

Report on

Yunusco (BD) Ltd: Focus on Various Functional Departments

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

Executive Development Centre
BRAC Institute of Governance and Development
BRAC University
November, 2025

Declaration

It is hereby declared that

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

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Letter of Transmittal

Mohammad Sirajul Islam
Deputy Director, EDC, BIGD
BRAC University

Subject: Submission of Internship Report on Yunusco (BD) limited: Focus of the activities of various departments.

Dear Sir,

This is my pleasure to submit my internship report based on my industry attachment with Yunusco (BD) Ltd.

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

I trust that the report will meet the desires.

Sincerely yours,

Plaban Dey

ID: 24281036

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

Executive Development Centre, BIGD, BRAC University

10 November 2025

Non-Disclosure Agreement

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

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Acknowledgment

At first, I like to thank to my Academic Supervisor, Mr. Sirajul Islam, who directed me, inspire me and helped me to complete the report in various way. Then I like to thank my Industry supervisor Mr. Nazmul Hasan, for the guidance and cordial support. He allowed me to take part of this program and given me opportunity to work in the different departments of the organization. I also like to show my gratitude to the following stakeholders of YBDL, Mr. Rawnin Ahmmed, GM- Merchandising. Mr. Mahabubur Rashid, GM- Operation. Mr. Ruhul Amin, DGM- IE and Mr. Kishore Benedict Costa, Head of Quality. I also like to thank all my family members to consider their times and given me scope to learn a bit more. I am grateful to SICIP and BIGD for arranging a such wonderful program for Bangladeshi RMG professional Development. This program makes us feel to be the future leader of Bangladesh RMG Industry.

Executive Summary

This Internship report in the industry attachment with Yunusco (BD) limited has shown the collaborative initiative of major 05 departments of YBDL has significantly contributing for the company growth. The Departments are Human Resource Department, The Production Department, The Industrial Engineering (IE) Department, The Quality Department and The Merchandising Department.

The Human Resource Department contributes by Strategic Manpower Planning, recruiting right man at the right place, Developing and implementing different policy and procedure, Developing employees through training and Worker engagement through employee Welfare.

The Production Department of YBDL is the department with the most manpower. They are the earning department, Quality production, leads on time shipment and revenue generation. YBDL production department run 117 sewing lines and produce around 6-8 million pieces of the product every month.

Industrial Engineering Department works on process simplifications, Method improvement, Cost analysis, Resource Utilization, waste minimization and profit optimization. So that the production can run smoothly, earn revenue and organizational reputation sustain in the global market.

The Quality Department is the second largest department with its 03 wings. The Quality Assurance wings about the Development of Quality parameter for each and every product, The Quality Department wing works on check and balance system on the operation and end line. The ensure 100% of the product check before send to the customer for inspection. And QMS works on Development of quality principal, Internal Audit and Quality Education.

The Merchandising Department Works on product development, Buyer communication, Price negotiation, Order confirmation, Material sourcing, Production Follow up, and Shipment confirmation. They also work on different documentation for ensuring freight forwarding.

Keywords:

Human Resource Management, Production, Industrial Engineering, Quality Control, Quality Assurance, Merchandising, Training and Development, Performance Management, Garment Industry, Operational Efficiency, Compliance, Supply Chain Management.

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List of Acronyms

AGM	Assistant General Manager
BIGD	Brac Institute of Governance and Development
BKMEA	Bangladesh Knitwear Manufacturer Export Authority
BOM	Bill of Material
CoC	Code of Conduct
COO	Chief Operating Officer
DGM	Deputy General Manager
GM	General Manager
HRM	Human Resource Management
IE	Industrial Engineering
LC	Letter of Credit
MD	Managing Director
PGDKIM	Post Graduate Diploma in Knitwear Industry Management
QA	Quality Assurance
QC	Quality Control
QMS	Quality Management System
SRM	Supplier Relationship Management
T&A	Time and Action Plan
TNA	Training Need Assessment
YBDL	Yunusco Bangladesh Limited

Chapter 1: About Yunusco Bangladesh Ltd (YBDL)

1.1 Overview of the Company

The journey of Yunusco (BD) Ltd (YBDL), a concern of Yunusco Group started at 2012 as “Shore to Shore Ltd” a joint venture of foreign investment with local leadership at Adamjee Export Processing Zone, Narayangonj. Later on, 2018, the company reformed as Yunusco (BD) Ltd as a part of Yunusco Group in the same location as an LLC. With the dynamic leadership of the honorable founder chairman Hajee Md. Yunus Ahmmed, YBDL dare to dream to be the one of the largest undergarment manufacturers in Bangladesh. Currently YBDL has 130 sewing lines with a monthly capacity of 5.5 million pieces. 90% of the fabric YBDL used is manufactured by the sister concern of the group and 100% accessories comes from the Yunusco T&A Ltd. Yunusco group has one of the largest accessories manufacturing facilities, situated in Narayangonj and Chattogram (Source:www.yunusco.com). The key milestones of the company are illustrated in Figure 1.

Figure-1: Key Milestones of the company;



Source: www.yunusco.com

1.2 Vision and Mission

The company’s vision is to become the countries prominent and premier undergarment manufacturer and its mission is by the peruse of the quality rather than product, YBDL to be one of the best 03 undergarment manufacturers in the country by 2017 (www.yunusco.com).

1.3 Organizational structure, Branches and Departments

The organogram of YBDL consist of 12 departments, all departments work for the smooth run of YBDL. The **Human Resource Development (HRD)** department focuses on recruiting the

right employees, training for skill enhancement, maintaining industrial relations, ensuring welfare and discipline, and complying with labor laws. The **Operations** department, being the largest, oversees the production process through its cutting, sewing, finishing, and IE sections. The **Accounts** department manages all financial transactions, including payments, receipts, and salary disbursement. The **IT** department ensures technological efficiency by maintaining ERP systems, networks, and digital devices. The **Commercial** department handles procurement, export-import activities, BEPZA and banking documentation, logistics, and compliance. The **Planning** department manages production capacity, resource allocation, forecasting, and time planning. The **Transport and Security** team ensures physical safety, theft control, and transport management. The **Sample and Technical** department develops various types of garment samples and provides technical support for quality production, while the **Facility Maintenance** department ensures uninterrupted electricity supply and the proper functioning of all machines and equipment. The **Maintenance Department** work on machine servicing to keep the machine run for all the time. They work for both of proactive and reactive maintenance. The **Civil Department** constantly works on the infrastructure development and renovation work. The **Marketing and Merchandising Department** works constantly for bringing order from different customer and company branding all over the world. They ensure on time shipment also. The organogram of the company is illustrated in Figure 2.

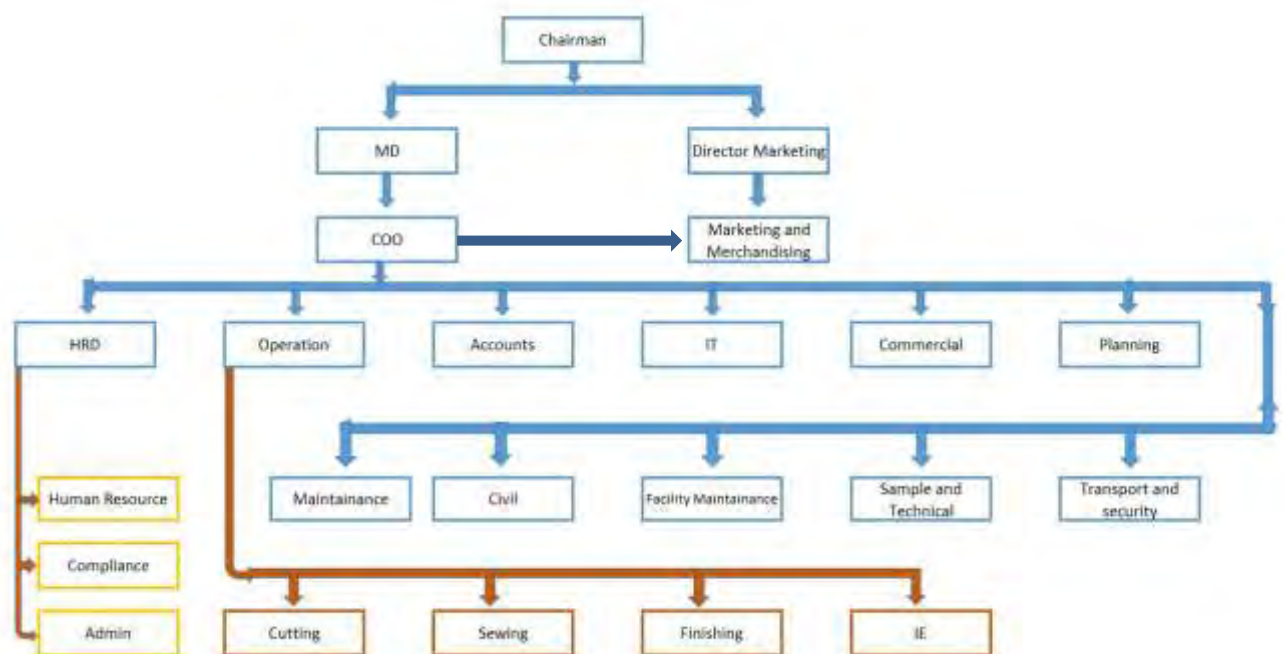


Figure-2: Organogram of Yunusco (BD) Limited.

