

Report On
R. M Interlinings Limited
Examination of Business Lines

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

Executive Development Center, BIGD
Brac University
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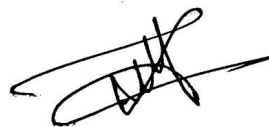
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Declaration

It is hereby declared that

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

Student's Full Name & Signature:



Md. Saidul Islam
Student ID -1000055570

Academic Supervisor's Full Name & Signature:



Mohima Gomes
Senior Research Associate, BIGD
Brac University

Letter of Transmittal

Mohima Gomes
Senior Research Associate
BIGD, Brac University
66 Mohakhali, Dhaka-1212

Subject: Letter of Transmittal

Dear Madam,

I am honored to submit to you my internship report, “Internship Report on R.M Interlinings Ltd.,” as part of the requirements for the PGD-KIM at BRAC Institute of Governance and Development, BRAC University. During my internship, I worked under Mr. Abul Monjer Sakib, AGM, Business Development Department at R.M Interlinings Ltd. I spent time in several core departments and learned a lot—those experiences added real depth to this report. Your advice and suggestions were a huge help as I put everything together. I did my best to blend what I learned in the PGD-KIM program with what I picked up during my internship. Even with my usual workload, I gave this report my full effort and made sure to keep it accurate and honest. Thank you for your support and encouragement throughout this process.

I kindly request you to review my report while considering any limitations encountered during the study.

Sincerely yours,



Md. Saidul Islam
Student ID-1000055570
Executive Development Center, BIGD

Brac University

Date: March 10, 2026

Non-Disclosure Agreement

This is the clearance that **Md. Saidul Islam**, a Post Graduate Diploma in Knitwear Industry Management student at BRAC University, successfully completed his internship with R.M Interlinings Ltd.. In this internship program, he was supervised by me (**Mr. Abul Monjer Sakib, AGM, Business Development Department**). He takes his commitment to learning new things throughout this internship program sincerely & seriously. The R.M Intelinings Ltd's leadership is delighted with his work, and I wish him well and a great future.

Student's Full Name & Signature:



Md. Saidul Islam

Student ID -1000055570

Industry Supervisor's Full Name & Signature:



Abul Monjer Sakib

AGM, Business Development
R.M Interlinings Limited

Acknowledgement

To begin, I want to start by expressing my heartfelt thanks to Almighty Allah for granting me the strength, health, and opportunity to successfully complete this internship and report. I am truly grateful to my academic supervisor, Ms. Mohima Gomes, Senior Research Assistant at BIGD, BRAC University, for her unwavering guidance, insightful feedback, and encouragement throughout the process of preparing this report. Her support was invaluable in helping me organize my thoughts and present my work professionally. I also owe a huge thank you to my industry supervisor, Mr. Abul Monjer Sakib, AGM of the Business Development Department at R.M Interlinings Ltd., for his kind supervision, patience, and eagerness to share his knowledge. He walked me through the practical side of the company and provided me access to all the necessary departments. Additionally, I would like to extend my gratitude to all the department heads, supervisors, and staff at R.M Interlinings Ltd.—especially those in Production, Quality Assurance, R&D, Supply Chain, Business Development, and HR & Administration—for their cooperation, time, and willingness to explain their roles. Their support truly made my internship an enriching experience.

Finally, I am thankful to BRAC Institute of Governance and Development (BIGD), BRAC University, for designing such a practical and industry-relevant program. The PGD-KIM curriculum has given me strong theoretical knowledge that I could apply directly in the factory setting.

This internship has been a great learning journey, and I am indebted to everyone who contributed to making it possible.

Executive Summary

This report is based on my internship at R.M Interlinings Ltd., a well-known name in Bangladesh for making woven, knit, non-woven, stretch, and special interlinings used inside garments. The company started in 1996 as the first local producer of both woven and non-woven interlinings and is still the only fully vertically integrated one in the country. It sits inside Chittagong EPZ, runs high-end machines from Germany, Switzerland, and Denmark, and holds Oeko-Tex Standard 100 (Product Class I) plus ISO 9001:2015 certifications.

The report is made up with following main sections- a detailed look at the company, Production process and different departmental function, how the PGD-KIM courses connected to real work, plus strengths, weaknesses, and ideas for making the interlinings industry better and my own reflections on what I learned and how I've grown from the experience. I saw the full flow — from weaving yarns into fabric, dyeing and coating it, testing everything carefully, developing new items (they've made over 2600 types so far), handling all the EPZ paperwork, dealing with buyers, and managing people. It was eye-opening and helped me understand teamwork, quality, and timing in a real factory. The internship made me more confident and ready for a job in knitwear or accessories.

Keywords: Interlinings; Integration; Certification; Accessories; Innovation; Quality

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List of Acronyms

BIGD	BRAC Institute of Governance and Development
BSCI	Business Social Compliance Initiative
CEPZ	Chittagong Export Processing Zone
EPZ	Export Processing Zone
HR	Human Resources
ISO	International Organization for Standardization
PGD-KIM	Post Graduate Diploma in Knitwear Industry Management
R&D	Research and Development
SEDEX	Supplier Ethical Data Exchange
SMV	Standard Minute Value
T&A	Time and Action
UD	Utilization Declaration
LC	Letter of Credit

Glossary

Interlinings	Hidden fabric layers used inside garments to provide shape, strength, and durability.
Vertical Integration	Control of multiple production stages (from raw material to finished product) within the same company.
Oeko-Tex Standard 100	Certification ensuring textiles are free from harmful substances, safe even for babies.
AQL	Acceptable Quality Limit (sampling inspection method).
EPZ	Export Processing Zone (special economic zone with tax and customs benefits for export-oriented industries)

