

Report On
Q Collection Pte. Ltd.
**A Study on the Merchandising Process and Cross-Functional
Operations at Q Collection Pte. Ltd.**

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
March 2026

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate reference.
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

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Subject: Submission of Industry attachment report on A Study on the Merchandising Process and Cross-Functional Operations at Q Collection Pte. Ltd.

Dear Madam,

With due respect, I am pleased to submit my internship report titled “A Study on the Merchandising Process and Cross-Functional Operations at Q Collection Pte. Ltd.” as a partial requirement for the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM).

I have sincerely tried to prepare this report based on my practical experience, observation of merchandising activities, and review of relevant records. I would like to express my sincere gratitude for your guidance and support throughout the preparation of this report.

I believe that you will find this report informative and acceptable for evaluation.

Therefore, I kindly request you to accept this report.

Sincerely yours,

A handwritten signature in black ink that reads "Sunny". The signature is written in a cursive, slightly stylized font. Below the signature is a horizontal line.

Md. Shakib Hasan Sunny

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Executive Development Center, BIGD

Brac University

Date: March 10, 2026

Non-Disclosure Agreement

This agreement is made and entered into by and between Q Collection Pte. 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 a three-month-long internship in partial fulfilment 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 officials of the company and have access to official data and information. Based on work experience and data and information collected during the internship, the Second Party will prepare an internship report. The Second Party will use all sorts of data and information for academic purposes and will not disclose it to any party, against the interests of the First Party.

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Acknowledgement

First and foremost, I offer my deepest praise and thanks to the Almighty, the Most Merciful and the Most Gracious, for granting me the strength and guidance to complete this work.

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I am also grateful to my industry supervisor Mr. Rafsunzany Akand, Manager, Human Resources, Q Collection Pte. Ltd., for his kind cooperation, support, and willingness to share practical insights despite his busy schedule. His guidance helped me to understand real-life internship activities and industry practices.

Finally, I would like to thank all the officers and staff of different departments for their cordial behaviour and support in providing the necessary information and assistance during my industrial attachment.

Executive Summary

This report is prepared based on my three (03) months of practical internship experience at Q Collection Pte. Ltd. This internship provided me with valuable practical knowledge about my assigned department as well as the overall factory operations of Q Collection Pte. Ltd.

Q Collection Pte. Ltd. is one of the leading vertically integrated knit garments and textile industries in Bangladesh with modern machinery and advanced facilities. The company is committed to providing high-quality products and reliable service to its customers. Q Collection has a skilled and experienced team dedicated to ensuring product quality and customer satisfaction along with its large production capacity (Q Collection 2025).

The organization operates through several departments. Each department has specific roles and responsibilities. During my internship, I closely worked with six departments and collected information on their working processes and management practices. However, my focus was on the merchandising department to understand how it coordinates and connects with all other departments.

Through this internship experience, I gained extensive practical knowledge about different departments of Q Collection. This experience helped me to understand effective quality assurance management across the supply chain and how organizations reduce risks related to quality, health, safety, social responsibility and the environment. It also provided me with insights into productivity management, efficiency improvement, and proper utilization of machines, capacity, and resources. Overall, the internship allowed me to gain a clear and practical understanding of the complete merchandising process.

Keywords: Merchandising; SCM; IE; Production; HR; Quality.

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Chapter 1

About Q Collection Pte. Ltd.

1.1 Overview of Q Collection

Q Collection Pte. Ltd. is one of the leading apparel manufacturing companies in Bangladesh, established in 1993. The company has become a large and diversified business group with specializations in knitwear, lingerie, activewear, sweaters and other garment products. Over the years, the company has developed a strong reputation for creating quality garments for the international market. It exports the products primarily to Europe and North America. With a workforce of nearly 18,000 to 20,000 people, the company plays a significant role in the ready-made garment (RMG) industry in Bangladesh (Q Collection 2025).

Q Collection's core strengths are sustainability and compliance. It is certified under internationally recognized standards for green building, including LEED Platinum certification (Q Collection 2025; U.S. Green Building Council 2022). The organization focuses on environmental responsibility, energy efficiency, and safe working conditions. It also focuses on developing employees, diversity and ethical business practices.

