

Report On
MASCO Group
5 Departments

By
Diponker Bhadra Depto
24281090

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

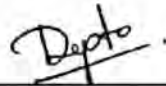
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Declaration

It is hereby declared that

1. Based on the tasks I completed and the knowledge I acquired during my internship, the internship report I turned in is entirely my own.
2. The information, analysis, and thoughts written in this report are based on my practical experience at the organization as well as the theoretical knowledge I gained while studying at university.
3. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate reference.
4. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
5. I have acknowledged all main sources of help.

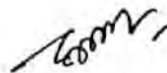
Student's Full Name & Signature:



Diponker Bhadra Depto

24281090

Academic Supervisor's Full Name & Signature:



Engr. Mohammad Abul Bashar

Senior Trainer, PGD-KIM

BGID, Brac University

Letter of Transmittal

Engr. Mohammad Abul Bashar
Senior Trainer, PGD-KIM,
BIGD, Brac University
66 Mohakhali, Dhaka-1212

Subject: Knit Garments Production-development and Practice in Masco Group

Dear Sir,

It gives me an immense opportunity to present my entry-level position and provide information about "Knit Garments Production-development and Practice in Masco Group," where I was hired under your supervision.

I have made every effort to complete the report with the necessary information and suggested proposals in a meaningful, concise, and thorough manner.

I hope the report meets the expectations. I hope the report meets the expectations.

Sincerely yours,



Diponker Bhadra Depto

24281090

Executive Development Center, BIGD

Brac University

Date: November 2025

Non-Disclosure Agreement

This agreement has been established and entered by Masco Group and the undersigned student at EDC, BIGD, Brac University Diponker Bhadra Depto.

The intern and Masco Group decided to continue the internship on the specified terms.

1) Intern will keep all records and files up to date on a daily basis associated with his work and report.

2) Company will allow intern this period to do his duties under the company policy for departments.

3) Industry supervisor will provide all necessary facilities required as per requirements from Brac University.

4) The intern will be truthful about any information supplied by the company that is labeled as "Confidential Information," which refers to proprietary and private information.

Student's Full Name & Signature:



Diponker Bhadra Depto

24281090

Industry Supervisor's Full Name & Signature:



Md. Imtiaz Hasan Chowdhury

Senior Designer

MASCO Group

Acknowledgement

First and foremost, I would like to express my heartfelt gratitude to the Almighty for granting me the strength, patience, and guidance to successfully complete this study within the stipulated time. This report would not have been possible without the support and cooperation of many individuals who contributed in various ways throughout the process.

I am deeply grateful to my Industrial Supervisor, Mr. Imtiaz Hasan, Honorable Senior Designer (Marketing & Merchandising), Masco Group, and my Academic Supervisor, Engr. Mohammad Abul Bashar, Senior Trainer, Post Graduate Diploma–KIM, BIGD, Brac University, for their constant encouragement, thoughtful guidance, and valuable suggestions. Their insightful advice and supervision were instrumental in helping me prepare and complete this report successfully.

I would also like to extend my sincere appreciation to all those who provided valuable information and took the time to respond to my questionnaires. Their input greatly enriched the content and practical understanding of this report.

My heartfelt thanks also go to my colleagues for their continuous support, cooperation, and motivation during the completion of this work.

Finally, I once again express my sincere gratitude to both of my supervisors for dedicating their valuable time to review my paper and offer constructive feedback for improvement. I believe that this paper, as well as my comprehension of the assignment, will be beneficial in my future professional life and career development.

Executive Summary

This report is prepared based on three (03) months internship through practical experience in different departments of Masco Cottons Ltd. Working solely in my own department would not have allowed me to have a practical understanding of many departments, but this internship did. It is the largest knit composite vertical establishment in Bangladesh, equipped with advanced machinery and equipment. To deliver excellent goods to its clients, Masco Cottons Ltd. has an intelligent quality and production staff in addition to a proactive business team. This report has been written based on my observation and experience gathered from the five departments of the company: Merchandising & Marketing, Design Hub, Supply Chain, HR Department and Sample Department.

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Chapter 1

About Organization

1.1 Overview of the Industry

M. A. Sabur founded the export-focused manufacturing firm Masco Group in 2001. Circular Knit Garments is the product type. Approximately 18,000 individuals are currently employed by the group's member enterprises. Masco Group has confirmed its place among the leaders of the country's knit composite industries. An overview of Masco Group undoubtedly supports its current position as the market leader. They try to enrich the community with continuous sustainable transformation which encourages to be one step ahead always. It is currently comprised of numerous business units, including knitting, dyeing, printing, embroidery, and washing.

Masco aims to remain at the forefront of every industry and create substantial value for local communities, all stakeholders, and the economy as a whole. In the near future, the group is focused on growing the textile business.

The units of Masco Picasso Ltd., Masco Exports Ltd., and Concept Knitting Ltd. are expanding. This renowned group imports clothing of the highest caliber from all over the world.

Product Capacity: Knitting 1050 Tons, Dyeing & finishing 1050 Tons & Garments 9.5 million per month (with 210 sewing lines garments). More than 100 Lines are under construction.

The range of knit fabrics: Single Jersey, Elastane Single Jersey, Design Single Jersey, Plated S/J, Double jersey, Terry/Fleece, Interlock, Elastane Interlock, Eng. Stripe Single Jersey, Eng. Stipe Rib/Interlock, Rib, Elastane Rib, Variegated Rib, Quarter Gauge Fabric, Pointel Rib, Crape Jersey, Bubble Knit.

The range of Garments: Polo Shirt, Kids Wear, Tee Shirt, Huddy & Ladies Huddy, Ladies Long Dress, Swim Suit and others knitwear garments.

Major Customers: H&M, C&A, Target, Zara, Benetton, Calvin Klein, Tommy Hilfiger, Caterpillar, Cubus, Next, K-mart, Mango, Kappahl, Lindex, Benetton, Otto International, Ostin, New Yorker, El Corte Ingles, Carrefour, Tao, Mayoral, etc.

1.2 Vision & Mission

Mission

Masco offers clients exclusive living experience in global fashion markets with innovative and novelty products. Masco's success is attributed to their dedicated and skilled workforce, who aim to improve sourcing, and capabilities to enhance the sourcing process. Throughout this process, they continue to be strong in their dedication to ethics and compliance.

