

Report On
Knitwear Manufacturing Operations at Aboni Knitwear Ltd., Babylon
Group

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 fulfilment of the
requirements for the degree of
Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)

Executive Development Center, BIGD
BRAC University
March 10, 2026

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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:

Anima Haque Aurny
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Academic Supervisor's Full Name & Signature:

Dr. Shaila Ahmed
Asstt. Prof. & Research Fellow
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Letter of Transmittal

Shaila Ahmed

Assistant Professor & Associate Research Fellow BIGD, Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Madam,

I am honored to submit my internship report titled " Internship Report on Knitwear Manufacturing Operations at Aboni Knitwear Ltd., Babylon Group" as a partial requirement for the Post Graduate Diploma in Knitwear Industry Management program at BRAC Institute of Governance and Development, BRAC University.

Under the supervision of Md. Ariful Islam, Manager, HR & Compliance, Babylon Group, I have documented my observations, tasks, challenges, and suggestions in this report following your advice and suggestions. This report represents my sincere attempt to combine the theoretical understanding from my PGD-KIM coursework with the hands-on experience gained during the internship. I spent much time and energy towards its preparation and tried my best to be accurate and honest about it.

I sincerely hope this report meets your expectations. Thank you for your continuous guidance and support throughout this journey.

Yours sincerely,

Anima Haque Aurny

Student ID: 1000055596

PGD in Knitwear Industry Management

Brac University

Non-Disclosure Agreement

This is to certify that I, Anima Haque Aurny, a student of the Post Graduate Diploma in Knitwear Industry Management at Brac University, have successfully completed my two-month internship at Aboni Knitwear Ltd., a concern of the Babylon Group, under the supervision of Md. Ariful Islam, Manager, HR & Compliance.

I acknowledge that during my internship, I may have had access to confidential information related to the business, technical operations, financial affairs, buyer details, and production processes of the organization. I understand that such Confidential Information may exist in various forms, including written documents, correspondence, oral communication, and digital applications.

I hereby agree that I will not use, copy, record, remove, disclose, or share any Confidential Information unless authorized by the organization. I also agree not to share any authentication credentials or use another individual's credentials. I understand that any violation of this agreement may lead to disciplinary measures and/or legal action.

I took my commitment to learning throughout this internship sincerely and am grateful for the opportunity. I hope the company remains successful.

Student's Full Name & Signature:

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Student ID: 1000055570

Industry Supervisor's Full Name & Signature:

Md. Ariful Islam
Manager, HR & Compliance
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Acknowledgement

At first, I want to start by expressing my gratitude towards Almighty Allah, the most gracious and merciful, for granting me the strength, patience, and opportunity to successfully complete my internship.

I am grateful to my academic supervisor, Dr. Shaila Ahmed, Assistant Professor & Research Fellow, Brac University, for her valuable guidance, continuous encouragement, and constructive feedback throughout this internship period. Her valuable advice and professional knowledge guided me to organize my observations and experiences in a valuable report.

I also owe my gratitude to my industrial supervisor, Md. Ariful Islam, Manager, HR & Compliance, Babylon Group, for his great support, guidance and eagerness to share his knowledge with me. His guidance helped me through various departments, to experience the practical side of garment production process and get valuable experience in the industry. I also want to thank all the department heads, supervisors, and staff of Aboni Knitwear Ltd. for their cooperation and willingness to share their knowledge and expertise.

Lastly, I am thankful to BRAC Institute of Governance and Development (BIGD), BRAC University for creating such a great program, PGD, that bridges the gap between academic theories and industry practices. This program helped me to gather knowledge and skills necessary for a successful career in the readymade garment sector.

I am indebted to everyone for giving me such a great opportunity.

Executive Summary

The report was prepared during my internship in Aboni Knitwear Ltd., which is a company of Babylon Group and a main export-driven knitwear company, located in Savar, Dhaka. The company was founded in 2002, extending the product range of the group into knit garments. It is currently a 100% export-driven industry that has a monthly production capacity of 2,400,000 pieces with more than 3,300 employees. Aboni Knitwear has many international buyers, which makes it a reliable supplier in the world of apparel.

The purpose of this report is to understand the manufacturing process of knit garments in the company. Which is why the report was divided into four major parts. The first part shows the overview of the company including all the major informations about the company. In the second part, I described my task accomplishment in each departments including HR, Lab, Sample, Marketing and Merchandising, and Supply Chain Management, with documentation of what I observed, learned, and assisted with in each area. In the third part, I talked about how I implemented my PGD-KIM knowledge into my internship, along with the challenges I identified and what I would advise the company to do to improve. And the final section is my conclusion on the overall learning experience and my personal and professional development. This was a great experience which helped me realize the importance of teamwork, quality, timing and how various departments interact in a real factory environment.