Q Collection keeps a full production plant with all processes involved in knitting, dyeing, finishing, cutting, sewing, printing, embroidery, washing and packaging in one industrial complex. This vertical integration ensures better coordination, quality control, cost efficiency, and timely shipment. It is equipped with modern machinery with advanced technological systems to meet the international customer requirements. Through continuous development and investment in technology, modern ERP, and operational excellence, Q Collection continues to remain competitive in the global apparel industry (Q Collection 2025).

1.2 Vision & Mission

The vision of Q Collection Pte. Ltd. is to become a globally recognized and sustainable apparel manufacturing organization by achieving excellence in product quality, innovation, operational efficiency and compliance, contributing positively to society, the economy, and the environment.

The mission of Q Collection is to manufacture and supply quality garments that meet the

international standards and expectations of buyers consistently. The organization is interested in maintaining ethical business practices, ensuring workplace safety, promoting environmental sustainability, and developing long-term relationships with buyers, suppliers, employees, and stakeholders.

1.3 Goals & Objectives

The main objective of Q Collection is to improve its standing in the global apparel market by improving its productivity, quality standards and on-time delivery performance. The aim of the organization is to be operationally excellent with respect to process improvement, cost optimization and advancement of technology. It also emphasizes full compliance with the local labor laws and international regulatory requirements to maintain a safe and fair working environment.

In addition, Q Collection has a focus on sustainable growth through minimizing environmental impact, efficient resource utilization, waste management, and energy conservation initiatives.

1.4 Organizational structure, Organogram, Branches and Departments

The organizational structure of Q Collection has a hierarchical and function-based structure to ensure proper authority, accountability and coordination between departments. The organization is operated in a top-down management system where the strategic decision-making takes place with the top management and implementation is carried out by the department heads (Q Collection 2025).

General Organogram Structure of Q Collection Pte. Ltd.

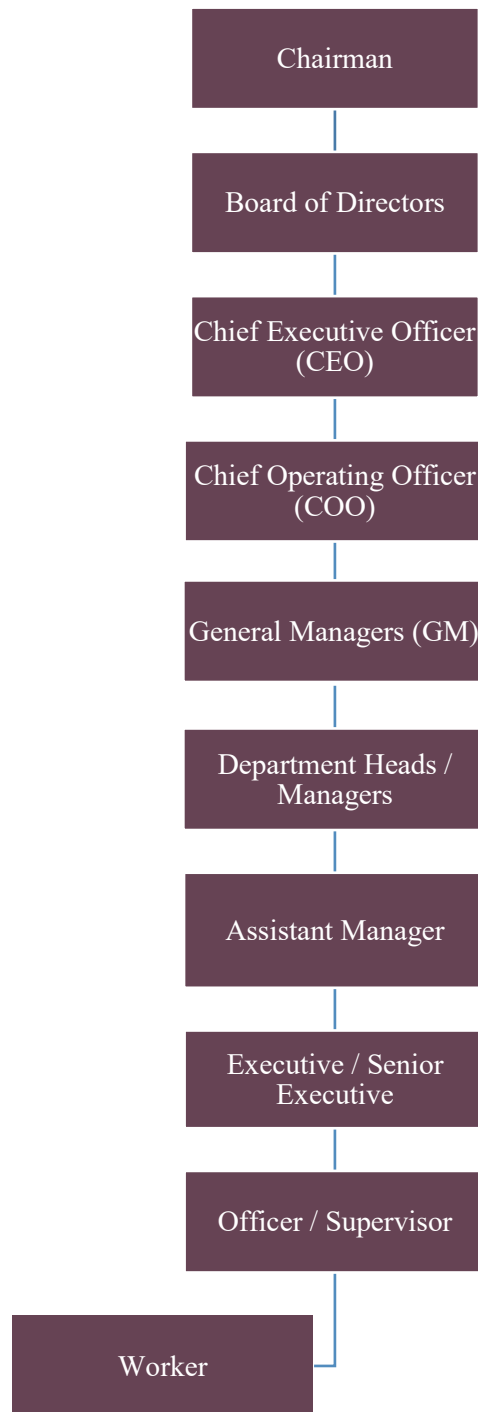


Figure 1: Organogram of Q Collection Pte. Ltd.

This structured chain of command ensures smooth communication flow, operational control, and proper monitoring of activities across all functional units of Q Collection.

Chapter 2

Description of task accomplishment

During my three-month internship at Q Collection Pte. Ltd. I had the opportunity to work closely with six different departments within the organization.

- Supply Chain
- Merchandising
- Quality
- Production
- Industrial Engineering
- Human Resources

These cross-functional learnings helped me to gain practical insights into how various departments operate and coordinate with one another to achieve organizational objectives.