Vision

Masco wants to be a leading global supplier in the sustainable fashion sector, encouraging apparel companies to do the same and make a more significant and lasting contribution to the story of human development.

1.3 Goals & Objectives

Masco Group's vision statement is succinct and direct. This indicates that the business hasn't engaged in lengthy discussions or conversations to convey its viewpoint to the public and pertinent stakeholders. In order to help the stakeholders comprehend the company's philosophy and strategy, the vision statement should be succinct and thorough, communicating the core of the enterprise and its future goals.

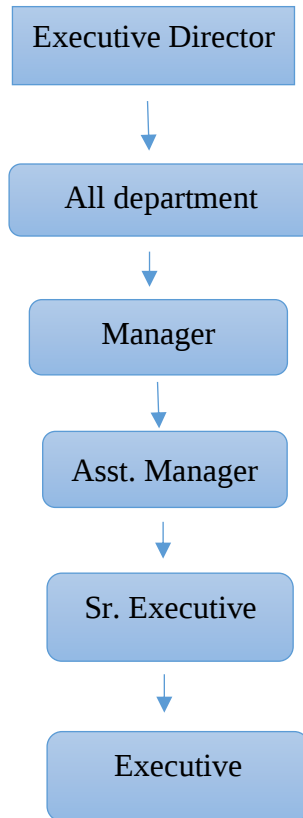
1.4 Organizational structure, Organogram, Branches and Departments

The organizational framework of Masco Group Ltd. is designed to ensure smooth coordination and efficient management across its multiple business units. The group operates nearly twenty specialized business entities within the Ready-Made Garment (RMG) industry, all functioning under the strategic supervision of a five-member Board of Directors. Each unit works collaboratively to maintain the company's reputation for quality and innovation.

At the top of the hierarchy, the Executive Director provides overall leadership and sets strategic directions for all departments. These departments are managed by Managers, who oversee daily operations, planning, and performance. The Assistant Managers act as a bridge between managers and operational staff, ensuring that instructions are executed effectively. Below them, Senior Executives and Executives perform the functional and technical duties necessary

to meet departmental objectives. This structured hierarchy promotes accountability, clear communication, and efficient workflow across the entire organization.

Organogram of Masco Group Ltd.:



Describing the MASCO Group's structure of the company, where the Executive Director is in charge of all departmental concerns, if the ED makes a suggestion or makes a working decision, the department head forwards it to their lower-level position, which then forwards it to the manager and then to the junior executive.

1.5 Products/Services produced by the industry

Masco Group is one of Bangladesh's largest apparel manufacturing companies, offering a diverse range of high-quality knitwear items for global markets. The company specializes in designing, developing, and manufacturing garments for men, women, and children, catering to renowned international brands. Its operations include knitting, dyeing, finishing, printing, embroidery, and garment production, ensuring complete vertical integration to maintain quality and efficiency.

The company exports to nearly 50 prominent buyers across Europe, North America, Australia, Japan, and Russia. Among its wide customer base, several brands account for a major share of its total export volume. The leading buyers include C&A (Germany) and H&M (Sweden), contributing approximately 22.58% and 21.08% of exports respectively. Other significant partners include Levi's (USA) with 7.49%, Otto International (Germany) with 5.69%, Target Australia with 5.49%, and Benetton (Italy) with 5.02% of the total exports.

Additional key customers such as Carrefour (France), Cubus (Norway), Ostin (Russia), and Kappahl (Sweden) also play an important role in Masco Group's business network. Smaller yet valuable buyers include Lidl, Esprit, Pepe Jeans, Mango, BMG (UK), and El Corte (Spain). Overall, the company's customer portfolio is diverse and geographically well distributed, demonstrating its strong international presence and reputation for quality.

Through consistent commitment to excellence, product innovation, and sustainability, Masco Group has built long-term partnerships with globally recognized fashion retailers and continues to strengthen its position in the global ready-made garment (RMG) industry.

Chapter 2

Description about task accomplishment

2.1 Merchandising & marketing

I had the chance to watch and take part in a variety of activities in the merchandising department during my 20-day internship there. In order to negotiate price, I attended a meeting between the buyer team and the merchandising team on my first day. Order quantities, shipment timetables, fines for delays, shipping modes (air or sea), accessory distribution methods, and whether the accessories were supplied domestically or abroad were among the significant points that were discussed. The shipment was planned with a 120-day lead time because all of the accessories were imported from China, which is in line with the buyer's typical practice.

The merchandising manager asked me to go to an internal coordination meeting the following day, which included representatives from the commercial department, materials department, planning manager, and the selective buyer's team. The meeting's goal was to specify each team's precise duties with regard to the acquisition of materials, the administration of accessories, sewing, packing, and the ultimate delivery of confirmed orders.

In my time working in the merchandising department, I worked on a variety of practical projects, including examining completed garments that was ready for shipping, creating material summaries for new orders, creating sewing material order sheets, gathering swatch approvals in accordance with the order sheets, and confirming that the sewn clothing matched the approved garment samples.

During the remaining days of my internship in the merchandising department, I also gained hands-on experience with merchandising documentation such as technical sheets, costing breakdowns, CAD files, sample dispatch procedures, buyer sample requirements, and risk assessments related to the merchandising process. Because the merchandising and production departments are closely connected, I was also involved in production-related activities.

Receiving and cutting the cloth is the first step in the production process. Managing fabric deliveries from Auchan's client team and organizing the movement of cut pieces to the sewing area were two of my responsibilities. Obtaining the Auchan buyer's Made to Order (MO) list, preparing and submitting the fabric requisition to the warehouse, recording fabric receipt details in the register, relaxing the fabric for a full day, obtaining the pattern board from the

CAD department, layering the fabric on the cutting table, placing the marker paper, cutting the fabric with a band knife, comparing the cut pieces to the pattern, bundling the garments (typically 20–40 pieces per bundle), and sending them to be sewn with the appropriate paperwork were all part of this process.