Chapter 1: About Organization

1.1 Overview of the Organization

R. M Interlinings Ltd. is a company that specializes in interlinings, which are essentially invisible inside layers that help shirts have crisp collars, suits look sharp, and trousers do not stretch out at the waist. The company was established in 1996 and has earned the distinction of being the first in Bangladesh that manufactures both woven and non-woven interlinings locally. The company is located in Chittagong Export Processing Zone (CEPZ), and from its very beginning, it has been designed to meet international standards. This has been made possible by entering into a partnership with ERBA Textile Management GmbH of Germany and Nantong Hymo, a China-Japan joint venture. This has enabled R.M Interlinings Ltd. to manufacture interlinings of high quality that have been certified under Oeko-Tex Standard 100 (Product Class I), making them safe even for baby clothes and environment-friendly. R.M Interlinings Ltd. is a part of a larger R.M Group that was established in 1984 by Mr. Mohammad Mozharul Hoq Mansoor. The group has diversified into various areas, but R.M Interlinings Ltd. has remained a company that specializes in interlinings only. The company uses the best equipment in the business, including finishing machines from Brückner in Germany, coating machines from Cavitec in Switzerland, and dyeing machines from Vald Henriksen in Denmark. All processes are compliant with the ISO 9001:2015 quality management system. R.M Interlinings Ltd. has been committed from the outset to on-time delivery and continuous improvement. With the help of the world's best know-how combined with the skills of local staff, the company has developed unique interlinings that meet the changing requirements of modern garment wear consumers. It is the only fully integrated interlining manufacturer in Bangladesh, where all processes, from raw materials to the finished product, are done in-house.

The R.M Group has expanded over the years by acquiring various related companies, including Taiwan Bangla Specialized Textiles Ltd., Al-Salam Fabrics (Pvt.) Ltd., Nasco Textiles Ltd., and R.M Fabitech Ltd. However, the core business of R.M Interlinings Ltd. remains the business of interlinings. Interlinings are the unsung heroes of the garment industry, giving shape, strength, and longevity to the garment. R.M Interlinings Ltd., founded in 1996 with woven and non-woven interlinings, has now become one of the top players in the interlining industry in Bangladesh. Equipped with the latest dyeing, coating, and finishing

facilities, the company also boasts an in-house R&D department that assists clients in developing custom-made interlinings with the help of in-house tests to ensure quality and resolve any concerns that may come up. The main office is located in CEPZ in Chittagong, with the support of other companies such as Taiwan Bangla Specialized Textiles Ltd., located in DEPZ in Savar (Dhaka), which produces other interlinings and pocketing materials, and Nasco Textiles Ltd., located in Sitakunda, which produces complementary materials. The company is also committed to ethical and environmentally friendly practices, with Taiwan Bangla Specialized Textiles Ltd. having received LEED Gold Pre-Certification in 2023 for its eco-friendly practices. R.M Interlinings Ltd. is also known for having a very positive work culture that not only helps the employees realize the value of their work but also helps them develop strong relationships with many international garments, thus establishing Bangladesh as one of the most dependable countries for quality interlinings in the world.

1.2 Vision and Mission of the Company

The vision and mission of the company is to be the first name when comes the name of Interlinings. The company strives to achieve steady growth on the international arena with improved bonding, shape retention, eco-friendliness, quick interlinings that fit perfectly, and thus enable garment factories to produce the very best without any worries. They produces quality interlinings that are woven, knitted, or non-woven. They keep shirts, jackets, trousers, and suits looking great, feeling great, and lasting longer. R.M's interlinings are tiny components that play a huge role in the overall appearance and durability of the garment. They therefore strive to provide the best adhesives with little shrinkage, a pleasant touch, and excellent durability in washes, dry cleaning, or enzyme washes. R.M employees are the true source of our company's strength. They therefore strive to provide continuous employee training, a good working environment, and encourage employees to suggest improvements to our products. They also strive to grow in a responsible manner with less waste, better techniques, and the highest safety and environmental standards. R.M want to be the partner for garment factories that need 100% quality interlinings.