2.1 Supply Chain

The Supply Chain Management (SCM) department at Q Collection is very important for the function of procurement and supply of raw materials for production. It manages material source, buying, quality check, warehouses, and payment processing. The department has two major areas. One is supplier selection, price negotiation, and supplier relations and the other is purchase orders, delivery tracking and quality verification. It is also a Supplier Relationship Management center and ensures materials are available on time, at competitive prices and meet regulatory standards through work with other departments such as merchandising, quality and finance.

During my internship in the SCM department, I did raw material coordination, where one of my main duties involved helping with the tracking of purchase orders (POs). I frequently reviewed PO status sheets and cross-checked them with the supplier delivery commitments. Under the supervision of the SCM Manager, I updated tracking files to reflect current shipment status and expected delivery dates and any changes in supplier schedules. This involved careful comparison between the original plan of the lead times and the real-time updates. I was also

involved in checking trim and accessories requirements such as buttons, zippers, labels, poly bags, cartons and hangtags against the approved Bill of Materials (BOM).

I also saw how fabric shipments arrived at the factory. The store team and the SCM team checked the packing list, delivery challan, and goods receipt documents carefully to make sure everything matched with the order. This process helped ensure that the correct materials were received and properly recorded. Sometimes, I supported the checking of documents to ensure that the quantities received were as per the purchase order specifications.

Although the responsibilities were organized, there were a few practical problems that I confronted during my internship. The first big challenge was to know and understand the lead time calculation in detail. Lead time was not a single number, it was an aggregate of various components like supplier production time, duration for internal approvals, transit time for shipment, customs clearance, and time taken for internal checks. To gain a better understanding of lead time calculation, I took the initiative to divide the timeline of a real order step by step. I followed up on each stage closely, such as fabric booking date, shipment departure date, customs arrival and store receipt. I also compared the planned and actual timelines for completed orders to understand where there were deviations. This exercise was a big improvement in my follow-up on critical path management.

Another difficulty was controlling the data accuracy among several tracking sheets. Different suppliers gave updates at different times, either through email or phone communication. I had to keep constant attention to ensure that tracking files represented the updated information. I realized that even a single error in the updating of an expected date of delivery may impact production planning. To mitigate the problems of tracking data, I have adopted the habit of double-checking data before making final entries. Whenever any supplier changed the delivery date, I confirmed the revision by email and then recorded it. I also learned to draw out delayed items in tracking sheets to make them visible easily in review meetings.

My communication skills improved significantly while observing and interacting with the Supply Chain Management (SCM) department. For example, in one case a supplier informed the team that the delivery of raw materials would be delayed due to capacity limitations. The SCM executive immediately sent a follow-up email to production and planning, clearly mentioning the order reference, quantity, original delivery date, revised schedule, and the required next steps. This helped the departments adjust their production planning and avoid

operational disruption. Observing this process helped me understand how clear and structured communication supports smooth coordination across departments.

2.2 Merchandising

One of the important functional areas in the manufacturing industry is that of merchandising, because it serves as the central point of coordination between buyers and the internal departments. Q Collection has an effective merchandising team, which plays a vital role in order execution, communication with buyers, costing and order production follow-up.

Helping to update the Time and Action (T&A) calendar for ongoing orders was one of my responsibilities while doing an internship at the Merchandising department at Q Collection. I cross-checked approval dates on fit samples, size sets and bulk production against planned schedules. I also updated progress sheets and flagged out delayed approvals for review. I assisted in the review of the Bill of Materials (BOM) and checked the confirmed purchase details against it. This task required careful observation to ensure that fabric composition, GSM, color codes, trims and packaging instructions matched buyer specifications.

Additionally, I went through communication with buyers. Although I did not communicate directly with buyers, I analyzed email exchanges to gain an idea of the ways that merchandisers communicate to clarify specifications, negotiate shipment extensions and address concerns about quality. Monitoring production status reports was my daily task. I interacted with Production, IE, Planning and SCM to get the updates and conveyed them to the merchandising executive. This provided me with real-world knowledge of the ways that merchandisers track multiple styles simultaneously.

At first, it was hard for me to understand the whole workflow of the merchandising. Multiple orders were running at a time, and each order was at a different stage. It was challenging to keep track of these, as it requires high organizational skills.