Keywords: Knitwear manufacturing; HR; Merchandising; Supply Chain Management; Sample; International buyers; Bangladesh RMG.

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List of Acronyms

RMG	Ready Made Garments
BIGD	BRAC Institute of Governance and Development
ASTM	American Society for Testing and Materials
BS EN	British Standard European Norm
CAD	Computer-Aided Design
CSR	Corporate Social Responsibility
EPZ	Export Processing Zone
GDP	Gross Domestic Product
HR	Human Resource
IE	Industrial Engineering
ISO	International Organization for Standardization
PO	Purchase Order
PP	Pre-Production
R&D	Research and Development
SCM	Supply Chain Management
SMV	Standard Minute Value
T&A	Time and Action

Chapter-01: About Organization

1.1 Overview of the Industry:

The knitwear sector is the foundation of Bangladesh's economy. It is a source of export earnings (more than 50% of RMG), millions of jobs opportunities (especially for women), reducing poverty and supporting other sectors of the economy (such as banking and logistics). It is the second-largest knitwear exporter in the world with good backward linkages, growing demand of casual clothes across the globe, and growing sustainability aspects, which make it an important economic driver and international sourcing hub.

Aboni Knitwear Ltd. is a core part of Babylon Group (which started in 1986). It was founded in 2002, expanding Babylon Group's product offerings into knit apparel. Aboni Knitwear Ltd. is located in Tetulzhora, Hemayetpur, Savar, Dhaka, Bangladesh. It is a 100% export oriented knit industry with the capacity of 24,00,000 pcs/month.

1.2 Vision & Mission

Vision

To acquire the ability and resources to contribute at least \$500 million to national GDP whilst evolving with multifaceted company portfolios. Thus, providing superior customer experience, as one of the finest sustainable business organizations and preferred employers.

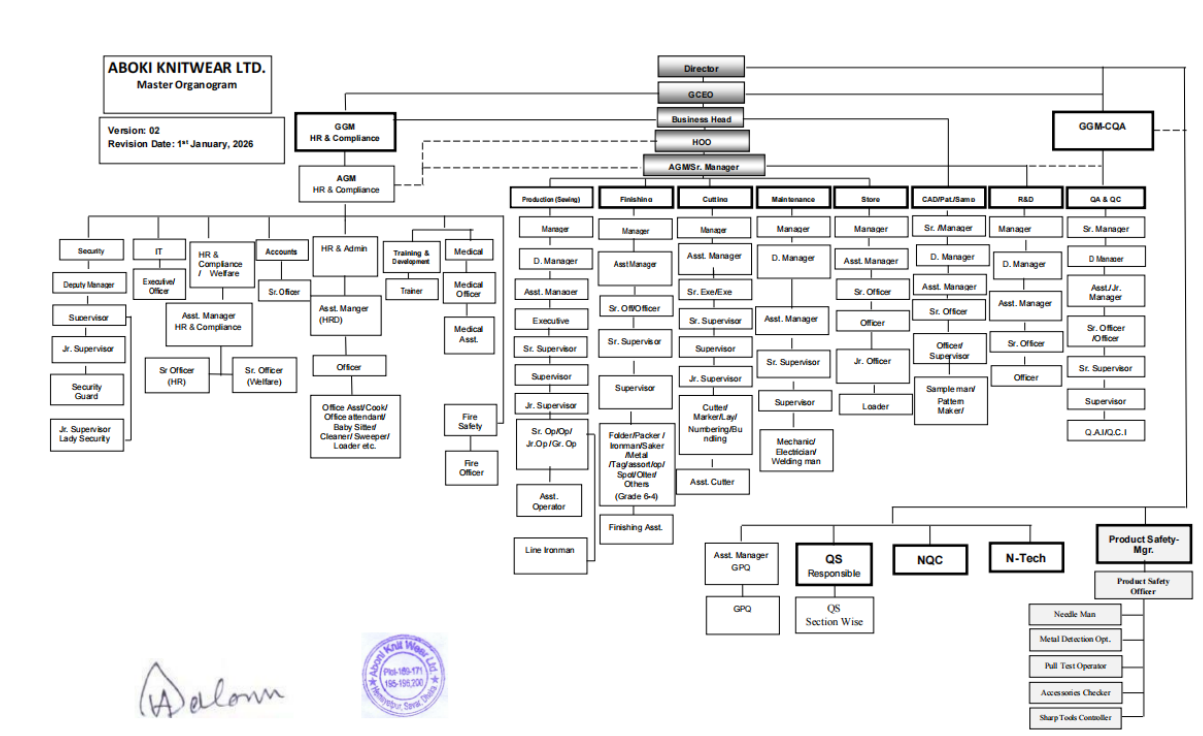
Mission

- To have an optimum infrastructure to identify and integrate every conceivable development in the corporate sector as promptly as possible.
- To establish an effective and sustainable business model with the appropriate people and technology.
- To emphasize on research and innovation by utilizing contemporary industrial engineering methods and models in manufacturing.
- To focus on perpetual capacity enhancement through the advancement and involvement of individuals, the implementation of sound business processes, and the use of automated systems and technology.

