- Ladies Underwear
- Kids T-shirt
- Kids Polo shirt
- Kids Shirt
- Kids Sweater

- Kids Pants
- Kids Leggings
- Kids Jeans
- Kids Jeggings
- Kids dress
- Kids Jackets
- Baby Romper
- Baby T-shirt
- Baby Dress
- Baby tops + bottoms set
- Baby sweatshirt
- Baby Sweater

2. Home Textile

- Baby Towel
- Bathrobe

3. Non-Textile

- Plastics
- Ceramics
- Hardgoods
- Gift box
- Jute bag
- Floor Mat

Services

1. Knitwear

- SM Sourcing Ltd

- Advance Knit Composite Ltd
- Apparel Today Ltd
- Alliance Knit Composite Ltd
- Ratul Knitwear Ltd
- Karooni knit Composite Ltd
- Fame Apparels Ltd
- Shad Fashion Ltd
- Mohara Asian Apparels Ltd

2. Woven

- Sumi Apparels Ltd
- Aspire Garments Ltd
- Pinaki Group
- Rezaul Garments Ltd
- Disari Apparels Ltd
- Entrust Fashion Ltd
- Mohara Asian Apparels Ltd
- Valmont Fashion Ltd
- NASA Hi-tech Style Ltd
- Cassiopea Fashion Ltd

3. Sweater

- Cassiopea Sweater Ltd
- Spring trade Ltd
- BKC Sweater Ltd
- Designtex Ltd
- Poshmi Sweater Ltd

4. Home Tex

- Premier 1888 Ltd

5. Non-Textile

- RFL
- Karupannaya Ltd
- BD creation
- Artisan.

Chapter 2

Description about task accomplishment

I am lucky to have the opportunity to experience across all the key departments for Service Unit Bangladesh Ltd during my internship period which are Sourcing & Merchandising, Quality Assurance (QA), Production & Shipping, Garment Technical Department, Compliance & Social Responsibility (CSR) and Human Resource & Finance Department. Each department plays the key roles for the organization that became the backbone of the establishment and drive as a leader to facilitate the maximum benefit for its parent company KIK. The purpose of this internship was not only to observe but also to participate in real tasks assigned by supervisors in each department. This rotational exposure allowed me to develop a holistic understanding of how a liaison office operates from initial communication to the final shipment of goods.

- The Merchandising Department helps to connect buyers with the factory ensuring that orders are consistent with the wants of buyers while following deadlines.
- The Production & Shipping Department is responsible for keeping production on track based on the required delivery timeline with daily basis of follow-up communicating suppliers store, cutting, sewing, washing, finishing & commercial department till handing over the goods to the forwarder.
- The Quality Assurance Department assures right quality products by maintaining strict inspection and quality control systems at every stage of production as per KIK SOP.
- The Garment Technical Department is responsible for checking the incoming samples as per the requirements and ensuring sending the correct sample to head office for final approval .

- The Compliance & Social Responsibility Department confirms KIK compliance as well as fire safety requirements among all KIK enlisted suppliers. Also, assure compliance requirements for new supplier enlistment.
- The HR & Finance Department manages employee welfares, rights, international working environment practice, employee salaries etc. among from them this department also performs recruitment, training, organizing and other task for the company.

This chapter provides a detailed account of the tasks that I accomplished in each of the departments, along with the learning outcomes, challenges faced, and reflections gained. By closely working with professionals in these areas, I was able to bridge the gap between the academic knowledge and the practical application of it to gain insights in both the technical and management aspect of the apparel sourcing business.

2.1 Sourcing & Merchandising

The merchandising department can be seen as the heart of a sourcing company such as KIK. It serves as the bridge between the buyers and the production team in delivering products that are developed, manufactured and delivered according to customer specifications. During the internship period was able to spend significant amount of time in this department, trying to understand how a potable communication, planning and execution play a crucial role in the sourcing of apparel.

Objectives

- To observe the process of buyer communication and order handling.
- To assist in preparing and maintaining documentation such as TNA calendars, purchase orders, and order status reports.
- To know the importance of sample moderately in sourcing business.

Tasks Accomplished

1. TNA Calendar: I helped prepare TNA calendars for several orders including critical dates for fabric booking, sample submission, production commencement, inspection, and delivery dates. This taught me the significance of planning and tracking progress against deadlines.
2. Sample Approval Process: I worked on the preparation and follow-up of samples (development, fit, PP, and shipment samples). This involved setting up fabric swatches and trims, and making sure buyer feedback was taken and recorded correctly.
3. Buyer Correspondence: I assisted in writing and planning email correspondence with buyers. This included enquiries, order confirmations and follow-ups. I also learned the importance of clear and transparent communication in order to build and maintain trust and relationships over time.
4. Order Status Reports: I created weekly status reports that summarized the status of orders, including delays and problems. This report was presented to management and production.
5. Coordination with Production & Quality Teams: Merchandisers are usually the point of contact between departments. I saw the way they handle buyers who have last-minute changes and make it work.