Source: The HR Manual of YBDL

1.4 Key Products of the Company

Yunusco (BD) Ltd has a product mix of Bra, Panty, Camy, Leggings, Swim wear for ladies, Boxer and brief for Men and Boys and girls' graphic tee, Boys Brief & Boxer, Body suit etc.

Table-1: Product wise shipment of YBDL

Item	Shipment Pieces in last year (Million)
Bra	43.5
Brief	18.9
Men's Underwear	6.2
T-shirt	3.8
Total=	72.4

Chapter 2: Description of Task Accomplishment

During my internship, Yunusco (BD) Limited, I have got 03 months. I have observed major 05 departments of Yunusco (BD) Limited under the supervision of my industry Supervisor and the cordial cooperation of the departments head. My internship started at 2nd August 2025 till 2nd December 2025. At first, I have posted on HR department for 01 month, then I got opportunity in rest 04 departments for 15 days each. I will reflect the learnings in my report through practical training, observations and gathered information during the period.

2.1. Department of Human Resource Management

YBDL HRD head briefed me about the department, he includes the core function of the department such as recruitment, Training and Development, Performance Appraisal, Disciplinary procedure and Employee welfare.

2.1.1. The recruitment Procedure

Recruitment procedure of YBDL includes the following steps.

a) Manpower Planning

During my tenure as an internee, I have observed that, the HR head works on manpower forecasting and recruitment planning based on the production order of the next quarter. He assigned me to collect the manpower requirement from Industrial Engineering Department. After that, he sat with me to do the manpower recruitment planning. He analyzes the current manpower data and finds out the gaps and excess amount and then and finalizes the recruitment requirement. Then he took approval from COO and Director of the company and instructed the recruitment executive to proceed.

b) Selection process

I have observed the recruitment executive and worked with her on making recruitment advertisement poster, internal circular for the direct labor recruitment and online job posting for the indirect employee recruitment. Then applicants come to face the interview process. After facing the screening, skill test, viva and medical incumbent are finally selected for joining.

c) Joining and onboarding

After final selection, candidates got offer from the HR in finalized salary to join. Agreed candidates come with required documents. The recruitment executive proceeds for joining,

issues ID card and appointment letter. Then the training manager conducted induction and onboarding process and at the end of the process the new joiners are shifted to their respective department head.

2.1.2 Training and Development

As an intern I have observed the following activities in the training and development section under guidance of the head of HRD. Training process is illustrated in Figure 3.



Figure-3: Training Process in YBDL

a) Training need Assessment (TNA)

During my internship period in the training section, I have observed that YBDL do Training Need assessment to understand the demand of the training. There are 03 common procedures they follow to find training requirements and they are person analysis, department analysis and task analysis. Training manager has formulated a yearly training calendar based on the observations and requirements of the management and customers. And accordingly, he initiates the next phases of the procedure. Team also analyze the performance appraisal reports and find out the gaps of the staff. It also helps them to find out the demand of the department, where they need training to improve their skills.

b) Development of the module

According to the findings of TNA and requirements of the management and customer, the training Manager has selected the content of the training and formulates the modules. He shared the modules with HR head and the other department heads for suggestions and feedback. Then he incorporates the feedback as much as possible to create a fruitful training module.

c) Prepare Delivery Methods

YBDL deliver training in basic two ways, on the job training and off the Job trainings. Here in YBDL the manager uses both of the methods according to the feasibilities. For off job training they have prepared Power Point presentation according to the Module. For on the job, they have prepared with some plans for the training.

d) Implement the Training

For on the Job training manager sent me to the process of the trainees. On the job training method is also called learning by doing method. One of the on-the-job training programs of YBDL is Helper to Operator Training Program (Sudokkho Training). In this program, I observed that, 08 senior operators have been trained Training of the Trainers (TOT) and they are working to transfer their skills and knowledge to the freshers. As a result, in every 15 days YBDL can get sewing operators for two sewing lines from this project.

e) Quality Checkers Training

I have also observed that, quality checkers training is also provided on the job. The Head of Quality observes the requirements of the customers for every specific order. He instructs the managers and the managers do the same for the QC and QI teams. During ongoing production AGM- QMS observe the work of the inline Quality Inspectors and train them on the job if required. Awareness and Social Compliance training are mostly provided offline in YBDL, but sometime this knowledge transfers on the job when any discrepancies are found.

f) Off the Job Trainings

Training Manager briefed me that, off the Job trainings are the knowledge transfer procedure outside the job location. Employees are gathered in a defined venue for a pre-planned time. Facilitator creates a totally different environment for knowledge sharing. As a part of YBDL learning culture, participants join here with hope of learning some new ideas and go out with positive energy. Some of the offline training methods YBDL follows are classroom training, workshops, role play, case study and group discussion methods.

g) Collect and Assess the Feedback

Feedback is the very crucial part of the training. To understand the effectiveness of the training and make the training more effective, feedback is the main key. Feedback can be taken in many ways. YBDL follow the world-famous Kirkpatrick Model (Figure 4).

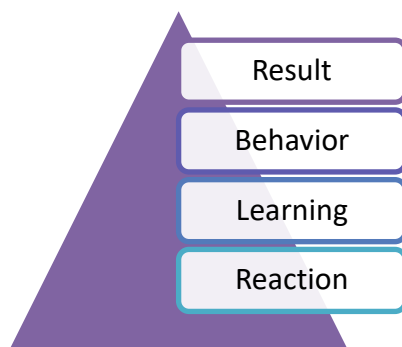


Figure-4: The Kirkpatrick Model of Training evaluation

Training manager shared their training calendar with me, to know more about the practices of YBDL. The calendar is attached in Annexure- 1

2.1.3 Policy and SOP

YBDL Training and Development section also develop different policies and Standard Operating procedure (SOP) with the engagement of responsible department heads of YBDL to rebuild a smother operation of any regular activities. Some of the policies I have worked on are the Recruitment Policy, Management Trainee Officer (MTO) Development Policy, Training and Development Policy.

2.1.4 Job Descriptions (JD)

I have worked on the JD for some of the department during my tenure in a standard format. So that the JD can be connected with the performance appraisal. And at the end of the year Performance appraisal become the reflection of the past year's activity. Much of the thing should be relatable rather than ideas.

2.1.5 Performance Management System (PMS)

As a part of the internship, I have also got chance to work on performance Management System (PMS) of YBDL. As YBDL already have a structured PMS, I have worked on streamlining the system so that feedback not only depends on supervisor, it would be 360-degree feedback system and reflection of year end performance appraisal become more of data driven. A performance appraisal format is attached in annexure- 2.

2.1.6 Employee Welfare

YBDL has a separate team of employee welfare. As an intern, I have worked with the team for a week and found them to do them several important activities. The welfare team is led by an

Asst. Manager and she has five team members. The team mainly do the following activities such as absent employee counselling, leave management, follow-up of workers on maternity leave, employee awareness, health and hygiene, and employee grievance.

In YBDL, there are five committees where workers are participated with management like, Worker Participation Committee (WPC), Safety Committee, Grievance Committee, Canteen Committee and Harassment Prevention Committee. Welfare officers work on formation, regular meeting and share the meeting minutes to the management regular basis.