In the sewing division, I kept track of material and accessory usage to ensure that everything met the authorized order parameters. Additionally, I verified that the clothing complied with the necessary quality standards, materials were supplied on schedule, and hourly production targets were met. In the end, I followed the steps to go from the sewing department to the packing department. Before adding the required trims, including hangers, barcodes, Z-clips, nation stickers, hangtags, and loops, in accordance with shipment dates, the packaging section received, checked, and arranged the clothing by order, style, and color.

I also went to a buyer's quality control (QC) inspection to find out how goods are inspected prior to being sent. The production manager and I also spoke about quality management procedures, and he clarified that ongoing staff training is highly valued at Masco Group. It is now standard procedure in the organization's facilities for employees to receive frequent training in high-quality, cutting-edge tools and methods to improve performance and sustain motivation.

2.2 Design Hub

MASCO Design Department is known as Design Hub. In today's fast fashion industry, Design Hub plays a crucial role.

During my 25-days internship at the Design Department, I completed several critical tasks and received practical knowledge in various elements of fashion design and product development.

Trend Research

As part of my internship responsibilities at Masco Cottons Ltd., I conducted extensive research on current and emerging fashion trends to support the creative and product development teams within the Design Hub. The purpose of this research was to understand the continuous changes in global fashion markets, consumer behavior, and material innovation all of which are essential for maintaining competitiveness in the fast-moving apparel industry.

Market Analysis

My first step was to carry out a detailed market analysis to identify the direction of fashion demand across various customer segments. This involved studying consumer preferences, purchasing patterns, lifestyle shifts, and demographic trends. By analyzing data from online fashion platforms, social media, and retail reports, I was able to understand how different age groups and markets respond to seasonal products. I also compared fast fashion and sustainable fashion models to determine which styles and price points attracted the most engagement. This helped in identifying potential opportunities for Masco to diversify its collections and align with international market expectations.

Trend Identification

A major component of my research focused on trend identification. To accomplish this, I regularly monitored global fashion influencers, leading designers, and well-known fashion weeks such as those held in Paris, Milan, and New York. Observing these sources enabled me to recognize emerging themes, innovative design details, and new silhouettes that were likely to shape upcoming seasons. Additionally, I paid attention to street fashion and youth subcultures, as these often serve as the birthplace of new trends that later influence mainstream apparel. The integration of these observations helped the design team conceptualize fresh, market-relevant ideas that could attract new clients.

Color and Fabric Research

Another vital part of my research was the study of color and fabric trends. I explored color forecasts from global trend agencies such as WGSN and Pantone to identify shades expected to dominate future collections. Alongside this, I investigated fabric trends through textile trade fairs and supplier meetings, gaining exposure to new sustainable materials like organic cotton, bamboo fiber, recycled polyester, and innovative blends. Understanding fabric drape, texture, and performance characteristics helped me recommend materials that were both aesthetically appealing and functionally suitable for Masco's production capabilities. I also emphasized eco-conscious material choices, aligning with the company's goal of promoting sustainability in the knitwear industry.

Trend Forecasting

Using insights gathered from market research, consumer analysis, and fabric innovation, I prepared trend forecasting reports. These reports highlighted future directions in design

elements such as color palettes, prints, fabric textures, garment silhouettes, and detailing. Each forecast was supported by visual references, concept sketches, and consumer insights. The objective was to provide the design and merchandising teams with actionable data that could guide their seasonal product planning. My forecasts aimed to balance creativity with commercial viability — ensuring that the proposed designs were both fashionable and feasible for mass production.

Presentation and Communication

Finally, I was actively involved in presenting my findings to various stakeholders, including the design department, senior management, and occasionally, clients. I prepared visually engaging presentations using mood boards, fabric swatches, and digital slides to clearly convey the story behind each trend. These sessions often encouraged discussion on how upcoming fashion directions could be adapted to Masco's product lines, helping bridge the gap between creativity and practicality. My communication efforts not only built confidence in my analytical skills but also allowed me to contribute meaningful insights to decision-making processes.

Designing

During my internship at Masco Cottons Ltd., one of my key responsibilities in the Design Hub was to transform creative ideas into practical garment concepts. I worked closely with the design and product development teams to create original designs that reflected the latest global fashion trends while remaining suitable for the company's production capabilities.

Using a combination of silhouettes, colors, textures, and embellishments, I developed detailed sketches for various apparel categories, including casual wear, activewear, and kidswear. Each design was carefully conceptualized to balance aesthetic appeal with functionality, ensuring that the garments would be visually striking yet comfortable and cost-effective to produce. Inspiration for my sketches came from trend forecasts, customer feedback, and Masco's target market analysis.

In addition to creative sketching, I prepared comprehensive technical specification sheets (Tech Packs) for each design. These documents included essential production details such as garment measurements, fabric compositions, stitching methods, seam placements, trims, and embellishment instructions. The purpose of these files was to provide the production and

merchandising teams with clear guidance to maintain design accuracy during bulk manufacturing.

Furthermore, I collaborated with pattern makers and sampling teams to ensure that my designs were accurately interpreted in prototype form. This process allowed me to identify potential design challenges and make necessary adjustments before final approval. I also learned to use digital design tools to enhance precision and presentation quality.

Through this hands-on experience, I developed a deeper understanding of the design-to-production process, from conceptualization to technical execution. It strengthened my ability to merge creativity with technical knowledge — a vital skill for working in the competitive apparel industry.

Material Sourcing

After the design concepts were finalized and approved, I actively participated in the material sourcing process, which plays a crucial role in transforming creative ideas into tangible products. This stage involved selecting the most suitable fabrics, trims, and accessories that complemented each design while aligning with the company's quality standards and production feasibility.

My primary task was to assist the design and merchandising teams in evaluating and choosing materials that not only enhanced the visual appeal of the garments but also met the technical requirements for comfort, durability, and cost efficiency. During this process, I reviewed multiple fabric swatches and accessory samples provided by both local and international suppliers. I assessed each material based on specific parameters such as fiber content, texture, drape, stretchability, colorfastness, and wash performance.

In addition to aesthetic considerations, I also took into account functional and demographic factors. For instance, when sourcing materials for children's wear, I prioritized soft and breathable fabrics for safety and comfort. For adult collections, I emphasized structure, durability, and the ability to hold shape and color after multiple washes. I also considered cost-effectiveness to ensure that the materials aligned with the buyer's budget without compromising quality.