1.3 Goals and Objectives of the Company

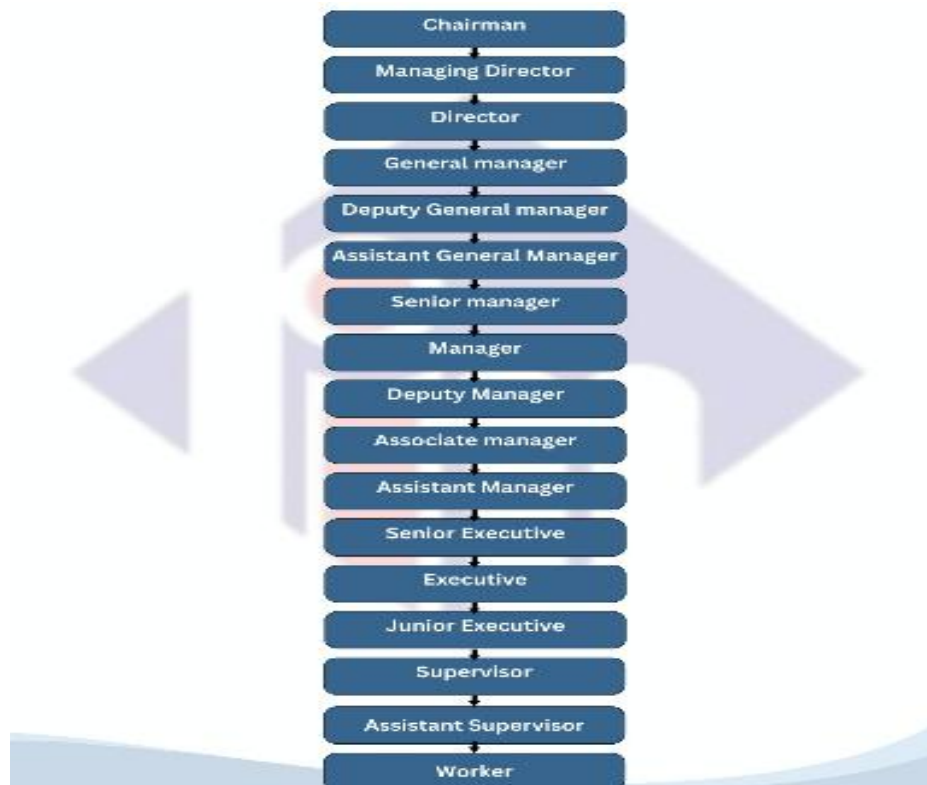
The goals and objectives of R.M Interlinings Ltd. reflect the growth of the interlinings sector while supporting the employees and contributing to the national economy. They aim to become one of the top 3 to 5 interlining suppliers preferred by major international garment brands worldwide and to remain the leading interlining manufacturer and exporter in Bangladesh. They also seek to expand our share in the global interlinings market, particularly in specialized areas such as stretch, eco-friendly, and technical products. In addition, The company wants to create more skilled job opportunities and train the next generation of experts in interlinings within Bangladesh. R.M Interlinings plan to steadily increase our export earnings each year to support the country's economy, ensure our employees and their families enjoy improved living standards through our business, and build a workplace where everyone feels proud and happy to produce high-quality interlinings every day.

To achieve these goals, the objectives include consistently supplying interlinings that meet or exceed customer expectations in terms of strong bonding, soft touch, good size control, low shrinkage, and excellent performance after washing or dry cleaning. The company organizes regular training sessions so our team stays informed about the latest interlining technologies, materials, and market trends. They work toward steady growth in export orders and value, especially from key markets in Europe, North America, and emerging Asian countries. They maintain all major certifications such as Oeko-Tex, ISO 9001, and environmental standards up to date so buyers can feel completely confident in our products. The company aims to launch 4 to 5 new or improved interlining products each year, focusing on more stretchy, lighter, eco-friendly, or higher-performance options to meet current fashion demands. They build long-term relationships with customers by quickly understanding their special requirements and delivering on time. Finally, they ensure that their R&D, production, quality, and sales teams collaborate closely to develop and supply customized interlinings faster and more efficiently than most competitors. All these goals and objectives come directly from the daily work of producing small but essential interlinings that help create nicer, longer-lasting garments. This is why R.M Interlinings continue to push everyone to improve in this field every day.

1.4 Organizational Structure, Organogram, Branches and Departments

R.M Interlinings Ltd.'s organizational structure is simple and easy to understand. This structure suits us well as we are a manufacturing outfit. At the top of the structure are the Chairman and Managing Director. They are the ones responsible for running the show and laying out the plans for the future of the entire R.M Group. The Directors and General Managers, they are responsible for running the operations of the outfit. This includes production, quality, commercial and sales, finance, and human resources. The next level consists of the Deputy General Managers, Assistant General Managers, Senior Managers, Managers, Deputy Managers, Associate Managers, and Assistant Managers. They are responsible for running the operations of specific sections of the outfit and for ensuring that the plans are running smoothly. The next level consists of the Senior Executives, Executives, Junior Executives, Supervisors, Assistant Supervisors, and the employees working on the floor. The employees working on the floor are the ones responsible for manufacturing the activities of the outfit. The employees are responsible for running the machines and manufacturing the activities of the outfit. The supervisors are responsible for overseeing the activities of the employees working on the shop floor.

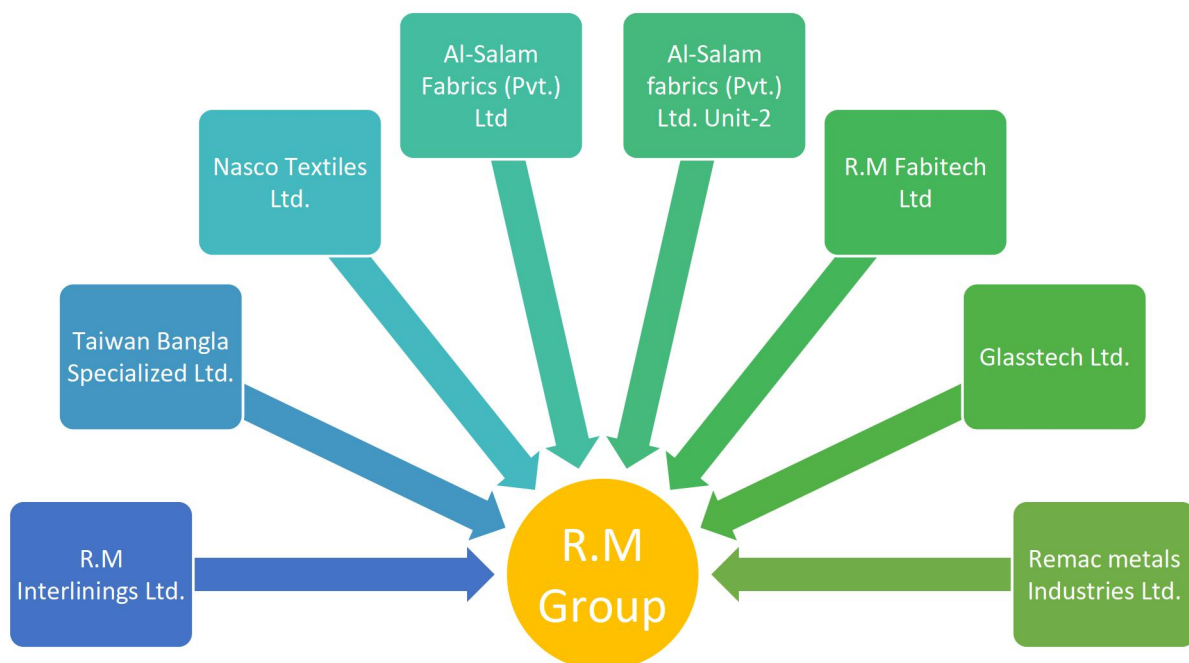
Figure 1: Organizational Structure of R.M Interlinings Ltd