Another problem was translating technical specifications such as fabric construction, washing instructions and packaging standards. Minor misunderstandings could lead to the wrong booking of materials or production errors. I improved my understanding of technical specifications by looking at previously approved style files and comparing them to physical samples. Seeing actual garments helped me to make connections between written instructions and actual results.

Time pressure was another source of stress, particularly when the samples were being held up for approval, but the shipment had to go anyway. To deal with the situations, I saw the senior merchandisers prioritize critical activities. I learned to focus first on tasks that directly impact the production start dates. This helped me to understand how to prioritize tasks effectively.

2.3 Quality

The Quality Department at Q Collection Pte Ltd. is responsible for ensuring that all products meet the required quality standards. The department monitors the production, performs inspection and implements preventive measures to avoid defects and achieve consistency.

My experience in the Quality Department was one of the most practical and learning phases of my internship. What I understood about the quality is not the process or activity of checking the product at the end of the production, but the continuous process that starts with sample approval and continues until shipment.

Initially, I experienced the inline inspections on the production floor. I learned the process quality inspectors used to check the consistency of stitching, seam alignment, trim of thread, appearance of fabric, and measurement of measurements according to the approved specifications. Gradually, I was allowed to assist in checking measurement charts with production pieces. This helped me to understand tolerance levels and why even small deviations may lead to major complaints from buyers.

I was also part of the final inspection before shipment. According to the Accepted Quality Limit (AQL), how they selected cartons randomly and how they categorize defects as major, minor, and critical. Besides physical inspection, I helped to prepare the inspection report and organize the approved samples, like PP samples, size set samples, and shipment samples for reference.

Another important responsibility was attending pre-production (PP) meetings. In those sessions, I learned about how quality expectations are elucidated before the start of bulk production. I found that preventive discussion is always more effective than corrective action later.

In the beginning, it was extremely difficult to accurately identify defects. Sometimes I passed the product after checking, but when a quality inspector checked the same product, he found a major defect in it. I had a hard time differentiating between fabric-related problems and

stitching-related problems. I got over these difficulties by taking the time to consciously observe experienced inspectors. Instead of passively viewing, I was comparing my observations to theirs. I asked for clarification & learned if my assessment differed.

Another challenge involved trying to understand buyer standards. The buyer had different expectations for different products and styles. Some were very strict about measurements, others were more concerned with finishing and appearance. Adjusting my understanding to each order involves paying attention. Therefore, I took time to look at approved samples and measurement sheets after working hours. Repetition helped me to become more accurate. With time, I gained more confidence in my ability to recognize common defects and tolerance limits.

Production pressure also provided a difficult environment. When shipment deadlines were very close, pressures naturally increased. Communicating quality issues in such a situation requires diplomacy and clarity. By being in these situations and observing the communication of quality senior personnel, I learned that quality communication is about the solution and not about blame.

2.4 Production

Production Department in Q Collection has the responsibility of transforming raw material into finished garments as per approved specifications and shipment schedules. The department closely cooperates with Merchandising, IE, Quality and Maintenance departments to ensure productivity and deliveries on time. It is aimed at attaining efficiency, reducing wastage and guaranteeing quality products.

During my internship in the Production Department at Q Collection Pte Ltd, I was involved directly in the core operation activities of garment manufacturing. One of my usual duties was to attend morning line meetings. These were short but structured meetings held by line supervisors and production managers to discuss the previous day's production, the percentage of efficiency, the number of rejections and the number of absences. I watched how the supervisors compared the production target to the actual achieved production and discussed the reasons for shortfalls. I kept brief notes of these discussions to see patterns in the performance of production. Over time, I started to understand the impact of absenteeism, machine failures and material shortages on the daily productivity.

I also helped in the preparation and review of daily production reports. With the help of the production executive, I compared hourly output sheets with day-end summaries. I learned how the collection of production data is operator-wise and operation-wise. Specifically, I reviewed how Standard Minute Value (SMV) is used to calculate line efficiency.

Another key responsibility was watching line balancing changes. I was able to closely follow situations where there were bottlenecks at operations, like sleeve attachment or the collar joint. When work in progress (WIP) was accumulated at one stage, supervisors would either move operators, add support of helpers or change the breakdown. I recorded these changes and compared the levels of output before and after the changes. This enabled me to practically understand the impact of line balancing on productivity.