Learning Outcomes

- Developed strong organizational and documentation skills.
- Understood the workflow of an order, from buyer inquiry to shipment.
- Improved communication skills, especially professional email writing.
- Learned how important cross-departmental coordination is.

Challenges

- Keeping track of multiple orders at the same time was challenging.

- Unexpected buyer requests sometimes required urgent changes in the TNA, creating pressure.
- Limited exposure to International buyer communication (direct) although I did through supervisors.

Reflections

Working in merchandising helped me have a holistic view of the business model of SUBL. I understood that the efficiency of the department has a direct impact on the production schedule, accuracy of shipments, and customer satisfaction from buyers. It enhanced my ability to do multi tasks and setting priorities.

2.2 Production & Shipping

The production department converts buyer requirements to end products. It includes the process of planning, fabric cutting, sewing, readiness of finish, and packaging. This department is the biggest in size of manpower and machinery.

Objectives

- To gain a practical understanding of the production flow.
- To observe line balancing, efficiency, and bottleneck management.
- To assist in preparing and analyzing production reports.

Tasks Accomplished

1. Daily Production Report (DPR): I was tasked with helping in the preparation of DPRs using information supplied by the line supervisors regarding output, rejections and downtime activities.
2. Fabric Cutting Observation: I saw how fabrics are laid, marked and cut with the use of cutting machines. I observed the increased accuracy at this stage as any mistakes will result in waste of fabric and cost escalation.

3. Sewing Line Monitoring: I shadowed production area supervisors so that I learned about line set up and balancing. I kept a note of some of the most prevalent problems, such as break downs of the machines, commital of operators and defects in the sewn articles.
4. Finishing & Packaging: I helped with the packaging section where clothes were ironed, folded, tagged and packaged into cartons for transporting.
5. Bottleneck Analysis: I assisted in identifying points in the sewing line when operations were slowing down and relaying these to supervisors.

Learning Outcomes

- Hands-on knowledge of lean production practices.
- Understood how line balancing improves efficiency.
- Realized the critical role of teamwork in meeting daily targets.

Challenges

- Adjusting to the fast-paced environment of production was initially difficult.
- Communication barriers existed with workers, as many used local dialects.
- Observing defects and classifying them correctly required guidance.

Reflections

The production department, provided me the practical exposure to mass production. I learnt that efficiency is not only dependent on machinery but proper coordination, discipline and motivation of workers is also essential.

2.3 Garment Technology

Garment Technology ensures that the product's technical parts meet required specifications and requirements. SUBL's GT department focuses on ensuring correct sample dispatch from Dhaka office to Head office for final approval.

Objectives

- To understand how to measure a product.
- To learn the technical check points.
- To learn fitting & pattern issue.
- To prepare checklist for checking samples.

Tasks Accomplished

1. Sample Checking: I participated in sample checking. All kind of Fit sample, PP sample, shipment samples that we received from different supplier for different product group.
2. Fitting: I assisted in fitting checking with dummy available at office. Also, prepared checking report for future record and counter back to factory.
3. Pattern: I involved in pattern issues and solving way with vendors.
4. Comments making: After checking samples I made comments to share with supplier which samples are needs to be corrected or unable to send HQ directly for approval.
5. Sample record & keeping: After checking samples I maintained proper record of sample sending status and keeping sample in correct way to work later if needed.
6. Sample comments follow up: I assist to follow up receiving comments from HQ after sample delivery.
7. Comments sent to Vendor: I attended final samples approval comments sending mail to vendor.
8. Sample comment clarification: If any comments are confusing or need to be revised then I involved and communicated with right person to solve the issue immediately.
9. Sample approval/rejection data: I helped to maintain sample approval status data and reported to department head about the number of approved/rejected samples.
10. Seal Sample prepare: I assist to prepare final seal sample before proceeding in bulk. In other work this sample can be called as red tag samples. Pre production meeting as well as final production is proceeded based on this sample.

Learning Outcomes

- Received practical understanding of garment technical points.
- Learned pattern issues and other factors of sample checking.
- Improved attention to detail and observation skills.
- Learned how to measure a garment as per the guidelines and in a correct way.
- Improved communication skills in technical issue solving with HQ technicians.