Main Branches and Locations

The central factory and main office are located in R.M Interlinings Ltd., in the Chittagong Export Processing Zone (CEPZ), Chittagong. There are several other sister concerns that provide support in interlinings production. Taiwan Bangla Specialized Textiles Ltd. is located in DEPZ, Savar, Dhaka, and mainly focuses on extra interlinings and pocketing fabrics. Another concern, Nasco Textiles Ltd., is located in Sitakunda, Chittagong, and focuses on other interlinings-related products such as pocketing and shoulder pads. Al-Salam Fabrics (Pvt.) Ltd. is located in Chittagong EPZ and mainly focuses on terry fabrics and dyeing of interlinings. The company has another unit, Unit-2, in Chittagong EPZ, and this is a newly established interlinings factory that is about to start operation shortly. R.M. Fabitech Ltd. is another concern that focuses on both woven and knit fabrics. Other business interests include Glasstech Ltd., an importer of premium quality glasses, and Remac Metals Industries Ltd., a company that manufactures bathroom and kitchen accessories of high quality.

Figure 2: Diagram of R.M Group's Branches



Main Departments at R.M Interlinings Ltd.

The central structure of R.M Interlinings Ltd. involves several important departments: Production, which deals with weaving, dyeing, coating, and finishing; Quality Assurance & Laboratory for testing and compliance; Research & Development (R&D), which is vital for new interlining innovations; HR & Administration for handling human resources; Maintenance & Engineering for ensuring top-class equipment; Planning & Coordination for overseeing production; Commercial & Supply Chain for overseeing sales and supply chain; Accounts & Finance for handling finance; and Business Development for expanding the market. This structure keeps the firm well-organized and responsive to customers when they want custom interlinings.

1.5 Products/Services Produced by the Industry

R.M Interlinings Ltd. is dedicated to providing a wide range of interlinings and other apparel accessories that play an important role in clothing but remain invisible. They provide structure, shape, stability, comfort, and durability to clothing, keeping them looking good even after repeated washing, dry cleaning, or wear. Interlinings can be fused or sewn between the outer fabric and the lining. It is important to know that the quality of interlinings directly influences the feel, fit, and durability of clothing. Let's have a clear look at the different categories of interlinings, their need, and their places of use.

Woven interlinings come from tightly woven fabrics like cotton polyester or polyester cotton blends. They offer good dimensional stability, good bonding strength, and resistance to shrinking. Woven interlinings are needed to provide support without bulk. This is important to ensure that clothing retains its shape even after wear and repeated washing. Woven interlinings can be found in clothing like shirt collars and cuffs to make them stiff and crisp, plackets for button areas, pocket flaps, waist bands to prevent rolling or stretching, and front plackets for formal shirts and blouses. **Knit interlinings** come from knitting techniques like stretch polyester knit or warp knitting. They offer good elasticity and softness. They are needed in clothing that requires to be stretch and soft. This type of interlining prevents cracking in stretchy or clingy clothing. This type of interlining is found in blazers (shoulders and chest areas that require support), baby wear (requires softness), embroidery (required for backings), stretch fabrics like active-wear, leggings, or fitted dresses. **Woven Stretch Interlinings** are specially woven interlinings that offer bi-directional stretch or stretch in both

directions. Such interlinings are used in situations where the garment is to be both structured and stretchable. Stretch is used in such situations to ensure that the garment does not feel tight or as though it is being pulled. Woven Stretch Interlinings are used in suit jackets for the lapels and the front area, yoga pants, sports attire, sports wear, and other semi-fitted or fitted outerwear where comfort is as important as aesthetics. **Non-Woven Interlinings** are produced through the bonding process. There are three types of bonding methods used to produce Non-Woven Interlinings: thermal bonding, chemical bonding, or spun bond. Such interlinings are soft, lightweight, breathable, and highly resistant to washing and dry cleaning. Non-Woven Interlinings are used in shirt fronts and backs for stability in the body area, shirt linings, waistbands for comfort, hems, and other casual garments where natural drape is required. **Special Suit Interlinings** are designed for formal and structured garments. This includes chest felt for the canvas of jackets, under-collar felt for smooth collaring of jackets, sleeve head foam for support of sleeve caps to stop them from sinking, canvas for full front fusing of suits, and shoulder pads for well-defined shoulders. This is important since formal wear and structured garments are necessary for professional attire and would deteriorate quickly without these interlinings. This is mainly used for high-end suits, blazers, coats, and jackets. **Pocketing Fabrics and Linings** are made of 100% cotton or polyester-cotton blends (PC), which are available in plain weave, twill weave, and herringbone weave with weights ranging approximately between 60 and 210 GSM and colors ranging from white, black, grey, and other colors. This provides strength and smoothness to the linings and pocketing of garments and prevents wear and tear while providing comfort to the skin. This is mainly used for trouser pocketing, jacket pocketing, coat linings, and areas of garments where strength and smoothness are required.