1.3 Goals & Objectives

The Babylon Group is built on a human-centric mission: to empower individuals in achieving their ambitions. This commitment strengthens the core of society and compels them to evolve proactively. As innovators, they are united by one objective across all their divisions -to consistently deliver exceptional value and total satisfaction.

1.4 Master Organogram



1.5 Manpower

Function / Section	Figure
Number of Management Employees	34
Number of Staff & Supervisors	220
IE & Planning (R&D)	19
Merchandising / Procurement	30
Export / Import	12
HR, Admin & Compliance	75
Sewing Operator	1400
Sewing Helper	365
Finishing / Packing	365/400
Cutting	218
Quality Control	390
Sample	103
Store	40
Maintenance & Electrician	33
Security	21
Total Manpower	3360

1.6 Products/services produced by the Industry

- Men's: T-Shirt, Polo Shirt, Jogger, Hoodie.
- Ladies: Nightwear, Laggings, Sweat Shirt, Tank Top, Long dress, Hoodie, Cardigan.
- Kids: T-Shirt, Polo Shirt, Jogger, Romper, Shorts, Hoodie, Nightwear.

1.7 Major Buyers

- Zara
- Next
- Engel
- Monoprix
- Tesco
- Pepco
- Armand Theiry
- Elfindoll Classic
- LC Waikiki
- Tao
- Decimas

Chapter- 02: Description about Task accomplishment

During my internship at Aboni Knitwear Ltd., I was able to work in ten different departments. The continuous guideline from my supervisor allowed me to learn much about specific work processes and working relationships of each department. The experience significantly improved my knowledge of the apparel industry and my practical understanding of production and management.

2.1 Human Resource Department

My time in the HR Department of this organization helped me understand the work flow of the company thoroughly. The HR department of Aboni Knitwear Ltd. performs a significant role in strengthening, running and growing the company smoothly.

During my internship, I tried to observe the main functions of HR department.

2.1.1 Main functions of the HR Department

- **Job analysis:**

During my internship, I assisted with job analysis to understand the tasks, duties, and requirements of various roles. This involved supporting two important components.

-Job specification: I helped identify the human characteristics needed to perform each job and contributed to outlining required education, experience, training, skills, competencies, and physical or mental abilities.

-Job description: I assisted in creating formal documents that detailed job tasks, duties, responsibilities, and scope of a job, job title, location, summary, essential functions, and reporting relationships.

- **Recruitment and selection:**

I supported the recruitment and selection process by learning how organizations attract and choose qualified candidates.

-Recruitment: I observed and assisted with seeking candidates through sourcing, job postings, career fairs, and employer branding activities.

-Selection: I helped with candidate evaluation by participating in screening, note-taking during interviews, assisting with assessments, and organizing reference and background check documentation.

- **Training and development:**

I gained exposure to training and development initiatives, learning how organizations ensure employees have necessary knowledge and skills.

-Training: I assisted in coordinating short-term, job-specific programs like software training and compliance workshops.

-Development: I assisted with long term projects like leadership, mentoring, and succession planning.

- **Compensation and benefits:**

I volunteered with compensation and benefits administration, learning how organizations design packages to attract and retain talent.

-Compensation: I sorted data related to direct financial payments including salary, wages, bonuses, commissions, and profit-sharing with my mentor.

-Benefits: I assisted in organizing data on indirect financial benefits such as health insurance, retirement, wellness, and paid time off, stock options etc.

- **Reward and motivation:**

While I was in this department, I also learned about reward and motivation systems and understood how the organization identifies and supports desired behaviors. I helped with different tasks like performance bonuses, spot awards, recognition programs, employee of the month, and non-monetary rewards like extra time off and public praise.

- **Organization development:**

I also took part in organization development procedures through learning planned activities to enhance organizational performance. I volunteered with tasks like change management initiatives, team-building exercises, communication improvements, restructuring efforts, workplace culture enhancements etc.

- **Performance management:**

I observed the ongoing process of managers and employees working together to plan, monitor, and review work objectives and contributions.

- **Performance appraisal / Job evaluation:**

I volunteered to help organize formal review documentation and learned how past performance is compared with goals. I also supported job evaluation processes by helping gather information to determine the relative worth of different jobs based on required skill, effort, and responsibility to establish fair pay.