Sustainability was another key focus area during material selection. Whenever possible, I recommended eco-friendly options such as organic cotton, recycled polyester, and low-impact dyes to support Masco's commitment to responsible fashion production. Collaborating closely

with the procurement and supplier management teams allowed me to understand the entire supply chain process, including lead time evaluation, sourcing documentation, and supplier negotiations.

Through this experience, I developed valuable insights into how material selection directly influences design execution, product quality, and production efficiency. It strengthened my understanding of balancing creative preferences with practical constraints — a critical skill in apparel design and development.

Pattern Making & Prototyping

One of the most essential stages in the garment development process is pattern making and prototyping, which bridges the gap between design visualization and production. During my internship at Masco Cottons Ltd., I had the opportunity to work closely with the pattern-making team to translate conceptual sketches into accurate patterns — the technical foundation of every garment.

Pattern making involves converting a designer's idea into a precise 2D paper or digital blueprint that defines the garment's shape, measurements, and construction details. These patterns serve as the framework for cutting fabrics and ensuring uniformity during bulk production. I collaborated with experienced pattern masters to understand the process of drafting patterns manually as well as through Computer-Aided Design (CAD) software. This exposure helped me learn how various pattern adjustments influence the overall fit, drape, and comfort of the final product.

After the pattern creation, I participated in the prototyping stage, where initial sample garments were developed. These prototypes were used to assess the fit, proportion, balance, and aesthetic appeal of the design. I observed fittings on mannequins and live models, noting details such as seam placement, ease allowance, and movement comfort. Based on these observations, necessary modifications were suggested to the pattern makers to ensure the final product met both the designer's vision and the buyer's specifications.

In addition, I learned how pattern grading allows a single base pattern to be adjusted across multiple sizes, ensuring consistency throughout size variations. This process deepened my understanding of how technical precision and artistic creativity combine to produce high-quality garments.

Through hands-on involvement in pattern development and prototype evaluation, I gained practical knowledge of how design concepts evolve into production-ready garments. This experience enhanced my technical accuracy, attention to detail, and appreciation for the teamwork required between designers, pattern makers, and production staff to achieve a perfect final product.

Garment Construction

The garment construction phase is one of the most crucial parts of apparel production, where design concepts and technical specifications are transformed into tangible products. During my internship at Masco Cottons Ltd., I had the opportunity to work closely with the cutting, sewing, ironing, and finishing teams to oversee the construction of sample garments and ensure alignment with approved specifications.

My primary responsibility during this stage was to monitor the quality of workmanship and verify that each sample was being produced accurately according to the design and technical details outlined in the tech pack. I began by observing the fabric cutting process, where patterns were laid out and fabrics were cut with precision to minimize wastage and maintain consistency across multiple pieces. I learned how correct marker placement, fabric alignment, and cutting techniques play a significant role in reducing production errors and material costs.

In the sewing section, I assisted in ensuring that garments were stitched according to construction guidelines, maintaining proper seam allowance, stitch density, and thread quality. I closely monitored the operations of different sewing machines, observing how each type — such as overlock, flatlock, and coverstitch machines — was used for specific garment parts. Quality control checkpoints were integrated at various stages of sewing to detect any stitching inconsistencies, puckering, or mismatched seams early in the process.

After sewing, I observed the ironing and finishing departments, where garments were pressed to achieve the desired shape and presentation. Finishing also included trimming loose threads, attaching labels and tags, and performing final inspections before the samples were sent to the buyers. My role during this stage involved evaluating the overall appearance and design accuracy of the completed sample, ensuring that proportions, fit, and finishing met both the company's internal standards and client expectations.

Throughout the construction process, I collaborated with production supervisors and quality inspectors to understand how systematic coordination among departments ensures efficiency, precision, and consistency in garment manufacturing. This hands-on exposure gave me a practical understanding of how design, pattern making, and production teams must work in harmony to create a flawless product ready for mass production.

By actively participating in this stage, I strengthened my technical knowledge of garment manufacturing, learned the importance of quality control, and developed an eye for detail that is essential for any professional in the apparel and textile industry.

Production Management

During my internship at Masco Cottons Ltd., I was actively involved in various stages of production management, which plays a pivotal role in ensuring that garments are manufactured efficiently, cost-effectively, and in compliance with quality standards. My responsibilities included assisting in the supervision of the production workflow, monitoring progress, and coordinating with key personnel across multiple departments to ensure that all tasks were completed within the designated timeline and budget.

Production management is essentially the bridge between planning and execution. It ensures that all production inputs—such as raw materials, manpower, and machinery—are properly synchronized to achieve optimal output. As part of my role, I worked alongside production supervisors, planners, and quality controllers to track the status of ongoing orders. This included verifying that each stage, from fabric cutting and sewing to finishing and packaging, was being completed according to the buyer's specifications and the company's internal quality benchmarks.

One of my key learning experiences was understanding how production planning and control contribute to on-time delivery. The production plan at Masco Cottons Ltd. is usually developed based on the buyer's order quantity, style complexity, and shipment deadlines. I observed how the planning department allocates production lines, determines manpower requirements, and sets daily targets for each line. My task was to follow up on the execution of these plans by recording production outputs and identifying any bottlenecks that could delay shipment.

I also assisted in coordinating between the production and quality control teams to ensure seamless communication. Whenever any issue—such as fabric defects, stitching errors, or

equipment malfunctions—was detected, I worked with the responsible personnel to resolve it promptly. This collaborative approach helped maintain consistency in product quality while minimizing wastage and rework.

Additionally, I participated in several internal review meetings, where production efficiency, defect rates, and cost performance were evaluated. These sessions provided me with a broader understanding of how continuous monitoring and data-driven decision-making can improve productivity. I learned that even small operational improvements—such as reorganizing workflow or adjusting machine settings—can have a significant impact on production lead time and overall profitability.

Through this experience, I developed a strong appreciation for the complexities of industrial production management. It taught me how critical it is to balance speed, cost, and quality in garment manufacturing. Moreover, I gained practical insights into leadership, coordination, and problem-solving within a large-scale production environment, which I believe will be invaluable for my future career in the apparel industry.