2.2 Production Department

During my internship at production Department of YBDL I have been supervised by Production GM, an AGM and a Supervisor of the department. They provide me full support to learn the production operation of a sewing lines they also give me opportunity to learn forward and backward work of the production.

2.2.1 Introduction of the YBDL production

YBDL has 117 sewing lines and they divided the lines into sections. Each section has 11 Lines, only except K section. K section has 07 sewing lines. It's the smaller sewing section of YBDL. I was posted in line no 03 of section A. In this line product is mostly Bra. Line 07 has 24 sewing machines and 05 helpers. Total Line is set up of 30 direct labors for production and 03 Quality Inspectors (QI). The QIs check the product quality inline and in output table. They mark for defects and return it to line supervisors for alteration. The line target output with 30 production workers is 240 pieces per hour. What makes 1920 pieces per day. Some overhead workers are also engaged in the line. They are called staff as a line leader, a supervisor and a Quality Controller (QC). Out of them, 01 production manager is responsible for the full section, AGM for 03 Section from production side. On the other hand, 01 Quality Manager is responsible for the section and 01 Quality auditor also working there. As support staff mechanic, electrician, technicians are also providing their support for smooth sewing operation.

2.2.2 Production Process

The production process of YBDL has some steps. Every step has to pass carefully to produce a final product as per customer requirements. The process of the production is shared in below figure- 5.

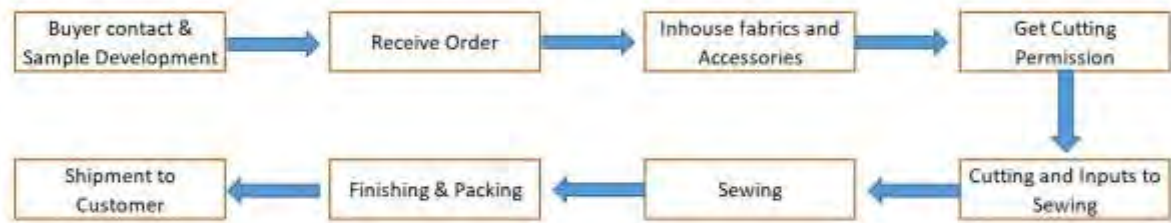


Figure-05: YBDL Garment Production Flow chart.

2.2.3 Key activities of Sewing In the YBDL production process, sewing is the most time-consuming activity and creating value to the fabric and accessories as well. The key activities of sewing line is described below:

a) Line setup and preparation

Before starting operation of any style, Industrial Engineer, Technician, Mechanic and Production Manager study the style. They attend the Pre-Production (PP) Meeting, learn detail about the style and set prepare the line accordingly. Industrial Engineer makes detailed operation bulletin, according to the bulletin mechanic set the machine and attachments according to the requirements. Then technician sew some sample and train the sewing operator for bulk production. Necessary setup tuning and adjustment done by the mechanic on this stage.

b) Sewing execution

After the layout and sample sewing completion, sewing line starts bulk production. All the operators and helpers are given day wise production targets. Supervisors ensure inputs and material supply throughout the line for smooth production. From first operation to the last operation in the assembly system works flows seamlessly.

c) Process material control

It is the ongoing controlling process of the material wastage and process defects. While operators sew the garments, they have some options to cut the fabric in some of the machines. Here The supervisors, production managers and technicians get involved for the controlling procedure. As an Intern I have been briefed about the importance of material control. If material control does not work properly, then the measurement of final garment varies from the customer demand, and sometime customer rejects the order or ask discount. As a result, company has to face huge financial losses.

d) Quality Inspection

YBDL has a separate Quality Control Department. The department is led by an Expert head. He has a team of 000. I have observed the sewing quality works in 4 steps in YBDL including Traffic Light System (TLS), the inline quality checking, the output Quality checking and the Quality audit.

The Right First Time (RFT) System is the primary system of quality control of YBDL. To ensure RFT sewing operators are trained for Traffic Light System (TLS). In this system sewing operators check their 01 pcs for every 07 pcs work. If they found it defect then they check all the 07 pcs and rectify the defects before passing it to the next operation. The next quality control system is inline quality checking is the process of random product check by a line quality controller. He checks randomly and if any defect found then the area given more priority for checks. The output table quality checks 100% of the products and pass if everything is as per customer demand. If any defect is found, the segregates the defective product and send back for alteration. The Quality audit conduct audit on random selected garment bundle passed by the output quality table. To ensure stricter on the products, another one quality check is Final Output and handover to finishing section.

2.3 Industrial Engineering (IE) Department

YBDL has a structured IE Department, led by IE DGM, who get involved in the strategic decision followed by an AGM serves there as second in command. I have been given opportunity to work as intern in this department. The department has a strength of 18 Staffs. The team extended their full support during the period and taught me a lot about the activities of the department. The IE department has 02 strategic areas of work in YBDL. I have observed the area wise activities as below.

2.3.1 IE Costing

The YBDL IE costing team consists of 02 member including a Manager. The team works on calculating accurate Cost of Making (CM), Based on the CM given by the IE costing team, merchandising team negotiate CM price and take orders from the customer. The process of IE Costing team can be shown as below:

Get sketch/picture from Marketing Team → Prepare Operation Bulletin (OB) and provide SMV with approximate efficiency → Receive PCD from Planning Department → Develop balanced layout for production ensuring optimum use of man, machine, and method → Standardize processes and record them.

2.3.2 IE Production

The YBDL IE production team has a strength of 16 members. They work according to the division of sewing section. In each section, there is an IE Executive/ Officer and there is a manager for every 3 sections. The Executives/Officers work under the supervision of the section Manager, and the managers directly reports to AGM/ DGM of the section. The key activities of the production IE that I have observed is shared as below;

a) Line Layout and Machine Planning

Production IE works on line layout during changeover, they ensure proper machine, attachments and work aid are set up and the sequence of the operation are perfectly aligned with the paper layout. They plan for the required machine before starting the physical layout and ensure the machine are made ready by maintenance department.

b) Time and Method Study

Production IE of YBDL does time study from the first day of the changeover to identify the bottleneck, target achievement rate and efficiency so that they can balance the line and ensure smooth production pick. They also do the method study do identify either operators are following correct method and do the operation correctly.

c) Target and Efficiency Setting

Floor IE works for on time shipment, thus they set daily production target based on the available worker and SMV. They also work an achieving efficiency to optimize the cost of the company.

d) Line Balancing

One of the major tasks I have observed is line balancing. Based on the present employee of the line they balance in a way so that, there should not have any bottleneck to flow the targeted output. They use skill matrix data to balance the line primarily. If any bottleneck arises, they do the method study, workplace arrangement and reallocate the work to rebalance the line. .

e) Productivity Analysis

Productivity analysis is one of the major tasks of floor IE, during my internship in the department I have observed them to analyze on the productivity. They do it for the daily and future forecasting of the productivity on different style. This data helps merchant to bargain the price, book order and planning department to allocate the slot for the production.

f) Manpower Planning

Floor IE has to do the manpower planning for the upcoming styles in advance according to the operation of the style so that HR can incorporate the information for the recruitment plan

accordingly.

g) Changeover Management

The most important task of an IE is to manage the changeover of a style. When a style closes and new style come into the sewing line, there have a lot of management activities to reduce time loss and productivity gap. I have seen the section IE are constantly stand on the line and manage the employee, material and technical work so that changeover losses can be optimized and productivity can run smoothly.

h) Downtime and Line Waste Management

Sewing line supposed to be run smoothly, but I have observed a lot of constraints for the seamless flow of that area. Such as machine breakdown, shortage of accessories, electrical load shedding, shortage of the steam supply etc. due to this limitations production stop frequently. IE comes here to manage the employee during the breakdown, works for quick resume from the constraints and restart production as early as possible.

i) Training and Continuous Improvement

Continuous improvement is one of the key jobs for YBDL IE. They work for method improvement continuously to reach the excellence. To do so, the often train production staff and workers for the better methods, behavior and innovation on the job.

j) Reporting and Record Keeping

Floor IE reports all the necessary information to the IE-DGM time to time. These reports go to the owners and customers collectively. IE keeps all the record of production, Skill matrix, and other related information for future references of the company. These reports help the merchandising, Planning and production team for taking the related order in future.