Challenges

- The technical expertise in vendors end is less, which caused multiple mistakes and submissions.
- Some technical aspects, like pattern, fitting, workmanship were initially difficult to understand.

Reflections

The garment technical department teaches me that there is no ending in garments workmanship and details. Each and every attention to detail is important to make a product. All aspects need to work correctly to get a correct sample approval.

2.4 Quality Assurance (QA)

Quality Assurance ensures that the products manufactured meet buyer specifications and international standards. SUBL's QA department focuses on minimizing defects and ensuring compliance before goods are shipped.

Objectives

- To understand inspection procedures and quality control systems .
- To learn the AQL (Acceptable Quality Limit) process followed by buyers.
- To prepare and maintain inspection records.

Tasks Accomplished

1. Inline Inspection: I participated in inline inspections, where garments are checked during production for defects such as stitching errors, fabric faults, and measurement issues .
2. Final Inspection: I helped to measure finished garments and overseeing labels, packaging and presentation according to buyer requirements.
3. Defect Reporting: I assisted in preparing defect sheets based on whether the defect is minor, major or critical.
4. Checklist Preparation: It was my responsibility to maintain a QA checklist for different buyers as the standard for each buyer were different.
5. AQL Observation: How samples are picked at random depending on lot size and how samples are inspected according to AQL tables was my AQL observation.

Learning Outcomes

- Acquired practical understanding of defect classification.
- Learned how buyer-specific quality requirements shape inspections.
- Improved attention to detail and observation skills.

Challenges

- The pressure to pick up any slight flaws was great, as if oversight could result in buyer rejections.
- Some technical aspects such as fabric GSM (grams per square meter) were originally hard to grasp.

Reflections

The QA department opened my eyes to the fact that quality is not an end-stage process, but one that has to be built into everything that is created [3]. QA is a detailed and consistent line of work.

2.5 Compliance and Social Responsibility

Compliance department takes care of smooth functioning of workforce and compliance with labor laws, the standards of buyers and social accountability.

Objectives

- To observe factory compliance practice under random audit.
- To learn about compliance audits and KIK requirements.
- To participate in worker welfare activities and safety training.

Tasks Accomplished

1. Compliance Audit Preparation: Assisted in compliance audit checklists to ensure documents concerning worker wages, fire safety and health standards were up to date.
2. Safety Training: I attended fire drills and assisted in preparing occupational health and safety training materials for the workers.
3. Worker Welfare: I was involved in working on training programs for worker welfare related activities such as monitoring canteen facilities, grievance redressing, etc.
4. Social Responsibility: KIK has participated in the award program of BUTEX, in which the company sponsored the new laptops for the merit students.

Learning Outcomes

- Learned the importance of compliance for international buyers.
- Understood the balance between worker rights and organizational needs.

Challenges

- Maintaining confidentiality while handling compliance documents.
- Understanding buyer-specific compliance requirements.

Reflections

This Compliance department has provided me with a new insight into the human side of business. I realized that worker motivation, labor law, safety and satisfaction have a direct correlation with productivity and success in compliance.

2.6 Human Resources & Compliance

The HR & Finance department ensures smooth workforce management including employee's benefits and on-time salary.

Objectives

- To observe HR operations such as recruitment, payroll, and training.
- To learn about budget planning, pay slip preparation.
- To arrange activities that motivates employee .

Tasks Accomplished

1. Attendance & Payroll: I helped in keeping attendance records and prepare payroll sheets.
2. Recruitment Process: I saw the recruitment process, from posting jobs, interviews and onboarding.
3. Compliance Audit Preparation: I was involved in preparing pay slip for individual employees.
4. Safety Training: I was involved in the event management for Pahela Baishakh celebration at office.

Learning Outcomes

- Gained exposure to Human Resources documentation and payroll documents.

Challenges

- Maintaining Confidentiality While Dealing with HR Documents.

Reflections

The HR & Finance department opened up a new world to me when it comes to the human side of business. I realized that employee motivation, working environment standard, employee rights are critical issue to keep an organization going for a long run.

Chapter 3

Critical assessment of Internship work

The critical review of internship work is an analytical evaluation of the practical application of theory acquired during academic education (university) in the industrial practice. The internship with SUBL offered a perfect platform to gauge the role of theory and practice in the apparel retail business. SUBL is a leading retail organization in the world with six major departments, namely, Merchandising, Production, Quality Assurance, Technical Human resources, and CSR (Corporate Social Responsibility). Each department has a critical contribution to the fulfillment of our end customer expectations in terms of quality, price and delivery time.