Customer Interaction

Customer engagement was an essential part of my role. I maintained regular communication with clients, arranged meetings, addressed their requirements, and contributed to product presentations and marketing discussions to ensure customer satisfaction.

Through this internship, I gained valuable insights into the entire design-to-production pipeline - spanning from trend forecasting and design development to material sourcing, sampling, and client coordination. Working at Masco Design Hub strengthened my creative thinking, technical understanding, and teamwork abilities in a professional fashion environment.

2.3 Supply Chain

A supply chain is the network of people, assets, processes, and technologies involved in manufacturing and distributing a product or service. It begins with the procurement of raw materials from suppliers and culminates with the delivery of the final goods or services to the end users. Effective supply chain management (SCM) oversees every aspect of a company's goods, from inception to consumption, to maximize value creation and minimize costs. With numerous touchpoints across the supply chain that can

either enhance efficiency and profitability or cause additional expenses, a well-executed SCM

strategy can boost revenues, reduce costs, and impact a company's bottom line.

During my 10 days learning experience, I gained an understanding of the primary goals of supply chain management. These goals are designed to meet the demands of consumers who expect secure and reliable delivery of high-quality products. The key objectives include the creation of an effective supply chain, reducing transportation costs, meeting customer demands through efficient resource allocation, increasing efficiency in labor, equipment, and space utilization, providing flexible planning to smooth out production, and maximizing distribution efficiency. These objectives are critical for ensuring a successful supply chain that can meet the needs of customers while minimizing costs and maximizing profits for businesses.

Supply chain drivers:

The concept of "drivers" offers a useful framework for considering the capabilities of a supply chain. By determining how each driver operates, one can determine the optimal balance of responsiveness and efficiency that the supply chain can achieve. The following list provides a visual representation of these drivers:

Facilities: Facilities, which include industrial plants, warehouses, distribution centers, and retail establishments, are the real locations that are a component of the supply chain. Decisions in facility layout, capacity, and location affect the supply chain network's overall efficacy.

Inventory: Inventory control entails always keeping the proper amount of goods on hand along the supply chain. Supply and demand can be balanced, stockouts can be avoided, carrying costs can be decreased, and customer service can be enhanced with effective inventory management.

Transportation: Within the supply chain network, transportation includes moving items from one place to another. Efficient transportation decisions, including mode of conveyance, route, and scheduling, are critical for timely delivery and cost reduction.

Information: Information flows play a critical role in supply chain management. Sharing accurate and timely information helps supply chain participants to coordinate, collaborate, and

make informed decisions. Real-time monitoring systems, advanced analytics, and enterprise resource planning (ERP) are examples of technologies that improve visibility and facilitate data-driven decision making.

Sourcing: The process of sourcing includes choosing and overseeing vendors who supply the supply chain with the required components, raw materials, or completed commodities. Strategic sourcing involves balancing cost, quality, reliability, and responsiveness to meet needs.

Pricing: The supply chain's cost structure and profitability are determined by pricing decisions. Several factors influence pricing tactics, including product cost, market demand, competition, and customer perceived value. These factors then have an impact on the overall performance of the supply chain.

Time: Time-related factors include lead times, order processing, delivery schedules, and response to client needs. Meeting consumer expectations and gaining a competitive edge require reducing time-related delays and improving supply chain speed and agility.

Cost Drivers in Supply Chain Management: There are several costs associated with supply chain management, and these costs are mostly driven by four important elements. These cost factors include inventory costs, transportation costs, quality costs, and procurement costs. The costs associated with acquiring the items or raw materials required for production are referred to as procurement costs. The costs incurred to guarantee that the goods or services fulfill the necessary requirements are referred to as quality costs. The costs associated with moving the items from one place to another are included in the transportation cost. The costs related to maintaining and storing the stock of completed goods, work-in-progress, and raw materials are referred to as inventory costs. Effective supply chain management requires an understanding of and ability to control these cost drivers.

My responsibilities at supply chain department in Masco Group: As an intern here in the Supply Chain department my role was involved supporting the day-to-day operations and contributing to the overall efficiency of the supply chain processes. Here's a brief overview of my job responsibilities:

Data entry and analysis: Assist in collecting and organizing data related to inventory, production, and sales. This may involve using software tools such as spreadsheets or

enterprise resource planning (ERP) systems to input data accurately and generate reports.

Inventory management: Support the team in monitoring inventory levels and tracking the movement of goods within the factory. This includes conducting regular stock checks, updating inventory records and identifying any discrepancies or issues that arise.

Procurement support: As my educational background is fashion design so I could help the procurement team to select & source the right trims & accessories from my latest fashion trend study.

2.4 Human Resources Management

I was assigned to the Human Resources (HR) Department for a period of 10 days on the recommendation of my industrial supervisor. As is widely recognized, the HR Department functions through several interconnected divisions, including Administration, Compliance, Accounting, and General HR Operations.

On my first day, I had the opportunity to meet the General Manager (GM) of HR, who informed me that I would be working closely with him for the initial two days to gain an overall understanding of Masco Group's HR practices. During this time, I learned about the fundamental aspects of Human Resource Management (HRM)—the process of recruiting, selecting, training, and developing an organization's workforce. HRM encompasses all managerial decisions and actions that directly influence or affect human resources within the organization.

At Masco Group, the HR Department plays a pivotal role in ensuring organizational success through the following responsibilities:

- Hiring qualified and capable individuals.
- Utilizing human resources effectively for organizational growth.
- Fulfilling both individual and team-based employee needs.
- Developing employee skills to achieve the company's goals.
- Minimizing operational costs while maximizing productivity and profit.

- Defining the organizational structure and driving productivity through effective planning.
- Building and maintaining strong relationships among various units and sister concerns.
- Promoting effective communication practices across the organization.

The HR GM also emphasized that job analysis is a critical element of Human Resource Management. Job analysis involves defining specific job descriptions, duties, and requirements by collecting data related to work operations. It provides a detailed outline of the responsibilities associated with each position, which helps in effective recruitment, performance evaluation, and workforce planning.

At Masco Group, job analysis is conducted based on the following parameters:

- Job Title
- Job Department
- Job Description
- Job Duties
- Required Knowledge, Experience, and Skills
- Age Limitations

Through this exposure, I gained a clear understanding of how structured HR practices contribute to the overall efficiency and success of an organization.