Besides the regular range of products, R.M Interlinings Ltd. provides customers with customized development services through its R&D team. Customers can choose specific properties for their interlining materials, such as improved bonding, reduced weight, flexibility, wrinkle resistance, or even eco-friendly materials such as recycled materials. The R&D team works closely with customers to develop their own specific requirements in the lab before starting the production process. This service enables clothing manufacturers to achieve specific requirements for their designs or brands, making R.M Interlinings a flexible and reliable partner for the clothing industry. In short, these products ensure that not only do the clothes look great from the outside, but they also perform well from the inside.

Chapter 2: Description about Task Accomplishment

While interning with R.M Interlinings Ltd., I had an opportunity to get a glimpse of how a company operates by visiting six major departments within the organization. These departments include production, quality assurance and laboratory, research and development (R&D), supply chain management, business development, and HR and administration. I managed to get some insights into each of these departments and even had a hand-on experience in each of them, such as recording and assisting in some of the activities within each department.

2.1 Production Department

The heartbeat of R.M Interlinings Ltd is the Production Department, where the action is happening from the yarns coming in to the interlinings going out ready for shipping. Four main areas of activity are weaving, dyeing, coating, and finishing. The plant is fully equipped with the latest state-of-the-art machinery, which I have only seen before in manuals, such as automated weaving machines, Vald Henriksen dyeing machines from Denmark, Cavitec coating machines from Switzerland, and Brückner stenter machines from Germany. It starts in the weaving department, where yarns of polyester, cotton, or a combination of both are transformed into greige fabric using automated weaving machines. From there, the fabric goes to the dyeing department, where jet dyeing machines dye the fabric to specific colors using precise control of temperature, pressure, amount of chemicals, and time to ensure perfect colors without any defects such as streaks or patchy areas. From the dyeing department, the fabric goes to the coating department, where Cavitec machines apply a thin layer of adhesive using dot coating or paste coating on one side of the fabric. This adhesive enables the interlining to be permanently attached to the outer fabric of the garment during the fusion process. The last step in the process is the finishing department, where the fabric is passed through the Brückner stenter machines for heat setting, width control, relaxing, and compacting of the fabric to ensure minimum shrinkage, stability, soft handle, and smooth finish. After this, the fabric is ready for inspection, labeling, rolling onto cardboard tubes, and shipping out of the plant. The department operates around the clock to ensure continuous activity in the four areas of activity, with hourly records of production to ensure achievement of daily and monthly targets.

2.2 Quality Assurance and Laboratory Department

Quality Assurance & Laboratory Department is the shield of the company's reputation. No product leaves the factory without their approval. They test everything, from raw materials to in-process fabrics to finished interlinings, to ensure they conform to Oeko-Tex Standard 100 (Product Class I) requirements and buyer requirements. They begin testing materials as soon as they are received from the supplier, testing for yarn count, strength, twist, and chemical content of the materials. As the materials go through the manufacturing process, inspectors conduct in-line inspections at critical points in the process: after weaving, checking for weaving defects; after dyeing, checking for color consistency; after coating, checking for consistency of adhesive; and after finishing, checking for hand feel and appearance. They also conduct exhaustive testing using special equipment, such as peel/fusion strength testing to ensure bonding after fusing, shrinkage testing through boiling and washing cycles, color fastness testing for washing, rubbing, light exposure, and perspiration, pH testing, formaldehyde testing, dimensional stability testing, elongation/recovery testing for stretch fabrics, and fuse testing by bonding interlinings to fabrics used in garments to simulate real-life conditions. Finally, each finished roll of interlining undergoes AQL inspection before packing for shipping. Should a defect be discovered, the roll is discarded, reworked, or returned to the buyer. Test results are computerized, and detailed reports are made for customers upon request.

2.3 Research and Development Department

The Research and Development department is clearly the most creative and forward-thinking part of this operation that I have seen. This is where new interlinings are born and developed. To date, they have developed over 2,600 different interlinings. The process begins when a customer presents a specific requirement. This could be a requirement for an interlining that is lighter and has greater stretch properties for an active-wear garment, or an interlining that has minimal shrinkage properties for a more delicate fabric. The R&D department will get together and discuss exactly what is required, deciding on weight, feel, bond strength, washability, stretch, cost, and eco-friendliness, and will select a fabric, yarn, and coating chemistry best suited for this requirement. The R&D department will then prepare a small test piece (1-5 meters) and subject this test piece to various tests internally, including peel tests, shrinkage tests, recovery tests, and fusing tests on various outer fabric types. Once this test piece has been approved internally, a trial roll is made on the main

production line and sent to the customer for approval. Once approved, a code is assigned, and production is underway. The department is also responsible for thinking ahead and developing interlinings that meet specific requirements that customers have yet to request, such as analyzing global fashion trends, garment technologies, and eco-friendly, and developing interlinings that meet those requirements. The department is also continually working on updating existing interlinings, making them even softer, lighter, and more eco-friendly without compromising on performance.

2.4 Supply Chain Department

Supply Chain Department manage everything that comes in and goes out of the factory. In the case of R.M Interlinings, as it is in the Chittagong EPZ, paperwork is very essential as nothing can be shipped without the necessary documents. They source the raw materials needed for the factory—yarns, chemicals, coating powders, etc., from local Bangladeshi sources as well as international sources like China, Korea, Japan, Europe, etc. They arrange for the safe entry of the materials into the EPZ. When it comes to exporting products, they arrange for all the necessary documents like commercial invoice, packing list, bill of lading, certificate of origin, GSP form, Utilization Declaration (UD), bill of entry, etc., as soon as they receive the Letter of Credit (LC). The Clearing & Forwarding team works under the Supply Chain department for the same purpose. An interesting aspect of the Supply Chain department is that they keep track of the production activities as well because it was they who promised the delivery dates to the buyers in the first place. They prepare the production plan depending upon the priority of the orders received, the raw materials available in the factory, etc.