2.1.2 Process Flowchart of Human Resource Management Department



2.1.3 Compliance and Corporate Social Responsibility (CSR)

During my internship I learned that Babylon Group highly values compliance to achieve a safe, fair, and ethical working environment. Here is a list of Compliance and Corporate Social Responsibility (CSR) –

- Provide subsidized sanitary napkins
- Financial help for education, marriage ceremony & medical purpose.
- Monthly Attendance Bonus.
- Provide Production Incentive.
- EID Gift to workers (Sugar, Rice, Shemai etc.)
- Annual picnic & Cultural program
- Yearly Magazine “Babylon Kathokata” written by workers & staffs
- New clothes to children of Day Care Centre during prominent occasion.
- Medical Services (Free health camp, Blood donation program-for employees & community people)
- Workers welfare by visiting home (SAKO)
- Merit Scholarship Program to help flourish brilliant but insolvent students.
- Tree plantation to build green world
- Warm cloths distribution among extremely cold-affected area people during winter
- Blood Donation program.

- Free medical camp
- Relief for natural disastrous people.

2.2 Lab

During my internship, I spent 2 days in the lab section of Aboni Knitwear Ltd. The company has their own lab facility in which the garments are tested according to the buyer requirements. This ensures safety of the consumers.

2.2.1 Laboratory Testing Facilities

During my internship at Aboni Knitwear Limited, I was given the opportunity to learn about the quality assurance facilities.

The laboratory's testing facilities are systematically categorized into three primary areas:

A) Yarn Testing Facilities: I observed the lab perform fundamental yarn quality tests, including Yarn Count, Twist, and Appearance Tests using established in-house methods. These tests ensure that the raw materials meet the required specifications before proceeding to knitting or weaving.

B) Finished Fabric & Garments Testing Facilities: I learned that this is the center of the laboratory work, which involves more than twenty different tests to ensure final product performance and safety. The tests I observed and assisted with can be grouped into several key performance criteria:

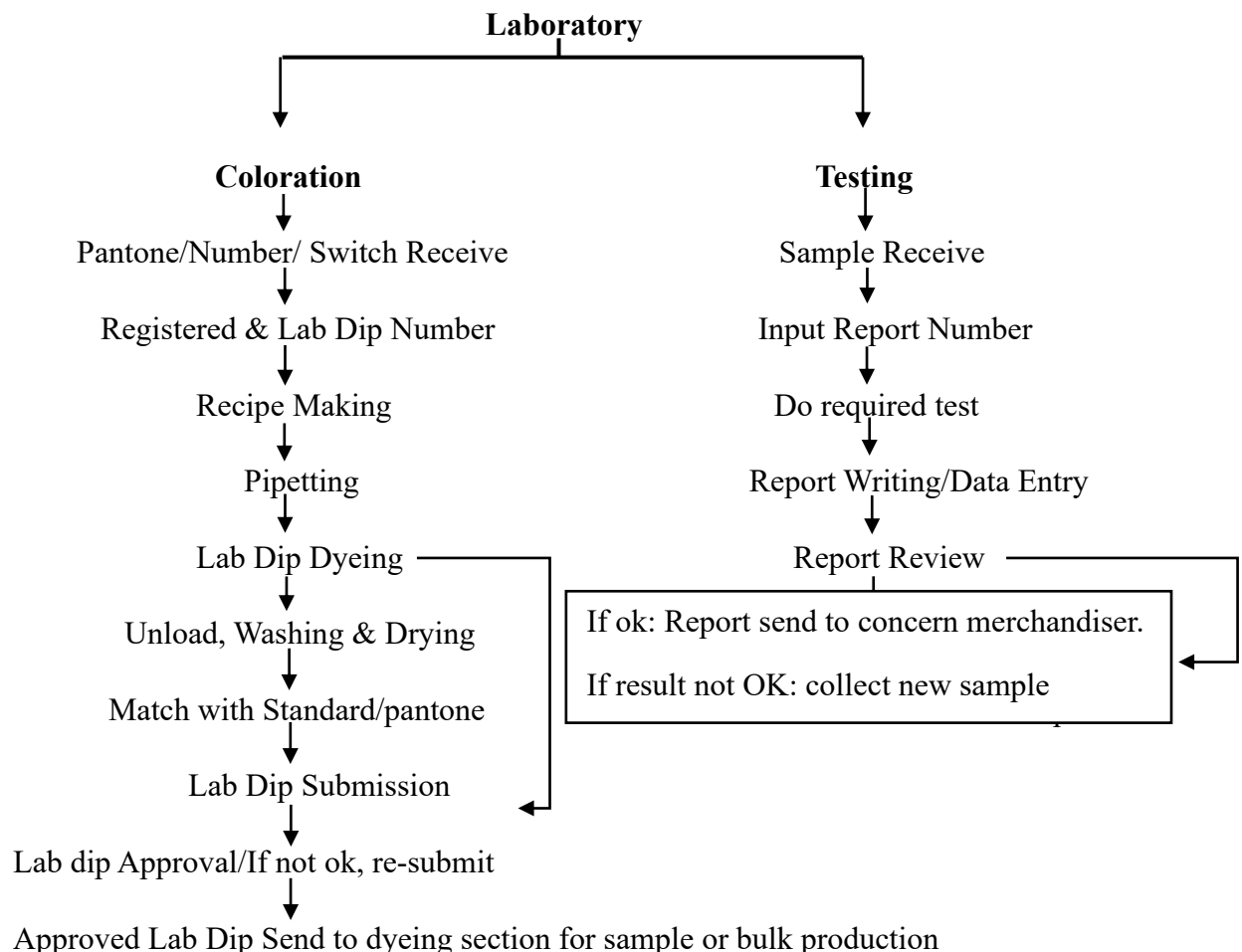
- **Dimensional & Appearance Stability:** I was informed that tests like dimensional stability to washing, spirality and appearance after washing measure how the fabric can maintain its shape and appearance even after repeated washing.
- **Physical Strength & Durability:** I watched the lab run fabric strength tests like bursting strength, tear strength, tensile strength, and seam slippage to make sure the fabric can withstand mechanical force.
- **Color Fastness:** I was informed that to satisfy customers, this is a crucial area, where the garments are put to test with different agents like washing, rubbing (dry and wet), perspiration, water, and saliva to ascertain how long the color will last.