Administration: During the first three days of my internship, I was placed in the administrative department. Every item that leaves the building at my factory is routinely noted by the security guard in a register book using the item gate pass number. During the documentation procedure, it is noted in several registrar books whether or not the items are returnable.

On my first day, my administrative manager asked me to verify that the returnable items had been returned correctly over the previous seven days and to let them know when they would be returned. I received stitched-cut pieces for printing as returnable, a laptop for maintenance, and a variety of machine parts that were sent out for repair. The gate pass lacked the cellphone numbers and return dates of the institutions to whom all those products were shipped. I therefore need the maintenance manager's assistance with machine parts.

I sit with the HR Manager for Masco Cotton as well. He is in charge of all business management. He briefly explains to me how the entire HR policy differs as follows: An essential component of the manufacturing sector is the human factor. It is one of the main elements that propels the company's operations toward growth and profitability. Businesses create "Human Resources" policies to guarantee the highest productivity of the individuals working for them.

Every organization or industry is not only made by brick, cement or wood but it builds by actually-

- ☐ Men.
- ☐ Machines.
- ☐ Material.
- ☐ Money.

Because they think and speak, men are the organization's most valuable resource, and as such, their use is crucial. Effective and efficient manpower is essential to every organization's success. Human resources begin when an individual joins the company and conclude when he departs. The human element is the focus of human resources. The Masco Group recognizes the importance of human resources. They have a well-organized human resources department because they are aware of their people's resources.

Contribution Human Resource Management to Masco group

- ☐ Helping the organization to search for its goal.
- ☐ Employing the skills and the activities of the work force efficiently.
- ☐ Providing the organization with well-trained and well-motivated employees.
- ☐ Increasing the fullest the employee's job satisfaction.
- ☐ Building and maintaining a high standard of communication between work and life.
- ☐ Supporting various departments and functions.

HR Department Activities

Manpower planning: Also referred to as human resource planning, manpower planning places individuals in the appropriate positions at the appropriate times, carrying out the appropriate tasks that will assist the company in achieving its goals. Planning for human resources is essential in the context of industrialization. Human resource planning must be a systems approach and adhere to a set procedure.

Recruitment: The second expensive HR procedure is typically the hiring process. The cost of hiring and staffing is lower than that of training and development alone. Recruitment surveys, job market awareness, and the cost of employing new, qualified staff are all covered by human resources. It is necessary to organize the hire procedure and keep a careful eye on costs. Having a clear picture of the hiring schedule for the entire year is the goal of recruitment planning.

Payroll management: At present the role of the payroll specialist has become more complicated in the competitive business environment. Payroll management, bookkeeping, compliance with laws and employment standards, administration of employee benefits, human resources duties, and more are among the duties.

Training and Development: It is necessary to comprehend all the changes brought about by learning in order to comprehend the phenomenon of employee training and development.

Security: One of the most crucial responsibilities of the human resources department is security. A robust security system has been built by the human resources department.

Earn leave: If any employee completes one year at Masco group, then he or she will earn money for 17 days.

I spent three days with the production HR manager. He and I were working together when I received the day's employee absence list. I verified whether they were actually absent based on the list. Punch cards are used for employee attendance tracking. I also dealt with employee wage statement sheets.

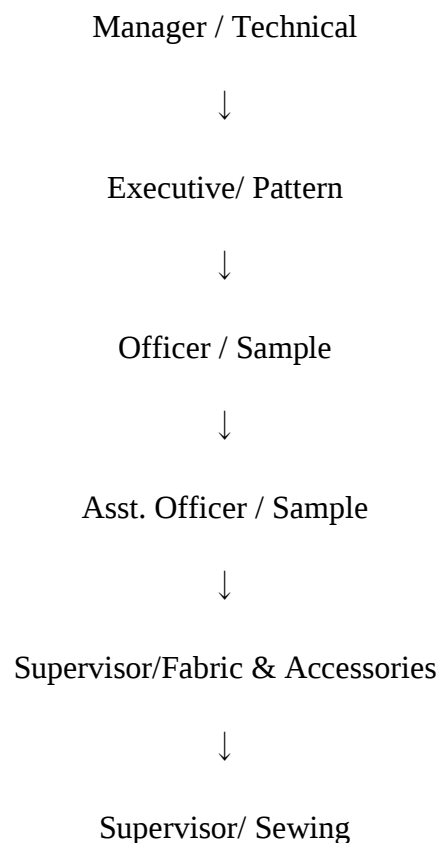
Commercial Department: I spent five days working here. They sent me a proforma invoice on the first day. I received a proforma invoice that did not correspond to the packing list for all materials. It was worth €240,000. before accepting the supplier's price. It is critical to confirm receipt of all materials mentioned on the proforma invoice.

My job here was to check the materials according to supplier packing list. I checked the materials in warehouse according to list. In commercial department I also did other tasks like different types of bill such as - back to back LC. The parties involved in letter of credit are importer, exporter, buyer, purchaser, supplier, issue bank, negotiation bank, confirming bank etc. Documents required to open a letter of credit - Import Registration Certificate (IRC), certificate of membership of any recognized chamber or association, insurance cover note and insurance premium payment receipt, copy of indent or Performa Invoice (PI), TIN certificate, trade license, VAT certificate, copy of National Identity Card.

2.5 Sample department

For any RMG industry, the sample department is quite important. The sample section, also known as the sample part, is an essential component of the pre-production stage. Here, basic block samples, working patterns, and preproduction design are created and delivered to the buyer for final approval. Following approval of the sample, production can start with the buyer's approval and any further feedback they may have. Each brand has its own sample creation procedure.

Organogram of Sample Section in Garments Industry:



Cutting man ↔ Sample Maker ↔ Quality Inspector ↔ Ironer ↔ Packing.

My responsibilities in sample department:

During my internship at Masco Cottons Ltd., I was actively involved in the sample development process for ten different garment styles. The sample department plays a crucial role in ensuring that every product meets the buyer's design intent and technical requirements before mass production begins. My involvement covered every stage — from receiving technical details to preparing final samples for buyer approval.