2.4 Quality Department

YBDL Quality Department is leaded by an expert Head of Quality with the help of 03 senior Managers. The department is basically divided into 03 parts. 1. The Quality Control (QC), 2. The Quality Assurance (QA) and 3. The Quality Management System (QMS). The organogram of Quality Department is reflected in figure- 06.



Figure-06: Organogram of YBDL Quality Department

The key task of YBDL Quality Department I have observed during my internship at the department are described below:

2.4.1. Quality Assurance

The objectives of Quality Assurance are to assure quality at Right First Time (RFT) across all the production system. The Key task of this section are;

a. Define and Develop Quality Standard

One of the most important task of QA section is to Define quality according to the demand of the customer by order to order and style to style. According to the demand of the customers, QA sections set the quality standard and shared with all the relevant people so that they can work accordingly.

b. Pre-Production activities

Before stating the bulk, QA attend the PP meeting, check the tech pack, make the swatch card for the sewing section and communicate the relevant personnel. Approve for the pilot run and share the production sample with customer for bulk production approval.

c. Root cause analysis

QA section works on identifying the issues of poor quality using various method like 5W, fishbone methods etc. for solving the problems permanently. They also maintain the deviation and correction records for future references.

d. Inline Quality Assurance

QA sections conduct inline audit and process checks to assure the product quality in shop floor. They work with the production supervisors to rectify the issue on the process.

e. Buyer communication and reporting

YBDL QA shares the inline inspection and audit reports with merchants and buying QC and received buyers comment and incorporates the comments to the production floor.

2.4.2. Quality Control

YBDL Quality control is one of the largest sections of the company consisting () numbers of employee. The team is relentlessly working for the improvement of production quality aligning with the goal of the company. The motto of the section is inspection-based quality control system, ensure the production quality before it send to the customer. The key task of the section is described below as my observation during my internship at the department\.

a. Fabric Inspection

YBDL fabric inspection team inspect the fabric using four-point method. Here in four-point method they keep maximum 4 point for the defect. If there is any minor defect in 01 square meter, then the checker marks it 1, but if there is any major defect like a hole, then they mark it 4. And they have all the defined criteria for marking. After complete 1 role, if there is more than 25 marks come, the roll will be failed. Less than 25 marks will be considered as pass. 100% fabric roll is inspected before they are sent for cutting.

b. Material Inspection

The material inspection team inspect all the incoming material for production except the fabric. They inspect, threads, trims, buttons, hanger, hangtag, price tags, levels etc. YBDL Material inspection team is deployed in store area. They work constantly to provide the quality material to the cutting and sewing section for adding value. They also work for ensuring quality of finishing items.

c. Process inspection

YBDL Quality team ensure process quality for the sewing section. So that the process ensures Right First Time (RFT) quality to meet the customer demand and company commitment. Team implement Traffic Light System (TLS) where all the operators has to check 01 pieces of every 07 pieces of their task. The Line QCs doing random checks for the product and in keep the TLS system alive on the section.

d. End line inspection

Every sewing line there is Edline checks, 2 checkers check 100% of the products to ensure the required quality of customers.

e. Final Inspection

After the Edline inspection the QC pass product goes through the final inspection in the

finishing section. A group of checkers check it and the pass product send for packing.

f. DHU Reporting

Every steps of the quality checkers in YBDL do the DHU report and submit to the managers in every hour. If any notable defect found in the section, the checkers share the issues with the section supervisors and production workers, to minimize the defect.

g. Measurement and Testing

YBDL quality checkers also do the measurement of all the product and match with the expected measurement given by the customer. They ensure different testing as per buyer requirements. For example; shrinkage testing, GSM testing, Pull test etc.

2.4.3. Quality Management System (QMS)

During my internship in Quality department of YBDL, I have observed the activities of QMS. The section is led by a qualified and experienced Assistant General Manager (AGM) and there are total 05 members in this team. The team works under the Head of Quality but in an open and free manner of decision making. The section is working in a holistic approach of implementing Total Quality Management (TQM). The key activities of the section are as below;

i. Quality System Development and Implementation

QMS team relentlessly working on the development of quality standard according to the new demand of the customers and community. They implement the new standard into the factory by sharing the standard and gather hands on experience.

ii. Internal Audit

QMS team regularly audit different department of the factory and share audit findings with the management and responsible of the department. It enables always readiness for the external audit and reduce findings of the external auditors.

iii. Compliance with Buyer standard

Day by day buyers' expectations are increasing, they are getting more rigid on the implementation of their CoC with the suppliers. YBDL QMS team works on complying the customers standard on the factory. As I have observed, they constantly work on upgrading buyer's standard, certifications, audit report etc.

iv. Process Control and Monitoring

The team works closely with the Production and quality teams and get various reports like production report, forecasting, DHU report, Efficiency report, material control report etc. They closely monitor the process where the most discrepancies are coming and works on control the

processes.

v. Document Control

QMS team develop and release different formats and documents. Every document has documents name, number and version number. It eases the control and make the document standard for every one of the factories.

vi. Training and Awareness

The QMS team in YBDL is constantly conducting training for the staff and workers about different standard, topic and subject knowledge. So that the factory people become aware about Buyer's demand, audit requirement and quality expectations etc.

vii. Continuous Improvement

Continuous development is the one of the mottos of YBDL. Company has taken a project of manufacturing excellence. On this project QMS team contributes their best to improve company standard, Methods, reports, processes and culture. They used fishbone method to find out root cause of any problem, make solution and train people of the problem solving.

2.5 Merchandising Department

YBDL has a strong merchandising team with 74 members and several account. The organogram of the Department is shared below in Figure-7.

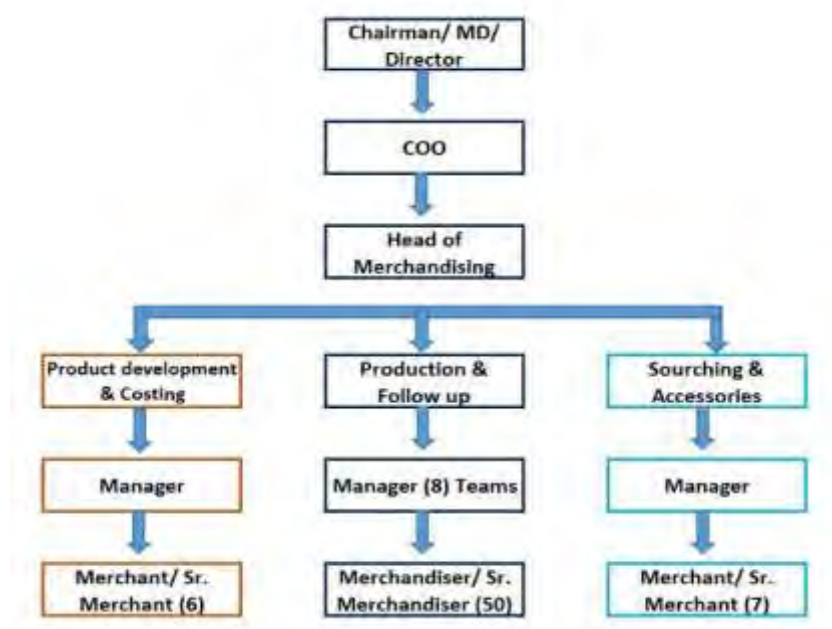


Figure-7: Organigram of YBDL Merchandising Team.

2.5.1. Product Development and Costing

The YBDL Product development and Costing section is led by an Asst. Manager under the direct guidance of Director Marketing. They have a vital task for brand development and expansion in the global market. The team, I have observed, works very closely with customers, updates fashion and analyzes trends. They work to develop new product samples, choose suitable fabric considering customer choice, market trends, seasons and so on. They always keep in touch with modern technology. The key activities of the team include but are not limited to coordinating with samples, CAD, and patterns. They ensure prototype samples, fit samples and pre-production samples. After finalizing the product concept, they concentrate on the costing process. Costing includes fabric, trims, labor, overhead, shipping costs. And then they finalize a competitive price, so that orders come and the company can earn some profit too. In a sense, the Product Development and Cost Merchandising is the foundation of a successful order for YBDL.