This chapter gives a detailed assessment of internship experience in three substantive domains: application of academic knowledge, critical assessment of departmental operations and industrial practices and overall professional learning outcomes. Through this evaluation, the internship experience is evaluated not only as a learning experience but also as a necessary link between the university classroom and the professional practice.

The Postgraduate Diploma in Knitwear Industry Management (PGD-KIM) programme offers freely chosen generic and specialised modules to develop managerial, analytical and technical skills among the students. The internship in KIK-Service Unit Bangladesh Ltd provided an arena to apply these skills in the real-world environments of industry. Every course was deemed to be directly or indirectly applicable to the tasks and responsibilities that are conducted in various departments.

3.1 Application of Generic and Industry-specific courses during internship

Application of Generic Courses:

The courses of the PGD-KIM program provided generic basic managerial, analytical, communicative and operational skills which directed the work performance during the internship.

- KIM-101 – HR Skills & Competencies was very applicable in understanding the concept of how the Human Resources & CSR Department works. SUBL's HR practices in relation to employment records, attendance, payroll management, and compliance audit were tied to the theoretical foundations of HR policy formulation, compliance standards, and labor management. Factors of worker motivation and training were noticed in the incipient training of skills within the company, safety training, employee welfare activities. Content of the course allowed to evaluate level of adherence of SUBL's HR policies to national labor regulations and compliance requirements for KIK.
- KIM-102 – Analytical Skills & Competencies invested in the necessary skills to analyze and interpret data through various departments. Utilized Excel-based calculations and Data Analytics performed various cost sheets, production efficiency reports, and supplier quotations comparison. These types of analysis techniques were used to help make production planning and cost control decisions. Utilization of data-driven evaluation was responsibly utilized for the determination of performance gaps and quantitative measurement of operational efficiency in terms of productivity and defect percentages.
- KIM-103 – Communication Skills was a key component to professional interactions with SUBL and its multiple vendors. Written and verbal communication lessons from the course translated to correspondence, drafts of e-mail, documentation during

meetings and internal communication between the department. Professionalism in everyday work was ensured by the development of an ear for clearer, concise and polite communications. In merchandising, communication was an essential factor in order to maintain regard and trust with the purchase team and suppliers and deliver smooth execution of orders.

- KIM-104 – Business Operation Skills was directly related to merchandising and commercial. Knowledge about order management processes supported by knowledge and experience in TNA (Time and Action) planning, budgeting, cost sheet preparation and export documentation. The internship involved tracking TNA calendars, production progress and order documentation, all of which were terms that were learned in this course.

Application of Industry-Specific Courses:

In addition to the generic modules, the industry-specific modules of the PGD-KIM were offered which imparted the technical know-how directly related to the practical functioning at KIK-Service Unit Bangladesh Ltd.

- KIM-201 – Introduction to Garments Industry Knitwear offered a foundational understanding of the ready-made garments (RMG) value chain. This theoretical knowledge helped interpret the sourcing and production flow was a source of fundamental knowledge about the RMG value chain. This theoretical information was used to interpret the sourcing and production process of SUBL, from order receipt to final delivery. This course helped in understanding the interdependence of suppliers, manufacturers and buyers. This was consolidated by understanding the dynamics of sourcing, sampling, production and shipment processes that operate in a factory to ensure finished products arrive on time and quality.

- KIM-202 – Industrial Engineering It directly suited the production operations. Observations for real applications of industrial engineering concepts were gathered from the exposure to line balancing and production efficiency calculations as well as from learning about lean manufacturing principles. With this knowledge we were able to study workflow bottlenecks, evaluate operator productivity and interpret efficiency charts. Besides the practical experience of observation of managers running sewing-lines and production targets, the theoretical knowledge on SMV and process optimization received under KIM-202 was a very important element of the training.
- KIM-203 – Production Management & Merchandising was one of the most relevant subjects for the internship. From production planning, pricing and merchandising logic to marketing logic, it had everything that fit perfectly with SUBL's merchandising operations. During the internship, the skills acquired from KIM-203 were useful in learning about the cost structure of the products, sourcing strategies, as well as the buyer negotiation process. The coordination focus of the merchandising, production, and QA departments explained the theoretical framework behind the integrated order management system used at SUBL.
- KIM-204 – Quality Management was reflected in the work of the QA department. AQL concepts, inspection techniques, maintenance of checklists and reporting of defects were actively practiced. Having experienced this course made it easier to read the quality control documents and to interpret inspection results. The learning also helped to understand the categorization of defects under minor, major, and critical along with emphasis on corrective action to preserve requirement.