In addition, I spent some time observing manpower allocation planning. Before starting a new style, production management assessed operator skill levels and allocated operations accordingly. I found that experienced operators were assigned to critical operations to maintain production pace and quality.

Coordination between two departments, i.e., Production and Quality, was another area where I gained practical knowledge. Whenever defect percentages rose, production supervisors held quick root cause discussions. In some cases, incorrect machine setup led to seam squeezing and in other cases, inadequate operator training was the cause of measurement variation. I saw how corrective actions like machine recalibration, operator retraining or additional inline inspection were taken to reduce rework immediately.

In addition, I saw some production planning meetings in which priorities for shipment each week were discussed. When many styles were running at once, the deadlines of shipments were used to assign priorities. I learned how production sequencing has a direct impact on on-time delivery performance.

I faced several practical challenges on the production floor. The first challenge I had was adapting to the fast-paced environment at the production. Discussions at line meetings were very technical and brief. Terms like SAH, DHU, SMV, Capacity utilization, WIP control, and target per hour were used a lot. The production manager often made quick decisions based on numbers that I did not quickly understand. To overcome the difficulty, I developed the habit of writing down unknown terms as soon as I got home from meetings. Later, I asked the

production executive to explain them in terms of simple language. I tried to learn practically instead of memorizing formulas or terms.

Another difficulty was interpreting the efficiency fluctuations. For instance, I noticed that sometimes efficiency sharply declined even though manpower was kept constant. Understanding whether the reason was machine downtime, complexity of style, absenteeism or learning curve needed deeper analysis. At first, I could not easily determine which factor had the greatest impact. For a better understanding of fluctuations in efficiency, I started comparing daily reports over a week. I identified that when a new style started in the production line, in the first two days, the efficiency was lower because of the operators' lack of training.

Dealing with actual production pressure was also difficult. For example, the shipment deadline of an order was very close, and one production line was performing below the target because an critical process operator was absent. I noticed supervisors' tension to meet targets without compromising quality. When pressure to send shipments began, I carefully monitored the redistribution of operators to temporary critical operations by supervisors. I asked why some operations were given priorities over others. Through discussion, I learned that some critical operations determine the total time to complete the garment and improving those operations can give a quick increase in total output.

2.5 Industrial Engineering (IE)

The Industrial Engineering Department at Q Collection Pte Ltd aims to ensure that production processes are made more efficient and streamlined. It has its focus on optimizing the workflow, balancing the resources and improving the overall productivity on the production floor.

During my internship in the Industrial Engineering (IE) Department of Q Collection Pte Ltd, I was able to learn the scientific and analytical aspects of garment manufacturing. The IE department focuses on efficiency, optimized processes, and realistic performance standard setting.

One of my main roles was to observe time study activities which were being carried out on the sewing floor. I accompanied IE executives on stopwatch-based time studies where they recorded the time it took to complete individual garment operations. I learned how each operation such as sleeve joining, placket attachment or bottom hemming, is broken down into measurable elements. I took great care to note how several cycle readings were taken to remove

the abnormal variations before finalizing the Standard Minute Value (SMV). Under supervision, I practiced recording times of operations and average cycle times.

I learned how allowances for rest break, personal time and machine delays are added to basic time to determine final SMV. This calculation has a direct impact on the setting of production targets. I was also involved in helping with the preparation of the breakdown sheets. Before bulk production begins, IE prepares an operation bulletin, which specifies each process step, machine type, manpower required and SMV allocation. I went through these bulletins and compared them with actual sewing line setups. I was also taught to do line balancing activities. I also observed how IE executives analyze workload and distribute it among operators to avoid bottlenecks in any operation.

I saw the way they calculated the total line SMV and compared it with the available manpower minutes for reaching daily targets. I helped to update the line balance sheet following the addition of a new operator to a critical operation. By recalculating the distribution of the workload, I was able to see the potential changes in efficiency. In addition, I ran through efficiency reports that were prepared daily by the IE department. These reports visualized the variance between planned and actual efficiency. I also saw how IE identifies the performance gaps and suggests ways to correct them, such as improving the method, retraining the operator, or rearranging the machine.

I had encountered several problems while working in the IE department. The first challenge was the understanding of the time study methodology. Initially, I thought that time study was simply the measurement of operation time using a stopwatch. Later, I understood that several variables affect the measurement of time such as operator skill level, motion efficiency, and machine speed. It was not easy for me at the beginning to distinguish between normal pace and abnormal variation. To get over my limited knowledge on time study principles, I asked for permission to observe several sessions instead of just one. By observing repeated studies of several different garment styles, I started noticing patterns in the variation of operation times.