- **Safety & Compliance:** I also learned that the pH value, residual elongation, and pull strength tests are carried out to satisfy the strict safety requirements of the international buyers.

These tests strictly stick to the international standards (ISO, ASTM, BS EN) and the technical manuals (TM) of the major international retailers like H&M, Tesco, Adidas and Walmart.

C) Chemical Tests: I also observed that to guarantee quality, the lab routinely tests raw materials like Hydrogen Peroxide, Acetic Acid, and Caustic Soda and monitors water quality (pH, hardness, iron) using a Hanna Test Kit.

2.2.2 Flowchart: Laboratory (Aboni Textile Ltd.)



Working in this department, I had the invaluable experience of seeing how the lab systematically classifies in terms of tests, from yarn to finished garment, which offered me priceless practical knowledge of the huge amount of testing it takes to be able to compete in the global textile market. I learned that tests for things like colorfastness or burst strength aren't random, they are strict ISO and buyer-specific standards (like for H&M or Adidas) designed to

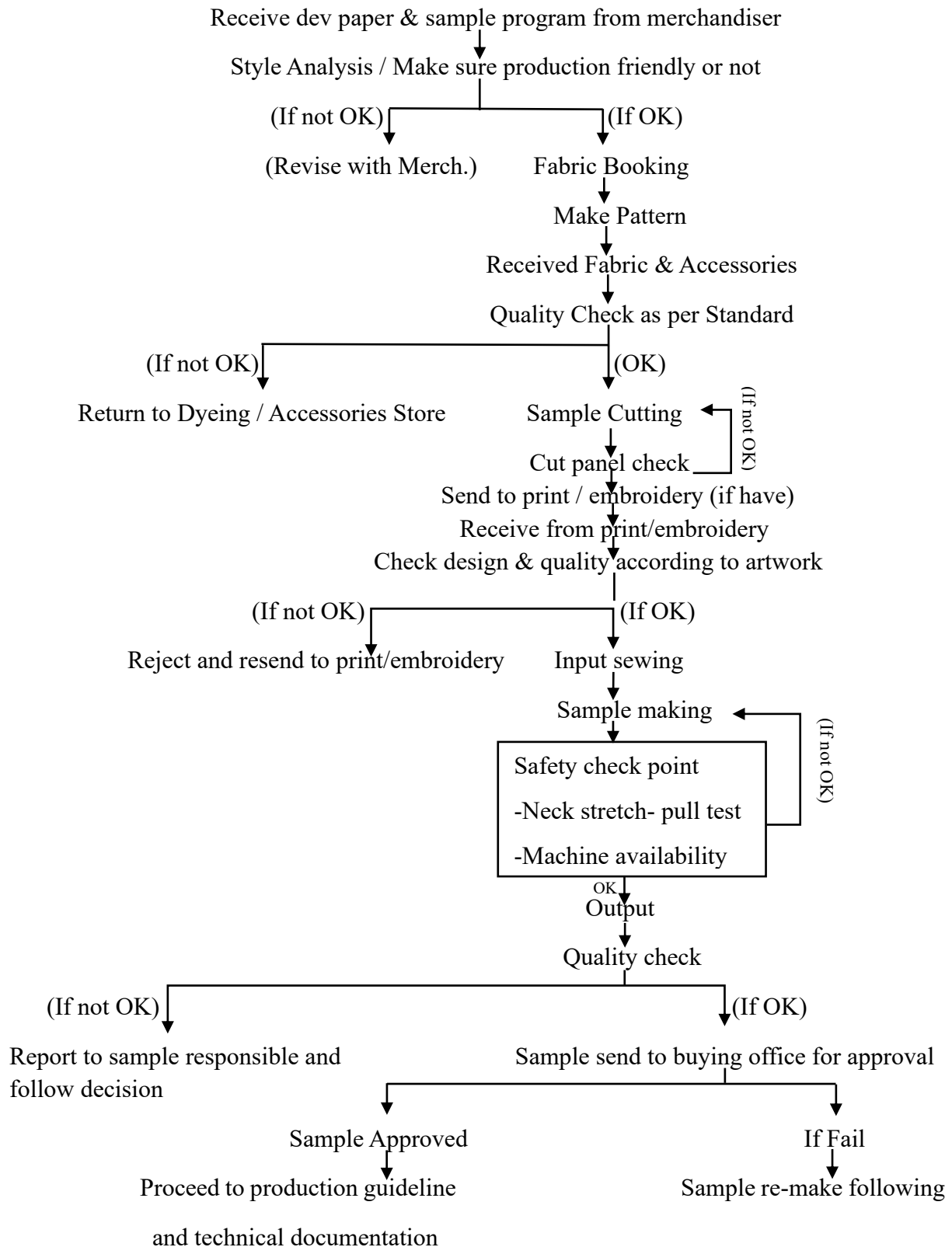
keep consumers safe. It made me realize the lab is the company's ultimate fact-checker, ensuring we meet global standards to protect our reputation and keep clients coming back.