2.5.2. Production and Follow-up

The largest section of the merchandising department of YBDL is the Production and Follow-up Merchandising. 8 Teams work here for different accounts. During my period, I got an opportunity to learn about the activities from briefing of the head of the department and got an opportunity to observe the work flow of the department. Among 08 teams, I was posted in Gourpe Beaumonir (GB) team. The activities I have observed are described below;

I. Order follow-up and T&A

Prepare and maintain The Time and Action Plan (T&A) calendar of each of the orders and confirm all the actions on time by proper follow-up and problem-solving capacity for smooth shipment of the order received from the customers. Track all the steps to be done according to the customer schedule, from fabric & Trims inhouse, cutting permission, sewing, finishing, packing to shipment.

II. Material Coordination

The responsible merchant has to follow up all the process for inhouse the related materials. Confirm fabric testing, approval, and bulk quality before Pre-Production (PP) Meeting.

III. Production Planning Support

The team works closely with the planning department for production planning and control team to allocate lines for proper allocation. They monitor closely the total line loading plans. They also adjust the schedule if there is any delay of inhouse any material.

IV. Buyer Communications

The team work as the liaison between buyer and factory during the production process. Provide regular update about the production and receive feedback from buyers and work to incorporates the buyer comments during ongoing production process.

V. Quality and Compliance Coordination

Ensure customer's required quality from the production at right first time and factory compliance as per buyer CoC. They ensure the production meets buyer quality and compliance requirement by coordinating with the Quality and compliance departments. They also manage Pre-final and final Inspection for on time shipment of the products.

VI. Sample Approval And follow-up

Manage all sample approval from customer by coordinating with the sample sections. From prototype to final shipment sample. Ensure sample approval for processing the bulk cutting, keeping records buyer's comments and align the comments.

VII. Problem Solving

The team works as troubleshooters for any unsmooth processes, from material inhouse delay to production loss, inspection fail to keep commitment to the customers.

VIII. Documentation and Reporting

Team Maintain Production reports and share with managements and customers, prepare and keep records on performance, delays and shipment status. Team also works on ensuring all documents has been made and properly recorded.

2.5.3. Sourcing and Accessories

Sourcing Merchandising plays very important role for the YBDL. The team is responsible for sourcing all materials for all of the orders. During my internship period I have observed the following activities they are doing;

a) Bill of Material (BOM) Analysis

The key task of sourcing merchandising team is to analyze the Bill of Material (BOM) Sheet, issued by production Merchandising team. They can't overlook any points of the sheet. Because all of the requirement needed for a style is mentioned on this sheet. They study all the items and confirm inhouse all the material before starting the production process in the mentioned color, quality and quantity.

b) Supplier Identification and Selection

After analyzing the BOM carefully, the team starting selecting the supplier, who are reliable, trustworthy, financially strong and compliant. If have previous purchasing experience then the

most reliable supplier who have performed well in the past.

c) Price Quotation and Negotiation

After supplier identification, the sourcing team ask for the price quotation for each of the item mentioned in BOM sheet. They compare price, quality and reliability with the suppliers and finalize the competitive supplier. The Aim is to find the best quality of material in competitive price.

d) Material Development and Buyer approval

Before the bulk started the YBDL Sourcing Merchandising team develop the lab-dips, strike-off, trims cards etc. and submit to the buyer for bulk cutting permission. After getting the permission from buyer, they share with cutting section for further processes.

e) Purchase Order (PO) Issuance

After confirming the purchase details like price, quantity, delivery date etc. YBDL sourcing merchandising team formulates and issues Purchase Order (PO) to the supplier mentioning all the relevant data so that the material should come with all the properties.

f) Follow Up and Monitoring

After confirming the PO issuance, the team constantly monitor all the steps of the material till inhouse in the YBDL warehouse. And do proper follow up for making the inhouse process smoother.

g) Coordinate with commercial

The sourcing team coordinate with commercial team for outsource material sourcing. The document works like LC opening, Custom clearance, Shipment related papers etc. They monitor freight schedule and forwarding agents to ensure all the documents like invoice, packing list etc.

h) Cost Control

The Sourcing merchandising team of YBDL constantly monitor about cost, market trends, new product launch and customer preferences for the materials to identify cost saving opportunity. They also maintain a detailed data base of the suppliers and record the experiences.

i) Coordination with production Merchandising Team

YBDL Sourcing merchants keep close contact with production Merchants, planning, Warehouse and Commercial team. They share material updates, challenges to ensure alignment between material readiness and shipment timeline. This cross departmental communication is potential to smooth material inhouse, on time shipment and infect it has impact on business relation between buyers and factory.

Chapter 3: Critical Assessment of Internship Work

In this chapter, I critically assess my internship work described in the previous chapter. Here I have used a framework consisting of strength, weakness, and recommendation to critically assess my internship work.

3.1.Review of the Internship Activities

3.1.1 Human Resource Management Department

During my Internship at YBDL, I have observed the activities of HRM departments. I have gone through the activities of HR carefully, Learned practically about their Recruitment and selection procedure, Training and Development initiatives, HR Operations, and employee welfare activities. I have cross matched the Compliance with Bangladesh EPZ instructions act and Bangladesh Labor rules 2022. I found them to follow all the instructions of the above legislatives on their factory.

3.1.1.1 Recruitment and Selection Process

Strengths

YBDL Recruitment and selection procedure is structured, having coordinated with IE manpower forecasting with HR planning, focused on the specific skills and requirement. The selection is also bias free and inclusive. YBDL HR encourages EDI in their recruitment process what led them to bring diversified experience in the team.

Weaknesses

The Recruitment process still manual. Mostly depends on internal sourcing and relevant to short term planning. As a result, the recruitment still, a challenge for the entire team to fulfill all the skills on time. Lack of succession planning to fill the gaps of all of the positions.

Recommendations

Shifted with Human Resource Information (HRIS) can streamline the manual task to some extent of automation. Tracking candidates, creating skill pull and long-term succession planning can strengthen the Skill gaps of all the label and create a strong culture of HR sustainability.

3.1.1.2 Training and Development

Strengths

Training and Development (T&D) process of YBDL is structured, World standard Kirkpatrick Four-Level Models using for training feedback. The team arranges both of on the Job and off the job training for employee and management, what is crucial for employee development, skill enhancement and behavioral change. Team is constantly working for bringing a learning culture into the organization.

Weaknesses

The Training Need Assessment (TNA) process has lack of data collection system. TNA still depends mainly on observation and management input. There is no dedicated system to track training history or measure long-term behavioral changes.

Recommendations

YBDL can initiate a learning Management system (LMS) to speedup the training data collection method as well as tracking the trainees and their performance analysis. Team can work more on aligning all the department for regular training calendar and can arrange development initiatives to enhance performance.

3.1.1.3 Performance Appraisal System

Strengths

The YBDL performance appraisal system includes three steps of appraisal, Interim, confirmation and annual appraisals, promoting continuous monitoring to the employee. The presence of scoring system and clear consequences for performance ratings ensures procedural fairness and transparency. The initiative to transition toward 360-degree feedback indicates progressive HR thinking.

Weaknesses

The system is still manual, Relies heavily on supervisor's feedback. There are huge chances of having biases on the PMS. KPI is still universal for all, that might not reflect the core areas of the different job of the employees, rather than some common points.

Recommendations

Initiating a data-driven Performance Management System (PMS) can reduce bias and enhance reliability. Performance appraisals should incorporate SMART KPIs and be linked with training needs assessment (TNA) and compensation systems to improve performance, motivation and accountability.

3.1.1.4 Disciplinary Procedure

Strengths

YBDL's disciplinary procedures are compliant with BEPZA instructions Acts and the Bangladesh Labor Rules 2022. It ensures legal and ethical standards. The process emphasizes structured grievance handling, proper documentation, and management transparency.

Weaknesses

The system is more reactive rather than proactive, Lack of awareness are still there. It promoting punishment for the misconduct, rather than rewards for maintaining professional behavior.

Recommendations

Regular Training, Awareness programs, Counselling and more employee engagement programs can lead to build a better work culture in the factory. Introducing some indoor activities can build relationship among the employees so, they can feel friendly and reduce misconduct.

3.1.1.5 Employee Welfare Activities

Strengths

The Employee welfare team of YBDL is working positively towards the people of the company. A strength of 5 members are actively listening to the grievance, counselling the employees, and building a bridge between management and workers.