Another challenge was the explanation of SMV's impact on production planning. I was having trouble understanding how an increase of 0.3 minutes per piece could have a significant impact on daily production targets. To have a better understanding, I compared two scenarios, one with an SMV of 8.0 minutes and another with 8.3 minutes for the same style. When I calculated the total number of minutes it would take for a production order of several thousand pieces, the

difference became very clear to me to understand. This exercise made it clear how a short-term increase has an impact on capacity planning.

Data analysis was also a problem. Efficiency reports included several columns for planned SMV, achieved minutes, available minutes, operators, rate of absenteeism and variance percentage. Good analytical thinking was needed to understand what the most significant factor for performance decline was. For this reason, I began analyzing one variable at a time. For example, I compared the availability of manpower with the achieved minutes to determine if absenteeism was the key factor. I broke down complex data into smaller pieces, which was helpful for me to understand easily.

2.6 Human Resource (HR)

The responsibility of the Human Resources Department of Q Collection is to cover the areas of recruitment, employee relations, payroll, compliance, and workforce planning. It ensures that all HR policies comply with labor laws and company standards and keeps the organization adequately disciplined and working in positive environments. The department also conducts training, performance management and employee involvement to enhance productivity and retention. HR plays a strategic role in supporting operational goals by making sure the right people are in the right positions at the right time.

During my internship in the Human Resources Department at Q Collection Pte Ltd, I got a chance to observe and participate in the core HR functions of a Garment manufacturing factory. The experience enabled me to realize how HR manages the workforce for the smooth running of production.

One of my tasks was to help with the recruitment and onboarding process for sewing operators, helpers and others. I helped the HR team in gathering CVs, screening the candidates as per the minimum requirements and related work for scheduling interviews. During interview sessions, I observed the way that hiring managers were evaluating candidates' technical knowledge and the way that HR was evaluating documentation and legal requirements. After selection, I assisted in verifying National ID and Birth certificate, educational certificates, past employment records and medical fitness documents, before appointment letters were issued. At first, I struggled to see the point in why documentation verification was such a strict requirement for entry-level positions. However, I later realized that proper documentation is the requirements from compliance and buyers. To strengthen my knowledge, I read over a few

complete employee files and compared them against the checklist of compliance that was used during audits. This helped me to link the documentation procedures and legal accountability.

Another responsibility was helping to keep up the employees' personal files. Each file included an appointment letter, salary files, leave applications, disciplinary notices, and other documents relating to employment. At first, it looked like this tidying up of these files was merely an administrative task that needed to be carried out, but I quickly realized that the absence of even one document could lead to complications at audit time or for dispute resolution. I had trouble finding out how to categorize and update records categorically without losing information. To overcome this, I created a simple checklist when organizing the files and cross-checked with the database of employees. By taking care of the details and following the checklist, I gradually became better at documenting.

Attendance and leave management were another area where I learned a lot. I helped review attendance reports that were generated from the biometric system and compared them to the manual correction forms given by the supervisors. At first, attendance summary interpretation was confusing because there were different codes for late entry, early exit, overtime hours and different kinds of leaves. I had trouble identifying how these codes were recognized in payroll calculations. To help address this, I asked for clarification around the way attendance is recorded, and I saw the way in which payroll officers take attendance data and turn it into the salary sheets. I prepared some sample reports, including an attendance report and an OT report.

Dealing with employee grievances was another major area of learning. Workers would often visit the HR desk with overtime pay concerns, leave approval issues, or supervisor behavior issues. I saw how HR executives/ Welfare officers were maintaining patience and being neutral while listening to the complaint. In one case, an employee claimed she was not paid for overtime hours that were not properly counted. Instead of providing instant assumptions, the payroll officer reviewed the attendance data from the database, consulted the direct supervisor of the line manager and cross-verified the overtime approval forms before replying. This structured approach taught me that grievance handling needs evidence-based decisions.

Compliance monitoring was also an important part of my internship. I was involved in preparing documents for internal audit and third-party audits by the buyer. This included checking minimum wage records, updating registers of leave and making sure that employee contracts were properly signed. To improve my knowledge, I have read the relevant sections

of the Bangladesh Labor Act 2006 and Rules 2015, along with all amendments and compared them with the company policies (Government of Bangladesh, 2006; Ministry of Labor and Employment, 2015, 2018). This helped me to see how HR plays a critical role in protecting the organization from legal and reputational risks.