2.5 Business Development Department

The Business Development department is the most active department I have ever come across. Here, marketing, sales, customer service, and merchandising are combined in one department to generate sales while at the same time keeping the customers satisfied. The team attends global textile and garment trade fairs to meet with the brands and manufacturers. Here, they present the company's interlinings to the buyers. If the buyers show interest in the product, they are responsible for the costing and the price negotiations for the order. Once the order is secured, the merchandising team takes over the entire process until the order is

produced. If there are any production issues, they resolve them. They also send daily status reports to the buyers. If the buyers want to conduct an audit or nominations with big brands such as H&M, Zara, or Inditex, they take care of that too. Customer service is also handled in this department. Here, the daily activities are to ensure that the buyers are satisfied with the product. After the order is shipped out, they are responsible for collecting the payment from the buyers while at the same time developing long-term relationships with them to ensure that they come back for more orders.

2.6 HR & Administration Department

Everything related to people, including the additional rules of being in an EPZ. HR handle recruitment of staff from line workers to top management, induction of new staff, attendance, leaves, payroll, payment of salaries, provision of benefits, organizing regular training for staff on safety, operating machines, quality awareness, workers' rights, managing the canteen, transportation, security, and general maintenance of the office, including cleanliness, repairs, supplies, electricity, and water. We also handle registration of workers with BEPZA for EPZ compliance, fire safety, emergency plans, environment audits, waste management audits, preparing for buyer social compliance audits (BSCI, SEDEX, WRAP, Accord, etc.), ensuring compliance of labor laws, health and safety, certification requirements such as ISO 9001, Oeko-Tex, etc., organizing medical checks for staff, welfare activities for workers, providing housing or meal facilities for workers when necessary, receiving guests, managing visitors, and providing administrative support for all departments of the company.

Chapter 3: Critical Assessment of Internship Work

During my internship program at R.M Interlinings Ltd, I had the opportunity to apply the theory learned during my post graduate diploma course in Knitwear Industry Management in the real world, specifically in the apparel accessories industry. I had the opportunity to observe how the concepts learned during class are implemented in the real world, areas of strengths for the organization, areas of improvements, and self-growth, both academically and personally. In this chapter, I will discuss how the generic and specific courses contributed to my internship program, areas of improvements for the industry, and the lessons learned for my self-growth..

3.1 Application of Generic and Industry Specific Courses during Internship

The PGD KIM courses really honed my work maturity, problem-solving skills, adaptability, and work conduct. In a fast-paced production-driven environment like R.M Interlinings Ltd., work maturity is a must. The basic courses provided me with a good foundation in human relations, leadership qualities, ethics, and teamwork, which has been reflected through my interactions with people around the office. Emphasis on good communication skills, following the chain of command, and etiquette has helped me ask intelligent questions with confidence, listen intently to supervisors and machine operators, jot down my observations correctly, and always display a sense of respect for the veteran staff with years of hands-on experience.

KIM 101: HR Skills and Competencies- This course has been an eye-opener for me to see what good leadership looks like and how a department runs smoothly. At R.M Interlinings Ltd., during my internship with the HR & Administration department, I saw how they care for workers' safety and discipline, grievances, leaves and payroll, and compliance with EPZ regulations and international labor standards. The company clearly adheres to government labor regulations and buyers' social compliance requirements like BSCI and SEDEX audits. What I have learned has enabled me to understand Green HR concepts and sustainable workforce management and the significance of building a positive and supportive working environment through training and welfare activities and good treatment of workers. What I saw during my internship has given me further insight into how HR plays a vital role in shaping a motivated, disciplined, and compliant workforce to drive steady and quality production.

KIM 102: Analytical Skills and Competencies- My internship has been very demanding and has called for much analytical thinking, especially within the Production department, Quality Assurance & Laboratory department, and Supply Chain department. In these departments, I used analytical thinking to observe how they monitor the process and how they test the quality of goods. In the Quality Assurance and Laboratory department, for instance, I saw how they analyze data on bonding strength, shrinkage after washing, color fastness, and peel strength to identify deviations and prevent quality problems. What I have been taught has given me confidence to see how even the slightest change in dyeing temperature and coating thickness greatly impacts interlining material performance. Although I was initially shy to question things as they are, I found myself encouraged by the

methodical approach to problem-solving and observation of things and phenomena and how they are interrelated.

KIM 103: Communication Skills- I have understood and practiced the importance of communication in the apparel accessories sector and in particular the utility of this course during my internship. I wrote precise and organized meeting notes and reports, spoke to my supervisors and participated in my department meetings, and discussions. I also applied the professional email writing, and presentation skills, active listening and effective follow up techniques that I received during the course to the way the Business Development Department handles buyer questions, sample requests, order status (daily) reports, pricing issues and problem solving. I truly appreciated the course for giving me the confidence to speak to managers, team leaders, operators and to email or call international buyers. At the beginning of my internship, I did not speak in meetings. I was motivated by the course to speak up and offer practical suggestions or questions. Some of the department's head gave positive comments on my suggestions which built my confidence in both written and oral communication.