Weaknesses

Despite of having a strong team and system, the employee are still facing issues on the floor. There are limitations of mental health initiatives for the employees. Welfare officers are still maintaining manual documents.

Recommendations

More employee engagement initiatives should be taken to make the workplace a friendlier environment. Welfare team should be work as a solution of all problem and one stop service for the employee. Mental health counselling and family welfare activities can reduce mental stress of the employee what can help to build more loyalty towards the company.

3.1.1.6 Overall Department Evaluation

The HR department at YBDL demonstrates a strong foundation what is built on compliance and commitment to employee development. The organization's focus on training, welfare, and fair HR practices creates a positive workplace culture. However, adopting digital HR tools, strengthening data analytics, and ensuring integration among HR subsystems (recruitment, training, and performance) would enhance strategic alignment and efficiency.

3.1.1.7 Summary of Key Learnings

During my internship- period, I have hands on experience on the Applicant sourcing, CV screening, Interview process, recruitment and onboarding. I also learn the different methods of employee training, performance evaluation procedure, Linking KPIs with the Training Need assessment, BEPZA instruction and Bangladesh Labor rules 2022. I also have learnt about the punishment procedure and employee welfare activities. It enhances my communication skills, Presentation skills, analytical capabilities and my psychological knowledge.

3.1.2. Production Department

During my internship at the Production Department of YBDL, I have observed the entire workflow of the sewing section, which functions as the core value-adding stage in the garment manufacturing process. This department plays a crucial role in transforming raw materials into finished product, maintaining both productivity and quality standards. I was posted in Line 03 of Section A, where I learned about work division, line balancing, and the coordination among production, quality, and technical personnel. The experience helped me understand how managerial and operational teams collaborate to achieve daily production targets within the timelines.

Strengths

The YBDL production department demonstrate a highly efficient production through the collaboration of production, Quality, Technical, Mechanical and Industrial Engineering teams.

Ensuring Right First Time (RFT) quality and 100% quality checking system and on time shipment reflects the customer satisfactions towards the company. The Visual Steam Mapping (VSM) initiatives like Traffic Light System (TLS) implementation enables opportunity for the managers to point out any inefficiencies within a moment. GSD based SMV calculations focuses on the compatibility in the market.

Weaknesses

Despite its strong structure, a few operational weaknesses were noticeable. The department is heavily relay on manual operations, that increases the risk of human error and variation. Operators skill gaps slow down the efficiency improvements. Communication gap between worker and management can also create inefficiencies. Relies heavily of reactive machine maintenance system increase Non-Productive Time (NPT). More employee turnover creates bottleneck for the smooth production flows.

Recommendations

To enhance production efficiency, YBDL could invest more in automation and digital monitoring systems for production and quality tracking. Although the company has initiate IOT, but Its applications should be promoted. Regular skill development programs for sewing operators would reduce skill gaps as well as quality variation and improve productivity. The company could also introduce efficiency or performance-based bonus system to encourage precision and ownership among operators, Quality Checkers and Supervisors. implementing preventive maintenance system would further reduce machine downtime and improve overall sewing performance.

3.1.2.1.Overall Department Evaluation

Overall, The YBDL production department is one of the strong wings of the company. Their continuous improvement thinking, Lean implementation initiative through VSM, Kaizen and 8S will lead the company to be a futuristic manufacturing plant. The top-notch leadership of the top management encourages employees to take ownership of their work. IE implementation on the production system makes it more efficient, realistic and competitive in the market. The YBDL Production department is more focused on pull production system rather than push system, what enables high productivity, low WIP and optimize material Uses.

3.1.2.2. Summary of Key Learning

My internship in the YBDL Production Department allowed me to gain practical exposure to the real-life dynamics of garment manufacturing. I have learned about line balancing, uses of Skill matrix, quality control systems (RFT), and the importance of teamwork in achieving production goals. I also understood the consequence of standard procedures, machine maintenance, and real-time decision-making in managing large-scale operations. Overall, the experience enhanced my analytical skills, problem-solving ability, and appreciation for production management as a vital component of organizational success.

3.1.3. Industrial Engineering (IE) Department

During my internship in YBDL IE department, I have gone through the core task of IE. The department focuses on the waste reduction and productivity improvement during the production line runs. They are one of the strategic partners of the company. The 2 key areas they work on, IE Costing and IE Production. The IE costing works on calculating the actual cost of making and constantly working minimizing the it. And the IE production is working on achieving operational excellence.

Strengths

The IE department of YBDL demonstrates the different strategies of making the company better. While IE Costing working on calculation of the cost of making and consumption to compete on the market, the IE production constantly working on eliminating wastage from the work area, Visual control, Method and motion analysis. Team also reduced change over time and working on achieving SMED. The department contributes on performance enhancement through on job training and continuous monitoring.

Weaknesses

Despite the department's notable strengths, several limitations were identified in YBDL IE Team. Most of processes still depend on manual monitoring and data collection, which often slows down real-time decision-making. Functions such as line balancing, downtime control, and changeover management rely heavily on floor-level supervision, making it difficult to consistently prevent productivity losses during style changes. Therefore, continuous improvement activities tend to be more reactive than proactive, relying on observations instead of being systematically recorded, analyzed, and measured for long-term effectiveness.

Recommendations

The Industrial Engineering Department at YBDL can further strengthen its operations by adopting some digital technologies for example, Real-time production monitoring systems. This tool would help more precise tracking of efficiency, downtime, and line performance, leading to faster and data-driven decision-making. Implementing proactive maintenance practices could help reduce machine breakdowns and minimize non-productive time across the production lines. Moreover, establishing a structured approach to documenting continuous improvement efforts would be able to provide clearer insights into productivity growth and employee skill enhancement. Closer collaboration with the Human Resources Department in utilizing skill matrix data could also support more focused training and cross-skilling initiatives, ultimately boosting line flexibility and overall operational efficiency.

3.1.3.1. Overall Department Evaluation

The YBDL IE department is working as the backbone of production process. Their GSD Based SMV calculation, Method study and improvement, Continuous improvement initiative, Skill based manpower planning, and cost reduction efforts helps the organization to grow fast and adopt with cultural shift. The team works with the collaborations of all related departments and sections to do the process smoother and smart.

3.1.3.2. Summary of Key Learnings

Throughout my internship, I developed a strong understanding of how industrial engineering concepts are practically implemented in large-scale garment production to enhance cost control, efficiency, and product quality. I gained hands-on experience in line balancing, conducting time and motion studies, managing changeovers, and analyzing productivity performance. This experience sharpened my analytical abilities, problem-solving mindset, and process management capabilities to perform effectively in production and operations-oriented roles.

3.1.4. Quality Department

The YBDL Quality Department is basically divided into 3 major sections, Although the sections work together, but they have distinct task. I will analyze the sections separately.

3.1.4.1. Quality Assurance (QA) Section

The Quality Assurance section of YBDL focuses on ensuring that every garment meets the required customer standards before bulk production begins. The team's structured involvement

in pre-production meetings, pilot approvals, and communication with buyers demonstrates a proactive approach to quality management.

Strengths

The Quality Assurance (QA) section ensures a strong framework for setting and refining quality standards, ensuring they align with specific customer requirements for each style. The team skillfully applies analytical methods like the *5 Whys* and *Fishbone Diagram* to identify root causes of defects and prevent their recurrence. Through continuous collaboration with production and technical teams, they detect and address potential quality concerns early in the process, which significantly reduces the need for large-scale rework.

Weaknesses

YBDL QA sections still relies on manual documentation and verbal communication between teams, which sometimes leads to delays in feedback implementation. There is limited use of digital tools or statistical data in quality analysis, which restricts proactive quality control. The root cause analysis process, though strong, could be more data-driven for faster corrective action.

Recommendations

The YBDL QA section could benefit from implementing a digital quality monitoring system that tracks pre-production approvals and identifies deviations in real time. Establishing a centralized database to record deviations and corrective actions would enhance both traceability and accountability across processes.

3.1.4.2. Quality Control (QC) Section

The Quality Control section of YBDL ensures that every stage of production, from fabric to finished product, meets the organization's defined quality standards.

Strengths

The YBDL QC Section has displayed the strong action of Control over production quality. From Fabric inspection to end line checking, final inspection and Quality Audits ensures 100% QC pass for the ready product. The TLS system on sewing floor, 4-point system in fabric checking mean the world standard quality control procedure of the team.