Maintaining discipline in a large workforce was a big challenge. Cases of absenteeism or minor misconduct had to be dealt with in a formal way. I helped with preparing draft warning letters and the show-cause review. At the beginning, I thought the disciplinary action process was so easy, but I have learned that there are so many steps in any course to take disciplinary action and that each step needs to be carried out through due process to be fair. I examined the files of past disciplinary cases to learn about documentation in relation to managerial decisions.

I also had issues understanding the manpower planning from an HR perspective. Production needs varied depending on shipment dates, which directly affected hiring needs. During meetings between HR and Production, I saw them measure the turnover rates, the absenteeism trends and how efficient the operators were. At first, it was difficult to link workforce data to production forecasting. To overcome this, I created the following simple notes that link manpower numbers and production capacity. Gradually, I learned that proactive recruitment planning helps to avoid sudden labor shortages and production disruptions.

Throughout my internship in the Human Resource department, each task required careful observation, patience and the willingness to learn from practical situations. The problems I had were not theoretical problems with textbook solutions, but required patience, communication skills, and analytical thinking. By respectfully asking questions, reading documents carefully and observing experienced HR professionals, I slowly built up my knowledge of HR operations in the real world.

This experience changed my way of looking at human resource management. I realized that HR in a manufacturing environment is related to legal compliance, workforce stability and operational efficiency. Every attendance record, recruitment record, disciplinary record, etc., contributes to the maintenance of organizational structure. The internship not only increased my technical knowledge but also improved my professional maturity, as well as my communication ability and sense of responsibility in handling matters related to the workforce.

Chapter 3

Critical evaluation of Internship work

3.1 Implementation of Generic and industry-specific courses in the internship

While my internship at Q Collection Pte. Ltd.'s Supply Chain Management course helped me to understand fabric lead time and material delays. In the SCM department, I saw how purchase orders were monitored and how delays by suppliers impacted production plans. When materials were late, Planning had to make schedule revisions. This is obviously linked with what I learnt about lead time and managing risks. It helped me to understand the effect of supply chain decisions on the entire factory.

The subject Production Management and Merchandising helped me to understand line loading and shipment deadlines. I saw how the planning of production capacity was matched with order quantity and delivery dates. I observed the way planners made schedule adjustments when dates for shipments changed. These activities were like what we learnt about production control and delivery management. For me, it made the theoretical lessons more practical.

From Quality management, I got to know the importance of inspection and accuracy. While going through some documents and attendance registers in HR, I realized that little mistakes would make big problems. In production, I saw how standards in place will prevent issues when shipping goods. This was compatible with the concept of maintaining quality at each stage. It showed me that quality is everyone's business and not the business of the quality team only.

From Business Operations Skills, I have learned the connection between various departments. During my internship, I saw how SCM materials, Planning schedules, Production output and quality inspection depend on one another. If the fabric was delayed, Planning had to make adjustments to the schedule. If production was slow, shipment could be affected. This was like what I was taught in class regarding operational flow. It helped me to view the factory as one complete system.

The course Industrial Engineering was helpful when I saw the SMV calculation, efficiency

percentage and line capacity. I did practice finding available minutes and required minutes to understand the feasibility of production. Earlier in class, these were just formulas, but in the factory, they had meaning. I got the idea of how efficiency impacts deadlines for shipments. This subject helped me follow technical discussions of the Planning and IE departments.

The Business Communication course was also a great help for me. I noticed meetings between Planning, Production, SCM and HR departments. I saw how clear and simple communication avoided confusion in production schedules as well as manpower planning. While observing grievance handling in HR, I observed the effectiveness of listening, which also helped in solving problems in a peaceful manner. This subject helped me to understand that better communication leads to trust and fewer mistakes.

Lastly, I can clearly use my course on HR skills & competency. In the HR department, I was dealing with recruitment files, attendance records, leave documents, and warning letters. What I read about employee documentation, grievance handling and discipline procedures became real to me. I understood why the proper records and fair processes in the factory environment are important. This course helped me to do my HR job better, confidently, and carefully.