Receiving Customer Materials

The process began when buyers sent their technical specification files (tech packs) to the merchandising department. These files included vital details such as reference samples, measurement charts, printing and embroidery instructions, washing methods, and other technical information. The merchandiser then forwarded these materials to me, allowing me to thoroughly review the client's expectations and design intent before starting the sample development.

Pattern Making

Based on the client-provided tech pack, the pattern-making process was initiated under the supervision of the pattern master. I closely collaborated with the pattern team to ensure that each pattern accurately reflected the buyer's requirements in terms of shape, size, and fit. Before moving to the next stage, I carefully verified the final pattern to confirm that all measurements and details were consistent with the specifications.

Fabric Cutting

Once the pattern was finalized, I sourced appropriate fabric from the company's available stock for sample development. I made sure the fabric's texture, GSM, and color aligned with the requirements mentioned in the tech pack. The fabric was then laid out and cut precisely according to the pattern, maintaining minimal wastage and accuracy to achieve proper fit and proportion.

Embellishment

After the cutting process, the fabric panels were sent to the relevant departments for printing, embroidery, or washing, depending on the buyer's design specifications. I ensured that each embellishment process was completed on time and according to the provided instructions. Regular follow-ups with the printing, embroidery, and washing sections were part of my responsibility to maintain workflow and avoid delays.

Sewing

Following embellishment, the fabric panels were handed over to the sewing department. Under my supervision, the garments were assembled according to the measurement chart and stitching guidelines. I monitored the construction process to ensure that seam placement, stitch quality, and overall assembly met both aesthetic and technical standards.

Finishing

After sewing, the garments proceeded to the finishing section, where they were carefully ironed and pressed to enhance appearance and accuracy in measurements. I learned how proper pressing not only improves presentation but also helps in identifying any irregularities in garment construction.

Quality Check

Once the garments were finished, I collaborated with the quality control (QC) team to conduct a detailed inspection following the buyer's tech pack. I learned to use the 4-point garment checking system, which evaluates defects based on severity and frequency. This hands-on experience helped me understand the importance of maintaining international quality standards.

Sending Samples for Buyer Approval

After the final inspection, I coordinated with the merchandising team to send the approved samples to the buyer for evaluation. Buyer feedback determines whether the sample proceeds to bulk production or requires modification. When approval was received, the production process officially began based on the finalized sample.

Additional Responsibilities of the Sample Department

The sample department has several ongoing duties that support both pre-production and development activities:

Clarifying Style Details with Merchandisers

A vital responsibility is to communicate with merchandisers to clarify style, color, size, fabric, and embellishment details before sample production begins. This step ensures that every member of the team clearly understands the buyer's expectations.

Checking Pattern Workability

Once a pattern is received, the department must verify its workability — ensuring it can be efficiently used in actual production. This includes checking seam allowances, grain lines, and pattern matching accuracy.

Developing and Approving Various Sample Types

The department develops multiple types of samples such as proto samples, fit samples, photo shoot samples, salesman samples, size set samples, top samples, and shipment samples. Each type serves a unique purpose in confirming different aspects of design, fit, and production readiness. These samples are sent to the buyer for approval before bulk manufacturing.

Reporting Issues During Sample Preparation

Whenever challenges arise — such as fabric flaws, color mismatches, or sizing inconsistencies — the sampling team immediately reports them to the quality control department. The QC team then implements corrective actions to ensure the final output meets the required standards.

Minimizing Operations and Material Consumption

Efficiency is a key performance metric in sampling. The department continuously works to reduce unnecessary operations, minimize fabric waste, and optimize resource utilization without compromising design quality. This not only saves cost but also supports sustainability efforts.

Future Development Plan of the Sample Department

To meet the growing demands of global buyers and ensure higher efficiency, Masco Cottons Ltd. has developed a strategic improvement plan for its sample department. The company aims to expand the department's capacity by increasing its workforce and introducing advanced tools for design and prototyping.

Moreover, the implementation of the “5S Methodology” (Sort, Set in Order, Shine, Standardize, Sustain) is planned to improve workplace organization and efficiency. Regular training sessions will also be arranged to upgrade the skills of sample makers and technical staff, ensuring they stay updated with modern garment construction and design practices.

These initiatives are expected to enhance productivity, reduce lead time, and strengthen buyer confidence in Masco's product development capabilities.

Chapter 3

Critical assessment of Internship work

It was difficult to finish the internship because of a number of challenges encountered during the process. Effective time management was one of the biggest challenges, particularly when moving between distant divisions. Strong organizational and multitasking abilities were needed to manage ongoing responsibilities while coordinating tasks across multiple departments. Despite these difficulties, the internship proved to be a worthwhile educational experience that required perseverance, flexibility, and commitment to effectively complete all responsibilities assigned.

3.1 Application of Generic and Industry specific courses during internship

Merchandising & Marketing:

During my internship in this division, I found a number of connections between the knowledge I gained from KIM 203: Production Management and Merchandising. The merchandising process and the merchandiser's method of operation. I also discussed the various merchandising words I had learned from the course here.

Here, I also discovered how a bulk order is placed and how the merchandiser interacts with the customer.

This department benefits from the KIM 201: Introduction to Garments Industry Knitwear course, which helps me understand various fabric, print, embroidery, and washing processes. I have actual knowledge with the RMG costing process, which I learned about in this course.

KIM 204: Quality Management – This course gave me a thorough overview of the many certifications and quality standards utilized in the ready-made garment (RMG) sector. During my internship, I noticed that buyers frequently asked for particular certifications for quality assurance and compliance, which was directly related to what I had learnt in this course. I was better able to comprehend the organization's quality control procedures thanks to my theoretical understanding of various certification methods.

KIM 202: Industrial Engineering – I learned about Standard Minute Value (SMV) computation and the many steps in production processes from this course. During my internship, this knowledge came in very handy, particularly in the merchandising section where time

management and production efficiency are critical. I was able to understand how production planning and efficiency improvement are managed in the apparel business by applying the principles I studied in Industrial Engineering to actual factory operations.