KIM 104: Business Operation Skills- This course taught me the importance of collaboration across multiple business functions in order to meet the organizational objectives and the needs of customers while making a profit. During the internship, this was especially evident to me when the Production, Supply Chain, Quality Assurance, R&D, and Business Development departments worked in unison on all of the activities from the arrival of raw materials to the shipment of interlinings. It was especially satisfying to witness the Supply Chain Department "chase" production to fulfill their promise about the delivery and the Business Development department "chase" the customers from order negotiation all the way to cash collection. This was textbook illustration of the course about the process flow, resource utilization, and inter departmental collaboration. The course also taught me to look beyond the surface and appreciate the connectivity of each individual task, be it quality control of the yarn, scheduling the dye, testing the bonding strength, and preparing export documents, to the larger goal of the organization, which in this case was to provide quality interlinings to the global buyers of garment industry on time.

KIM 201: Introduction to Garments Knitwear industry- This course helped me learn the basics of knitwear and textile accessory manufacturing from the raw yarn to the end product. At R.M Interlinings Ltd., I was able to utilize my knowledge and experience to understand the whole production process of weaving, dyeing, coating and finishing. I learned

the importance of each of these steps in the overall final garment appearance, comfort and durability. I recognized the upstream process of yarn and fabric preparation and the downstream process of how interlinings work when they are fused into collars, cuffs, waistbands, or suit fronts. This course helped me understand how interlinings provide the concealed support structure that determines the quality, shape, and durability of garments.

KIM 202: Industrial Engineering- This course focused on detail-oriented concepts such as time study, work measurement, line balancing, process layout design, and efficiency improvement. At R.M Interlinings Ltd., I observed how production lines are organized, machine capacities are planned, and workflow is arranged to prevent bottlenecks and maximize output. The knowledge of waste reduction (lean principles), standard operating procedures, and performance tracking helped me understand why certain machine sequences are followed and how the Production Department monitors daily meter-age to meet targets. Watching how planning and coordination reduce non-productive time and ensure smooth material flow directly reflected the course content and showed me the real impact of industrial engineering on cost control and productivity.

KIM 203: Production Management & Merchandising- This course really built my foundation in how production and merchandising actually work together. When I interned, I finally got to see all the planning and coordination in action. I used what I'd learned about Time & Action (T&A) planning, order tracking, and staying in touch with buyers, especially while shadowing the Supply Chain and Business Development teams. I noticed how they set production plans, always juggling order priorities, material availability, and tight delivery deadlines. Merchandisers played a key role, making sure materials showed up on time so production wouldn't fall behind. One thing that stood out was how much these teams rely on each other. The Business Development folks would break down what buyers wanted—specs, timelines, quality standards—and pass it on to the production side so everything lined up.

KIM 204: Quality Management & Supply Chain Management- This course came to life for me when I worked with the Quality Assurance & Laboratory and Supply Chain teams. I saw firsthand how important detailed quality checks are—like AQL inspections, peel strength, shrinkage, and color fastness tests. These checks, along with tight supply chain coordination, keep quality high and customers happy. Everything we learned about Total Quality Management (TQM), corrective and preventive actions (CAPA), and always pushing for improvement showed up in daily work. Whenever there was a defect, the teams would dig in, figure out what went wrong, and actually fix it, working closely with both production and

suppliers. On the supply chain side, I saw how good forecasting, tight inventory control, and proper paperwork (things like LC, Utilization Declaration, and bill of entry) keep the whole operation running smoothly, especially in a fast-paced export zone.

3.2 Suggestion for Industry Improvement

During my internship at R.M Interlinings Ltd., I observed several strong practices and a few areas that could benefit from further refinement — something quite common across many companies in Bangladesh's interlinings and apparel accessories industry. These observations point to practical opportunities for enhancing efficiency, reducing operational challenges, and maintaining a stronger position in the global market.

I observed several operational strengths that contribute significantly to the company's performance in Bangladesh's interlinings and apparel accessories industry. The vertical integration in production enables tight control over quality and lead times, the use of advanced imported machinery supports consistent product performance, strict compliance in the EPZ environment ensures reliable export processes, the R&D team's capability to develop over 2,600 interlining items reflects strong innovation, the Business Development team maintains effective buyer relationships, and HR & Administration supports workforce stability through training and compliance. Although these strengths provide a solid foundation, there are areas where further refinement could enhance efficiency and competitiveness. These include occasional machine downtime during peak periods, dependence on imported spare parts leading to short delays, long lead times for certain imported raw materials, and minor coordination gaps between departments during high-volume seasons. Targeted improvements in preventive maintenance schedules, local sourcing of critical spare parts, expanded trial production capacity for R&D, and adoption of digital tools for real-time tracking and inter-departmental coordination would help minimize delays, reduce costs, and strengthen overall operations in this competitive industry.

Things tend to get slightly disorganized during busy times, or when outside factors pop up. In the Production Department, machines—especially the older ones—sometimes break down right when they're needed most, and waiting for spare parts from overseas drags the process out even more. Over in Quality Assurance & Laboratory, the team gets slammed when production ramps up. Detailed testing eats up time, and that can push delivery schedules back a bit. R&D feels the squeeze too. They can't always jump into trial

production because the main machines are tied up with regular orders, so new projects have to wait. The Supply Chain team faces long wait times for specialty raw materials like yarns, chemicals, and coating powders, since they come from abroad. That throws a wrench into planning for urgent or new orders. The Business Development Department is big and juggles a lot of buyers, so sometimes coordination between merchandising and production slips during crunch periods. HR & Administration handles a huge team pretty well, but during peak times, managing attendance, payroll, and compliance for everyone can cause small delays.