3.2 Suggestion for improving the industry

HR and Quality departments are very important in maintaining the discipline and the standards of the product. At Q Collection Pte. Ltd., I feel HR can do better regarding adding more structured training and development programs for workers, particularly for new joiners. Regular orientation sessions on company rules, attendance policy, compliance and clarity would decrease miscommunication and enhance awareness among employees. In the Quality department, more frequent in-line quality checks and shorter refresher training on defect identification could be a means to reduce rework. If both departments can focus more on continuous training and communication, the quality of performance and the satisfaction of the employees may improve.

In the Supply Chain and Merchandising departments, I have noticed that coordination is quite a major part of getting the shipment out on time. Sometimes, small delays in fabric or accessories will impact on the production schedule, so better follow-up and real-time tracking would be helpful. From my observation, having shared updated data among the merchandising, supply chain and planning teams may mitigate the confusion. Merchandisers can also hold

more detailed pre-production meetings to make sure that all approvals, trims and samples are ready before mass production begins. Stronger communication and better forecasting in these departments would help to avoid last-minute pressure and risks in shipment.

In the Production and IE departments, efficiency and line balance have a direct effect on the factory output. I noticed that there were bottlenecks sometimes because of skill gaps or incorrect workload distribution. If IE undertakes more regular time studies and gives feedback to line supervisors, it could help improve line balancing. Production supervisors can also organize small skill improvement sessions for the operators of complex operations. Through my learning experience, better coordination between Production and IE can increase efficiency, shrink idle time, and improve factory productivity.

3.3 Learning for self-improvement

One important area of learning during my internship was understanding the difference between theoretical knowledge and practical application in a real industrial environment. At the university, I studied concepts such as production efficiency, manpower planning, compliance management, and workflow coordination. For example, while observing the Production department, I noticed a situation where a sewing line was unable to meet its daily production target because several operators were absent. The line supervisor responded by redistributing tasks among available operators to maintain workflow. This situation helped me understand how manpower planning and line balancing work in practice. Experiences like this gradually improved my analytical thinking and encouraged me to examine operational problems step by step before identifying practical and sustainable solutions.

Another significant field of self-improvement was communication and professional confidence. In the beginning, my hesitation to ask a question at times in technical discussions was often. Especially in departments such as Production, Planning and Industrial Engineering where calculations and operational terminology were used with great frequency. Over time, I learned how being silent was holding me back from learning. Gradually, I began to seek clarification in a respectful way and have brief discussions with executives and supervisors. This little shift did something to boost my confidence and to give me a better understanding of cross-departmental coordination. I also learnt about how important it is to be careful about listening to others before responding, especially when observing HR grievance handling and planning meetings.

Most importantly, the internship made me feel more responsible. Whether it was checking the attendance register, analyzing the variance in production, or monitoring the compliance documentation, I realized that even small inaccuracies could have big consequences in a manufacturing setup. This realization made me more disciplined in checking the data and verifying information before making conclusions. I was also able to develop more patience when dealing with repetitive tasks, as I realized the importance of consistency in any organization. The more consistent and organized you are, the more stable your organization will be. Overall, this experience shaped my professional mindset as it pushed me to be a continuous learner, be flexible in the face of pressure and adopt a more balanced approach that considers technical and human aspects of management.

Chapter 4

Conclusion

This report was prepared from my three-month internship at Q Collection Pte. Ltd., where I got practical knowledge of factory operations and daily work systems. I worked with six departments, but my focus was on merchandising because it is the department that links buyers with the internal ensures the smooth flow of orders.

During the internship, I clearly understood that the success of an order is based on coordination. In Supply Chain, I learned the role of purchase order tracking, trimming and checking accessories against the BOM to support on-time production. In Merchandising, my work included updating the Time and Action calendar, verifying the approvals against the calendar, and reviewing the BOM details to meet buyer requirements. I also followed up production updates with Production, IE, Planning and SCM, to facilitate order follow-up.

My learning in Quality changed my perspective on quality. I realized quality is not just a final check, but rather it is a long process. It begins with the approval of the sample and continues till shipment. I also learned the importance of pre-production meetings and discussions in preventing defects later. In Production, I observed line meetings and saw the effect that daily targets, efficiency, absenteeism and shortages can have on output. In IE, I learnt the basics of time study, and the effect of SMV and line balancing on targets and efficiency. In HR, I experienced the importance of good records, audits and discipline processes in terms of compliance.

Overall, this internship helped me connect the knowledge I learned in the classroom with its practical application in the factory. It helped me to become more organized and communicate clearly. It has also made me more confident and responsible for future work in the knit garments industry.

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