Overall, these four courses increased the understanding regarding technical and managerial processes of the apparel retail/sourcing industry. The internship enabled me to compare each

theoretical aspect functioning in the real environments, which validated the fact that industrial success is the result of technical accuracy accomplishes with managerial coordination.

3.2 Suggestion for industry improvement

The internship experience at Service Unit Bangladesh Ltd provided the intern with the chance to evaluate critically the industrial practices, managerial efficiency, and interdepartmental coordination. Although the company is very professionally disciplined, there are several elements of structure and operation that were ripe for improvement.

The merchandising division was found to be the operational center of SUBL. Its systematic order execution and communication proved to be professional and efficient. However, the dependence on a small team of highly experienced merchandisers was a factor that at times caused the workload to have some imbalances. Costs - Digital communication platforms would support more distributed task management that would enhance overall response time and transparency of workflows.

Team discipline and workmanship within the production department is outstanding, while meeting production targets on given deadlines [4]. Monitoring was effective, but the manual collection of data was a downside. Use of digital production dashboards and automated data capturing tools would bring more visibility and efficiency in decision making [5].

It was also impressive to see how KIK quality assurance is at the heart of keeping standards. Nevertheless, in many cases, an excessive number of inspection reporting delayed the corrective action. The implementation of digital QA tracking systems and mobile inspection apps would eradicate the redundancy and offer faster feedback loops between the QA and production teams.

The HR and CSR Department ensured that they complied with local labor laws, as well as international standards [6]. SUBL had been open with safety drill, welfare inspection, and periodic auditing to show its strong ethical commitment. However, an employee should have

more practice through the management of events, welfare activities, and organized training programs, to improve the accuracy and visibility of the operation from the human resource (HR) management perspective.

Overall, the Professional Poker Tour (SUBL) showed its high level of professionalism and organizational integration. Its competitive assets include mature workforce, well-defined SOPs, and a good compliance culture. The main problem areas we found were manual handling of data, a small degree of digital integration, and the need for more training activities for staff. Further progress along the path of automation and building managerial capacity at mid-level stages may be expected to improve the efficiency and the global competitiveness

3.3 Learning for self-improvement

The internship was an invaluable experience both for professional, technical and personal development. The exposure to actual industrial operations furthered the understanding of sourcing dynamics, production planning and compliance practices all of which enhanced career readiness.

The weekly professional learning during the internship included an improved understanding of the international apparel supply chain, the product development process and supplier-buyer relationships. The field observation of cross-functional collaboration among departments showed realistic analysis of how coordination affects order achievement.

The soft skills like communication, teamwork, time management and adaptability were greatly enhanced through constant interaction with professionals and close integration of operations timelines. Analytical thinking was further practiced by constantly measuring data, inspection results and production reports.

From a managerial perspective, the internship gave a better appreciation of decision making in a fast-paced setting. Understanding how managers balance between cost, quality and lead time provided insight into some of the trade-offs that occur in the sourcing industry. In addition,

exposure to the concepts of products, business operations and ethical businesses as well as compliance mechanisms underscored the need for social responsibility and sustainability in today's apparel management.

The internship enabled confidence in the performance of professional tasks, enhanced problem-solving skills and instilled a mindset that is oriented towards continuous learning. In addition to providing familiarity with the technical traits of a registered profession, it also solidified the idea that being a good professional is not only a matter of technical knowledge but also of leadership, adaptability, integrity, etc.

Chapter 4

Conclusion

Work Internship at Service Unit Bangladesh Ltd. was an irreplaceable experience that helped bridge the understanding gap that exists between academic study and the realities of actual industrial practice. As I was not only exposed to all phases of garment production but also work on the supply chain, it made me to practically apply the theoretical concepts that I was taught at the course of Quality Management, Production, Merchandising, Technical and HR & CSR. This experience increased my awareness of how different parts of the functionality are interrelated to get results and expectations within the organization.

The real-life operational problems such as production planning, quality assurance, and department communication helped me to develop critical problem-solving, analytical, and interpersonal skills. It also gave me a greater appreciation of the value of teamwork, efficiency, and flexibility in a high-paced manufacturing environment.

In conclusion, the internship was an invaluable step in my professional journey, and it has given me greater technical and managerial understanding. It supported the call for continuous improvement, innovation and sustainability in the knitwear market, which will be critical to staying competitive in the global market. However, the experience and knowledge I have gained in this period will definitely be a solid footing in my career in the apparel sector in the future.

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