2.3 Sample Department

During my internship, I realized that the sample section plays a very vital role in a company. Its main job is to turn tech packs into physical prototypes for buyer approval. This approved sample is the master reference for all bulk production, which ensures right fit, quality, and construction.

Precision in the department is essential. An ideal sample guarantees the buyer the order, and any mistake may result to cancellations or expensive bulk corrections.

2.3.1 Work Flowchart of the Sample Department



During my internship in the sample department, I learned the step-by-step workflow for creating a garment sample. This is how the process works:

First the merchandiser receives the Teck pack from the buyer. I shadowed the merchandisers and analyzed it and looked for any missing information. If there's any confusion or any missing information, then I told the merchandiser and they communicated with the buyer and when everything was okay, they provided the Teck pack to the CAD department and pattern master. While the pattern master was making pattern, I assisted the merchandiser in booking all the necessary fabric and accessories for the sample. After receiving the fabric, accessories that we ordered, I assisted in performing a quality check to ensure everything meets our required standards. If the materials are not ok, they are sent back. Fabric goes to the dyeing department, and accessories go back to the accessories store. If the materials are ok, the process moves forward to sample cutting. With good materials and the pattern ready, I watched the cutting master cut the fabric into the specific pieces needed for the garment. After cutting, I watched the cutting masters examine the cut pieces to ensure they are the correct shape and size with no cutting errors. Then I ensured the cut panels are sent to print/embroidery (if necessary). After receiving the cut panels from print/embroidery, I watched the cutting masters thoroughly check the design and quality against the original artwork, ensuring colors are correct, prints are sharp, and embroidery is precise. If the print/embroidery is not ok, I ensured to reject it and resend it back to the print/embroidery department to be fixed or redone. If the print/embroidery is ok, I ensured the process continues to sewing. The approved panels are sent for input sewing, where skilled operators sew all the pieces together to make the sample garment. Once the panels were approved, I observed as they were sent for input sewing, where skilled operators carefully stitched all the pieces together to construct the sample garment. I learned that the sample underwent serious safety check before it was considered finished. I observed technicians run tests like the neck stretch-pull test to ensure the neckline was strong enough for customers to wear comfortably. I also checked if machines are available to make sure production on time. Then I watched the sample come out as an output and immediately go through a final quality check. I watched closely as the quality check results were reported to the sample responsible, which was normally the manager or senior technician. The two of them discussed and decided what would happen next.

I was told that in case the sample was not ok, the whole sample had to be re-made, carefully following the notes from the report. If the sample was ok, that meant that now we could develop the production guideline and all the technical documentation that would be applied in bulk manufacturing.

While working in this department, I realized that the sample is the master blueprint and reference that determines the success or failure of a whole bulk production order. The company's sincerity and seriousness taught me that cutting corners here is not an option. The process taught me patience and the importance of cross-departmental collaboration, as every single step, from pattern making to the final quality check, is an opportunity for error that could lead to costly cancellations.

During my time in the sampling department, the challenge that I noticed was the lack of enough man power. Currently, with a high volume of sample orders from diverse international buyers such as Zara, Tesco, LC Waikiki, Pepco, Next and others, the existing team of 103 sampling personnel is struggling to meet deadlines.