Weaknesses

The Section is still depending on manual data of Identifying DHU, inspection result. The DHU report generates end of every hour, what can delay the real time decision making. The Production pressure some time leads to miss some processes and garments from 100% inspection. End table checkers human mistake can lead failure of final inspection.

Recommendations

Introducing digital inspection tools, barcode-based defect tracking, and automated DHU dashboards would enhance traceability and reduce manual workload. QC inspectors should receive regular refresher training on visual defect identification and lean inspection techniques to improve speed and accuracy.

3.1.4.3. Quality Management System (QMS) Section

The QMS section of YBDL focuses on system-based quality governance through standardization, documentation, and continuous improvement initiatives. The team works closely with all departments to ensure compliance with buyer standards and internal quality objectives.

Strengths

The YBDL QMS team has strong background of work with quality Standards, Buyer compliance parameters and educating the staff about requirements. The team also do internal Audit periodically to reduce mistakes during 3rd party audit or customers audit. YBDL QMS team redefine the Standard and procedures according to the updated demand of Buyers and Audits. What makes them a silent backup for the entire company.

Weaknesses

The team, faces limitations in manpower that required to the work on all the areas they can cover at a time. Internal audits and document updates often rely on manual tracking systems, which may cause delays on updating to the management and buyers.

Recommendations

Implementing QMS software can helps to get accurate data on time. Training to the entire team on ISO:9001 can help them understand about the new trends and implementing the training to all the managerial staff can make their life easy.

3.1.4.4. Overall Department Evaluation

The YBDL Quality Department has major 03 wings, The QA sections works on assurance of the equality before the action done. It sets standard and expectation of the customers into the processes. This enables the team to be prepared on the required quality of any product. The Quality Control team works based on reactions. It ensures 100% quality checks of all of the products before send to the customer for final inspections. implementing RFT and TLS makes the department international level standard and trustworthy to the customers. the QMS team works silently on redefine the quality parameters and standard for the factory. The team make the company ready for audit all the time by internal auditing.

3.1.4.5. Summary of Key Learnings

During my internship in YBDL Quality department I got hands on experience of many aspects. I have learned about the implementation of TLS system as a visual control of the factory. The RFT to ensure product quality on the process and QMS tools of developing quality in the organizations. The department also enables me to learn the learn about the root cause identification process through 5 why and Fishbone methods. Step to step understanding of process quality assurance in garments process as well as the material before entering to the value addition process.

3.1.5. Merchandising Department of Yunusco (BD) Ltd.

he YBDL Merchandising department is working as the final link between the customer and Management of YBDL. The team is basically divided into 8 section with all its accounts and works for different buyers. The process of Merchandising department is divided into 3 major parts. The product development and Costing, the production and Follow up and the Sourcing and accessories.

3.1.5.1. Product Development and Costing

Strengths.

The YBDL product development and costing team is working on the development of new product for the customer and branding. They analyze the market fashion trends and design product based on the sessions and country. They closely work with technical and Sample team to prepare their product. the team keeps core knowledge and update with global fashion shows and customer demands. They also work with product costing. A reasonable costing leads orders and revenue for the organization.

Weaknesses

Despite of having high technical knowledge, they often face challenges from the market. Huge competition from the market leads them fall behind in cost efficient management. Sessional changes and unpredictable trends lead them fail to promote the product sometimes.

Recommendations

Investing on digital methods of trend analysis, sample tracking can give them better result in market analysis, cost optimization and receiving purchase orders from customers. Team can work more closely with IE team to enable more costing and lead time estimation. Strengthen supplier collaboration can simplifies the negotiation and long-term business relationship.

3.1.5.2. Production and Follow-Up

Strengths

The YBDL production and follow-up section is working as backbone of customer order. This section is responsible for Time and Action Plan (T&A) and step by step follow-up of all the process. They ensure on time shipment and report to the buyer time to time. They are the center od problem solving on behalf of the customer.

Weaknesses

The dependency on manual tracking systems for T&A and shipment reporting reduces real-time decision-making process. after that, frequent changes of buyer comments and requirement along with material inhouse delay can lead them failure to on time shipment.

Recommendations

Introducing ERP based T&A tracking, Collaboration with sourcing and production team and communication with all the suppliers and customer can smoother their action of on time shipment and gain customer trust for the company.

3.1.5.3. Sourcing and Accessories

Strengths

The YBDL sourcing and accessories team works on material sourcing and confirmation inhouse all the fabric and material according to the Bill of Material (BOM) Sheet. Each and every material, trims and fabric they source from the supplier, the continuously works on purchase the required material in an optimized price. They maintain strong communication with supplier and maintain supplier data base.

Weaknesses

The team's activities still heavily depend on manual communication and paperwork, that lead to delays in supplier feedback and document verification. Limited digital access across sourcing, commercial, and production departments also affects real-time material in housing and forecasting properly.

Recommendations

YBDL can implement a more structured approach to supplier management. Introducing an integrated Supplier Relationship Management (SRM) system combined with digital tracking of Bills of Materials (BOM) would help minimize delays, improve transparency, and support faster decision-making. Such a system can help the team to monitor supplier performance, track orders, and address potential bottlenecks proactively.

3.1.5.4. Overall Department Evaluation

The Merchandising Team of YBDL is the hub of business communication with customers and suppliers. The department starts with Trend analysis, Product development, Marketing, Costing, Receiving orders from the customers. The department follow up every single steps of the production process according to the time and Action Plan. They communicate internally with all the relevant departments. Communicatees with customer time to time, incorporate customer changing demands on the production and confirm on time shipment with the expected quality. 8 teams work for handling different buyer accounts. The companies 100+ sewing line's order they have to keep filled all the time. The team is excellently managing the prime customers Like Primark, Wolf, La Hale, M&S and H&M like world class customers.

3.1.5.5. Summary of Key Learnings

During my internship in the Merchandising Department of YBDL, I gained practical knowledge about end-to-end order management processes in the apparel industry. I learned the importance of communication, coordination, and data accuracy in managing international buyers. Exposure to areas like product development, costing, material sourcing, and T&A planning enhanced my understanding of supply chain Management. This experience helped me develop professional competencies in negotiation, documentation, and teamwork, which are essential for success in the global merchandising field.

3.2 Application of generic and industry-specific courses during Internship

During my internship in YBDL I found the application of the both of generic courses like “Analytical Skills and Competencies” for data analysis, production forecasting, trend analysis. At the same way I found relevancies of another generic course “HR Skills and Competencies” in every aspect of my internship in HR department. I found the course relevance in grievance handling also, leadership can change the organization, speed up teams and bring better results. I have found the application of the knowledge of “Business Operation Skills” mostly when I was working in production department. I found the application of Lean tools, Business Planning etc. “Communication Skills” was the most relevant generic subject in the industry, Formal communication, mail report, memo writing was so beneficial that it helps me a lot to cope up with the new organization. Cross cultural communication taught me to consider the view of the others from another view, what help me a smooth transition of intern me to the YBDL Team. Another generic Course “Introduction to Garment Industry-Knitwear” Given me a vast Idea about the knitwear industry, the course teachers and guest lecturer given us a wide range of data and insight about the industry, the course motivated me to keep up my career in Garment Industry with the knowledge of our possibilities, competitive advantage and competitors strength of the global knitwear market.

I have found the industry specific courses more beneficial when I have started my Internship in Yunusco (BD) Limited. “Quality Management” given me a vast knowledge about Total Quality Management (TQM) and Traffic Light System (TLS), both of the term and its deep insight I found very helpful when I was posted in Quality Department. How quality controls, The Right First Time (RFT) etc. given me a precious knowledge to complete my internship smoothly and it helps to understand the practical application on the job. I have also taught “Production Management and Merchandising” in my university, what given me a basic idea about the system, but I found the course fruitful in the both of production and Merchandising sections. As a fresher in the section I had very limited Idea about the production management and merchandising, the course given me opportunity to gather theoretical knowledge and later on during the internship I gather practical knowledge.

“Industrial Engineering” was one of the most interesting subjects for me. As a student of general subject, I had very limited idea about production engineering, I learn Basic of GSD, Lean Manufacturing, Method study, motion study, SMV calculation etc. most practical term from my course. It helps me to deep dive into the production process, all the facts and figures related to the production and IE departments.