Looking at these weaknesses, it's pretty clear there's room for improvement in Bangladesh's interlinings industry. Companies like R.M Interlinings should put more into preventive maintenance and keep a local stash of key spare parts — that way, if something breaks, production doesn't have to grind to a halt. It also makes sense to set up dedicated trial machines for R&D and boost lab space for quality checks, so big orders don't mess with day-to-day production or let quality slip. Sourcing raw materials is another big one. Locking in long-term contracts with more suppliers — especially local ones — and keeping buffer stocks helps dodge delays and keeps things moving. On the tech side, upgrading digital tools and ERP systems for planning, inventory tracking, and order updates can cut down on manual work and make things run smoother between departments. During the busiest seasons, even quick daily meetings between departments stop those small miscommunications that can turn into big headaches, keeping orders flowing. Sticking with sustainability, like developing more recycled or low-impact interlinings, hits what global buyers want and opens doors to new markets. Regular training for everyone — especially on new tech, quality, and compliance — keeps the workforce sharp. Getting out there at international trade fairs and investing in digital marketing can help tap into emerging markets, not just in Asia but Africa and beyond. All of these ideas come straight from what I saw during my internship. They aren't just theories — they really help make the industry more efficient, resilient, and competitive worldwide.

3.3 Learning for Self-Improvement

Interning at R.M Interlinings Ltd. Changed my overall overview of the industry functions. Before the internship, I thought I understood the textile and knitwear world—mostly from lectures, textbooks, and some case studies. But once I started working in the factory every day, it all felt different. Suddenly, I was dealing with things nobody really talks about in

class—like making sure the dyeing temperature stays right so colors don’t go off, or getting every detail right on export documents so shipments don’t get stuck at customs. Being there, hands-on, I saw how much patience and attention to detail this work takes. And honestly, clear communication matters way more than I expected. What surprised me most? Just how connected every department is. If raw materials show up late, everything gets thrown off—production slows down, deliveries get delayed, and customers start losing trust. It hit me that teamwork and coordination really drive this business, not just what one person does on their own. I also started to see why compliance and quality matter so much. Watching how seriously the company treats Oeko-Tex certification and those intense buyer audits, I could tell that trust comes from always delivering, not just promising. Working with all sorts of teams forced me to get better at asking good questions, actually listening to the answers, and jotting down what matters. I wasn’t great at that before, but I am now. Personally, the internship boosted my confidence, too. At first, the factory was overwhelming—the noise, the heat, the constant rush. But after a while, I found my rhythm. I got comfortable talking to everyone, from operators to supervisors to managers. That’s something I never expected when I first walked in. I’ve come to really respect the production staff—the people who stand by those machines for hours, keeping everything running. You see just how tough it is, and it’s impossible not to care about their well-being after witnessing it firsthand. Being there also opened my eyes to sustainability. Watching everyone push to hit environmental standards made me think hard about what responsible growth actually looks like for this industry.

Honestly, this internship taught me things no classroom ever could. I saw up close what makes the knitwear and accessories sector in Bangladesh both challenging and rewarding. Now, I feel ready to step into this field for real. My technical skills are sharper, I’m better at communicating, and I get why teamwork, quality, and meeting deadlines really matter. I’ll carry these lessons with me—both in my studies and wherever my career takes me.

Chapter 4: Conclusion

My internship at R.M Interlinings Ltd. turned out to be a real game-changer in my PGD-KIM program. It wasn't just theory anymore—I got to see how everything I learned in class actually works in the busy, fast-growing world of Bangladesh's apparel accessories. I have worked in all the core departments: Production, Quality Assurance & Lab, R&D, Supply Chain, Business Development, and HR & Admin. Watching how raw materials become finished products ready for export, I finally understood the nuts and bolts of a vertically integrated interlining manufacturer.

Bangladesh's apparel accessories industry is on a roll, especially the interlinings sector. The world keeps asking for better, more reliable garment components, and that demand pushes the industry forward. Companies like R.M Interlinings Ltd. make all kinds of interlinings—woven, knit, non-woven, stretch, and special-purpose ones. These aren't just add-ons; they shape the feel, strength, and look of clothes everywhere. The industry stands strong with its skilled workers, government perks like duty-free raw materials and tax breaks in EPZs, and Bangladesh's key spot in the global RMG supply chain. But it's not all smooth sailing. They still rely on imported machines and spare parts, sometimes face delays getting raw materials, and have to keep up with tough competition in the region. On top of that, there's always pressure to invest more in new tech, sustainability, and training people.

Even with these challenges, the outlook for interlinings in Bangladesh feels hopeful. Companies can move ahead by sticking to top-notch quality, rolling out more eco-friendly products (think recycled materials and low-impact coatings), and tightening up their supply chains. Building stronger relationships with global brands helps too. Showing up at more international trade fairs, using digital tools for planning and tracking, and doubling down on R&D for greener, smarter products all help attract high-end buyers and grow market share.

The PGD-KIM program really opened my eyes. It's more than just classroom learning—you dive into real industry work that makes everything click. The courses gave me a solid grip on production management, quality systems, industrial engineering, merchandising, supply chain, and HR. But the real game-changer was the internship. Suddenly, all those theories made sense because I was putting them to work on the factory floor. I learned fast that teamwork, paying attention to details, staying flexible, and sticking to your ethics matter a lot in manufacturing. It's not always easy, but it's definitely worth it.

I honestly appreciate BIGD, BRAC University, for putting together such a practical program. Because of this experience, I'm not just more skilled and knowledgeable. I feel more confident, more mature, and ready to jump into the industry and actually make a difference. I'm set to take on whatever comes next in the knitwear and apparel accessories world, and I'm committed to pushing for quality, new ideas, and responsible progress.

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