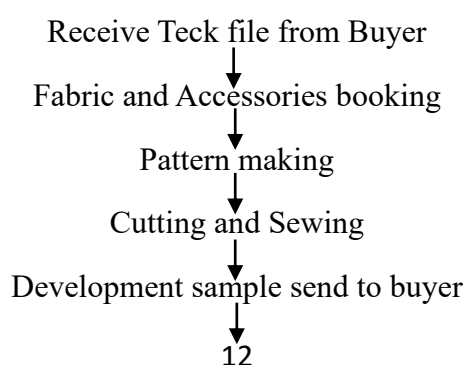
2.4 Marketing and Merchandising Department

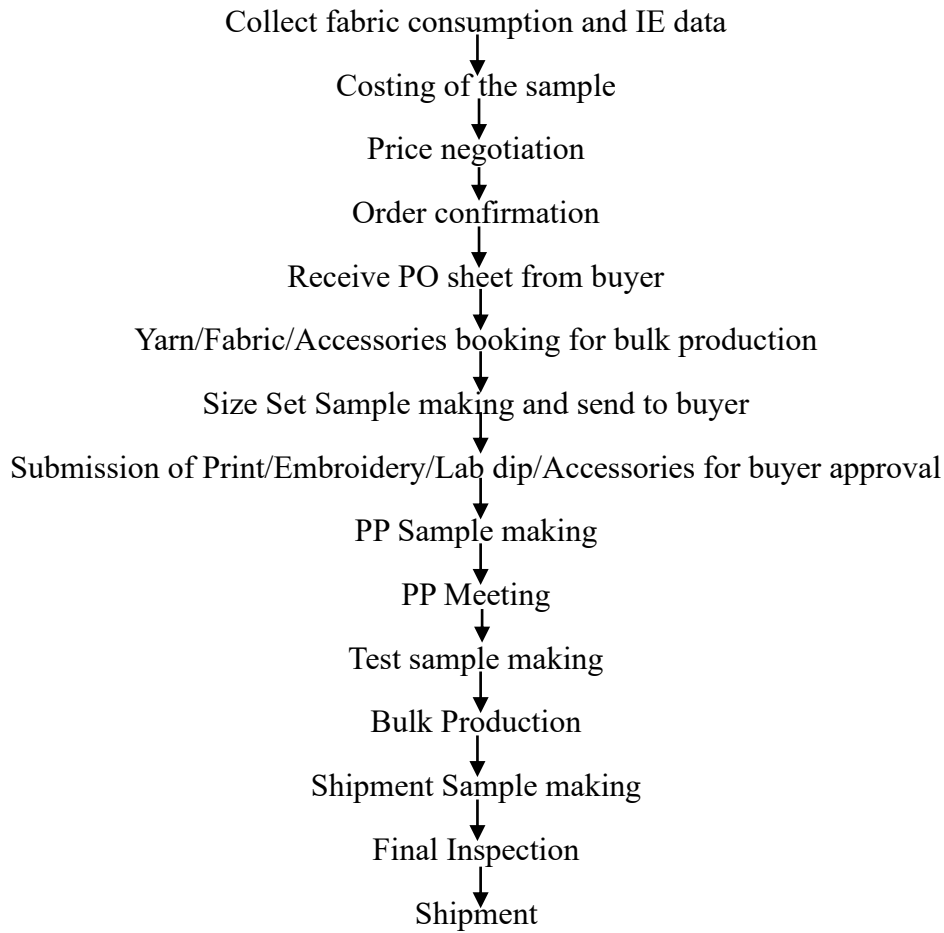
During my internship, I had the opportunity to work in the merchandising department, which I quickly learned serves as the bridge between the buyer and the factory. The merchandising team is essentially the communication hub of the entire garment manufacturing process.

From what I observed, merchandisers are responsible for receiving orders from buyers, interpreting their requirements, and communicating those details to every other department—including sampling, fabric sourcing, production, and quality control. They ensure that everyone is working toward the same goal: delivering the right product, at the right quality, on the right timeline.

In essence, the merchandising department is the heart of the operation—connecting everyone, keeping information flowing, and ensuring that buyer expectations are met every step of the way. As an intern, I felt privileged to witness how this team keeps the entire production process moving forward.

2.4.1 Workflow of Marketing and Merchandising Department





During my internship in the merchandising department, I was able to follow the entire workflow from start to end. Here is the process as it was explained to me and as I observed it happening:

The whole process begins when the buyer sends the tech pack with all the design details, measurements, specifications, and requirements for a new garment. After receiving the tech pack, I watched my mentors analyze it thoroughly. After understanding the requirements, I assisted my mentor with booking the necessary fabric and accessories. I assisted my mentor in booking sheets and got to understand the importance of ordering the appropriate quantities and getting the suppliers to deliver on time.

In the meantime, the pattern master creates the pattern according to the tech pack specifications. I visited the pattern department a few times to see how the pattern master creates the pattern.