3.3 Learning for self-improvement

My internship at Yunusco (BD) Ltd. provided me with a valuable opportunity to gain hands-on experience five major departments, Human Resource Management, Production Department, Industrial Engineering (IE) Department, Quality Department, and Merchandising Department. From the Human Resource Department, I learned how strategic workforce planning, training, and development initiatives contribute to overall productivity and employee satisfaction. I observed recruitment processes, onboarding activities, performance appraisals, and the implementation of employee welfare programs. Additionally, I gained insights into industrial relations and compliance functions, which are crucial in maintaining harmony between workers and management.

In the Production Department, I witnessed how systematic planning and execution ensure timely delivery of export orders. I learned about different sections of production, including cutting, sewing, finishing, and packing, and how coordination among various sections enhances operational efficiency. Observing line balancing, workflow optimization, and target achievement provided me with a clear understanding of how production performance is directly linked to resource utilization, quality outcomes, and cost-effectiveness.

My time in the Industrial Engineering (IE) Department was particularly enlightening, as it bridged the gap between theory and practice in operational efficiency. I learned about time study, motion analysis, capacity calculation, and method improvement. The department's focus on data-driven decision-making and lean manufacturing principles, such as 8S. I also participated in activities related to setting standard minute values (SMV), efficiency monitoring, and production planning, which enhanced my analytical and problem-solving skills.

The Quality Department enhances my understanding of quality assurance, quality control, and total quality management (TQM). I learned how quality standards are developed, implemented, and monitored throughout the production process. Activities such as fabric inspection, inline and end-line checking, final inspection, and defect handling were crucial in ensuring that the products meet buyers' specifications. I observed the Quality Management System (QMS) contribution to documentation, internal auditing, and compliance with buyer standards. This department taught me the importance of precision, accountability, and continuous improvement in sustaining customer trust and organizational reputation.

Finally, my experience in the Merchandising Department connected all operational functions to the business and customer interface. I learned about product development, costing, sourcing, and order follow-up activities. The department's role as a communication bridge between

buyers and production units was fascinating. I observed how effective planning, negotiation, and documentation ensure smooth execution of orders and on-time shipment. This exposure enhanced my understanding of international trade practices, supply chain coordination, and market responsiveness.

Chapter 4: Conclusion

Among the 12 Sections of Yunusco (BD) limited, I have observed the major 5 Departments. The Human Resource Department, The Production Department, The Industrial Engineering Department, The Quality Department and The Merchandising Department.

The Human Resource Department Contributes by strategic HR Planning, creating talent pull, recruitment the right people for the right place, Performance appraisal for all of the employee, ensure worker wellbeing by employee welfare and develop employee through Training and Development initiatives.

The Production Department has the largest manpower of the factory, they are the department who make production according to the customer demand, the right amount in right quality at the right time. YBDL production includes Cutting, sewing and Finishing Sections. Each of the section has led time to complete their task according to plan and all of them are responsible and guided by an industry expert GM Operation and top on that the COO.

The Industrial Engineering Department Works of process simplification through Method study and motion analysis. Some of the Key task of IE department are; Skill matrix formulation and implementation, Bottleneck analysis and removal, workplace engineering, efficiency enhancement etc.

The Quality Department works to ensure Right First time with its 3 sections. The Quality Assurance for developing quality standard and coordinate sample quality, The Quality Control works on process quality checks and control, Quality audit and 100% Quality check for all of the product and material in every stage of value addition and the Quality Management System works on Internal Audit, Quality Compliance and Quality Education withy Material Development for standards

The Merchandising Department Works on product development, Market trend analysis, Fashion forecasting, Confirming orders from customers, Material sourcing, Production follow ups and shipment confirmation.

All of the above 5 department of Yunusco (BD) limited are working collaboratively for achieving the common goal of Yunusco (BD) Limited. With Continuous improvement and Culture development initiatives.

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Annexure

Annexure- 01 Training Calendar of YBDL

YUNUSCO (BD) LTD.
Yearly Training Calendar- 2025
 July- December

SL	Name of the Training	Target Participants	June	July	August	September	October	November	December	Total	Remarks
Soft skills Training											
1	Positive Management Training	Mid Management	1		1		1		1	4	
2	Managerial skill Development Training	Mid Management				1		1		2	
3	Effective Communication	Managerial Staff		1			1			2	
4	Leadership Development Training	Managerial Staff			1					1	
5	Team Building Training	Managerial Staff				1		1		2	
6	Time and Stress Management Training	Managerial Staff		1			1		1	3	
7	Recruitment and Selection Procedure	HR Staff	1		1			1		3	
8	Employee motivation and counselling skills	HR/Production Staff		1		1			1	3	
9	Risk Assessment and mitigation Plan	Managerial Staff			1		1			2	
10	Behavior and office etiquette	Staff									
11	Human Resource Management	HR Staff				1		1		2	
Induction and Onboarding											
11	Induction Training	Staff		1	1	1	1	1	1	6	
12	Induction Training	Worker								0	Based on joining
Skill Development Training											
13	Management Trainee Officer (MTO) Development	MTO									On Demand
14	Supervisory Skill Development Training	Staff		1		1			1	3	
15	Training of Trainers (ToT)	Staff/ Worker									On Demand
Compliance Related Training											
16	BSCI/Sedex	Staff/ Worker	1	1	1	1	1	1	1	7	
17	Awareness raising training (On job counselling)	Worker									On demand
18	WRAP	Staff/ Worker	1		1		1		1	4	
19	Local Laws and Industrial Relations/ Legal Rights	Staff/ Worker		1		1		1		3	
20	Waste Disposal Management.	Admin/ ECR			1		1		1	3	
21	Workforce Diversity and Equality.	All Staff		1		1		1		3	
22	Environmental Management System (EMS).	Staff/ Worker		1		1		1		3	
23	CTPAT – Security Awareness Raising Program.	Staff/ Worker	1		1		1		1	4	
24	Occupational Health & Safety (OHS).	Staff/ Worker		1		1		1		3	
25	Compliance Management.	Managerial Staff			1		1			2	
26	Energy Efficiency Management System (EnMS)	All Staff	1			1			1	3	
27	Participation Committee (PC) & Safety Committee.	Committee members		1		1		1		3	
28	Chemical Management System (CMS).	Related employee	1		1		1		1	4	
29	Gender Based Violence (GBV)	Staff/ Worker	1	2	2	2	2	2	2	13	
30	Fire Safety Training	All employee	2	4	4	2	4	4	4	24	
31	Machine Safety Training	Staff/ Worker		1		1		1		3	
32	Grievance Handling procedure	Staff/ Worker		1		1		1		3	
33	Harassment prevention	Staff/ Worker	1		1		1		1	4	
34	Welfare facilities	Staff/ Worker		1		1		1		3	
35	Transmittable/ Non transmittable diseases	Staff/ Worker		1		1		1		3	
36	HIV/ AIDS	Staff/ Worker	1		1		1		1	4	
37	Company Rules and Policy	Staff/ Worker			1		1		1	3	
38	Buyer COC	Staff/ Worker		1		1		1		3	
39	Electrical Safety/ Boiler Safety Training	Staff/ Worker			1		1		1	3	
40	Maternity worker awareness	Staff/ Worker		1	1		1		1	4	
41	Anti Corruption	Staff/ Worker		1		1		1		3	
42	First Aid	Staff/ Worker		1		1			1	3	
43	Disciplinary Action	Staff/ Worker			1		1		1	3	
44	Hazard Identification and Risk Assessment(HIRA)	Staff		1		1		1		3	

Total 12 26 23 25 23 24 24 157

Annexure- 2: Performance Appraisal Format of YBDL

SL	Dimensions	Very Good	Good	Unsatisfactory	Remarks				
		10	5	1	If any				
1	Job Knowledge								
2	Analysis ability								
3	Work Attitude								
4	Target Achievement ability								
5	Responsibility & Reliability								
6	Time Management								
7	Stress Management								
8	Communication Skill								
9	Efficiency level								
10	Teamwork/ Team player								
11	Attendance								
12	Behavior/ Attitude								
13	Appearance								
14	Honesty & Integrity								
Total Score									
Special Note:									