Design Hub:

KIM 203: Production Management and Merchandising (Fashion and Merchandising) – I found that this course was really relevant to my internship job because it helped me comprehend the entire process of fashion design and product development. The tasks carried out at the Design Hub were immediately mirrored in the course topics, which included fashion trends, design concepts, color choices, material choice, and numerous design approaches. I now have a strong concept of how a design develops from the construction of a mood board to the final garment development thanks to the fashion design portion of this course. I was able to actively participate in conversations and activities connected to design and have a deeper understanding of the design team's workflow because to this theoretical foundation.

KIM 103: Communication Skills –During my internship, the information I learned in this course was also very useful. It improved my capacity to produce powerful presentation slides and professionally and simply explain product concepts to team members and buyers. I was able to contribute to product showcasing sessions in a professional manner and communicate design ideas with greater confidence thanks to the presenting and communication skills I gained from this training.

Supply Chain:

I discovered a lot of parallels between the academic knowledge I learned in KIM 204: Quality Management and other supply chain-related courses and my real-world experiences during my internship in the supply chain department. The department's everyday operations directly mirrored the course principles, such as the 4-point fabric inspection system, dark room color evaluation, and sample development procedures. These procedures helped guarantee the uniformity and quality of the final output, which was in line with what I had learned in class.

Moreover, I was able to clearly relate the theoretical concepts learned in my coursework to the practical supply chain operations I observed, such as purchasing, production, inventory control, demand forecasting, warehousing, logistics, and customer service. This practical exposure helped me understand how each component of the supply chain plays an essential role in maintaining efficiency, consistency, and product quality within the ready-made garment (RMG) industry.

Human Resources Management:

During my internship, I was able to apply many of the ideas from KIM 101: HR Skills and Competencies to actual workplace procedures while working in the Human Resources department. I gained a basic understanding of HR functions like hiring, employee management, performance reviews, and organizational behavior from this course. I saw and took part in a number of HR-related activities during my internship that mirrored these theoretical ideas, such as keeping track of personnel data, comprehending workplace regulations, and witnessing management-staff contact.

Through this experience, I was able to make the connection between what I had learned in the classroom and real-world HR operations, which improved my understanding of how HR management contributes to overall organizational effectiveness.

Sample Department:

I was able to apply what I learned in KIM 201: Introduction to Garments Industry (Knitwear) and KIM 204: Quality Management to actual industry processes during my internship in the Sample Department.

I received a thorough understanding of the many stages of sample development from KIM 201, which I was able to experience firsthand during my internship. I gained knowledge about the sourcing of necessary accessories and raw materials, as well as the scheduling and administration of fabric samples prior to production. I was also able to use what I had learned in class to comprehend and evaluate the tech packs of different designs, which are crucial rules for creating samples.

When assessing the finished samples, the information from KIM 204: Quality Management also proved to be quite pertinent. I could connect the real sample approval procedure to the quality assurance and inspection strategies I had discussed in class, such as guaranteeing product uniformity and adherence to buyer specifications. My comprehension of the technical

and quality aspects of sample development in the RMG business has improved as a result of this integration of theoretical learning and practical practice.

3.2 Suggestion for the industry

Although Masco Group is already well-aware of its operational strengths and best practices, a number of other actions could improve its overall performance and long-term success.

First, lowering process costs and raising profit margins would be greatly aided by enhancing work efficiency and maximizing resource use. The creation of a Quality Control Circle (QCC) may be very helpful in locating and fixing underlying problems, resulting in ongoing enhancements to management and production procedures.

Furthermore, increasing output and preserving constant quality can be greatly aided by the efficient application of contemporary machinery and automation. The creation of a specialized Research and Development (R&D) division with an emphasis on innovation, especially in creating sustainable and recycled goods, would bring the business into line with international trends in environmentally responsible production.

Furthermore, implementing cost-cutting measures through improved resource planning and supply chain management will support future growth and investment. Making raw materials and cutting-edge equipment more available will also help to develop fresh ideas and methods. Last but not least, providing young employees with training and motivational programs can raise their abilities, inventiveness, and engagement, hence improving the company's human resource potential and overall organizational success.

3.3 Learning for self-improvement

The proper accomplishment of any work or obligation requires planning, organizing, leading, and controlling. During my academic and internship experiences, I learned more about how to discover appropriate individuals for specific positions and the importance of providing proper training to increase worker performance. I also came to see how difficult it is to achieve sustained growth in the cutthroat corporate world of today without ongoing innovation and research.

Customer happiness and long-term business sustainability have been identified as critical components of quality management in all industries. I also realized how crucial time

management is, especially when it comes to keeping an effective supply chain that guarantees on-time shipments and general operational success. Management Information Systems (MIS), which combines ERP systems, human data, and departmental coordination into a single platform to make management more transparent and efficient, was another important topic of study for me.

My internship experience and completion of my Post-Graduate Diploma in Knitwear Industry Management have improved my ability to deal with real-world issues and find workable solutions. I was able to put my theoretical knowledge to use in professional settings during my internship, which improved my understanding of how to effectively manage and run a business. I'm sure that the knowledge and abilities I've acquired will further my professional development and allow me to advance sustainability in the textile and clothing industry. In addition, I now have a solid grasp of the duties, responsibilities, and tasks in a factory setting, which will be very helpful for my future career advancement.

Chapter 4

Conclusion

Masco Group has been one of the leading firms in Bangladesh's textile sector because of its commitment to delivering a happy and rewarding work environment for all of its employees since its inception in 2001. Implementing employee participation initiatives can be crucial to boosting motivation, engagement, and productivity in order to further solidify this culture of organizational excellence and employee well-being.

These programs enable the company to capitalize on the inventiveness, vigor, and creative ideas of its employees. Additionally, they foster a culture of shared learning and ongoing development by encouraging cross-functional cooperation. Because of this, work processes may be improved more often, which lowers operating costs and increases workplace safety and reduces accidents.

Additionally, an open forum for exchanging ideas improves communication between staff and management, building mutual confidence and showing that management respects staff opinions and is prepared to implement their recommendations.

Systems for rewarding and recognizing employees are equally crucial for maintaining motivation and job satisfaction. Acknowledging accomplishments with prizes, appreciation events, or inclusion in corporate newsletters can strengthen a sense of community and raise spirits. Together, these programs support improved teamwork, increased employee retention, and Masco Group's ongoing success as a people-centered business.

References

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