Once the pattern is ready and all the materials are in-housed, the cutting master begins cutting the fabric. I watched the cutting master cut the fabric closely. Once the cutting is done, the

cutting master sends the cut panel to the sample sewing section. I occasionally walked through the sample floor to check the update of the development sample.

Then I took the development sample to my mentor and helped him with the necessary documents needed to send the sample to the buyer for approval. then the sample was sent to the buyer for approval. While waiting for the buyer's response, I was asked to collect fabric consumption data and Industrial Engineering (IE) data.

Using the consumption and IE data, I closely watched my mentor carefully calculate each element (fabric cost, accessories cost, labor cost, and other overheads) to ensure we offered the right price to the buyer. Then I watched my mentor share the price with the buyer. Then I observed my mentor negotiate price with the buyer, which is a back-and-forth discussion.

Once the both parties agree on the price, the buyer confirms the order.

After confirming the order, the buyer sends us the official Purchase Order (PO) sheet, which contains the quantities, delivery dates, and final prices. After that I assisted my mentor in booking materials for bulk production.

Size Set Samples are made before the bulk production starts, and they consist of one garment, in each size, the buyer has ordered. These are also sent to the buyer for approval to make sure that all the sizes are fitting well. I assisted in monitoring these samples and had them delivered on time.

At the same time, all Strick offs (print samples, embroidery samples), lab dips, and accessories are submitted to the buyer for approval. I helped preparing these Strick offs.

After the approval of the Size Set Sample and all the Strick off, I watched my mentor prepare for PP sample (Pre Production Sample). This sample is prepared with the real bulk fabric and accessories, just as the final product will be. Before starting bulk production, it is inspected carefully. I observed our team reviewing the details of these samples.

A PP Meeting between all departments, merchandising, production, quality control, and industrial engineering, is held before the starting bulk production. I witnessed everyone discussing possible challenges and making sure everyone is on the same page.

Some buyers demand test samples be submitted to third-party laboratories in order to be physically and chemically tested before bulk production.

Finally, bulk production starts. I regularly visited the production floor to keep track of the production.

Before shipping, I observed that my mentor sends a final sample with actual packing to the

buyer for shipment approval. This sample is called Shipment Sample.

I learned that, after completing sewing, finishing and packing, the factory offers final inspection before shipment. I watched closely while the buyer QC checked some documents like PP Approval, 3rd party test pass report, ok shipment comments etc.

After the final inspection was over, I watched the goods being packed and loaded into containers for shipment.

Working in this department, I really learned what it takes to be the bridge between the buyer and the factory.

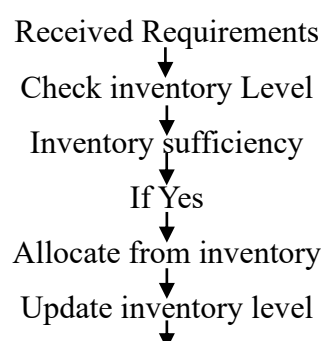
While working in this department I also came across some challenges which is related to the sampling department. The sampling department sometimes fails to prepare the sample on time which leads to delay in sample delivery to the buyer. From my learnings, I understood that this may cause delay in deadlines and affect buyer relationships. Another challenge that I faced was material suppliers taking too much time to send the materials.

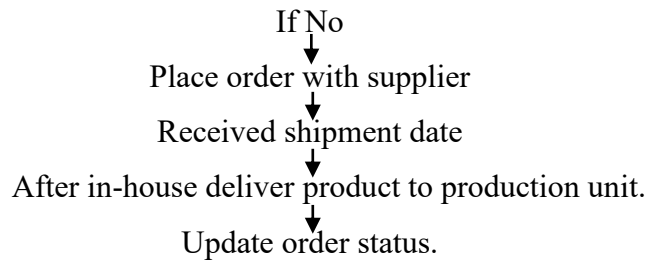
2.5 Supply Chain Management Department

During my internship, I had the opportunity to learn about the Supply Chain Management (SCM) department. The SCM department is concerned with making sure everything required for production actually arrives at the right place, at the right time, and at the right cost.

According to my observation, the SCM department handles issues like the sourcing of raw materials, supplier management and logistics coordination. They source fabric, yarn, and accessories, trims, and packaging material, generally every physical component that goes into making a garment. The production floor would have nothing to work with, without SCM. The Supply Chain Management department ensures the flow of materials is never interrupted, allowing production to continue smoothly and orders to be delivered on time. I was able to learn about their daily tasks during my internship.

2.5.1 Work flow of the Supply Chain Management Department





The whole process begins when SCM receives a requirement from someone in the company, usually from merchandising. I closely observed as the SCM team logged these requirements (for fabric, yarn, buttons, zippers, labels, or any other material needed for samples or bulk production) into their system and made sure all the data were correct.

After receiving all the requirements, I saw that they check the current inventory level from where they maintain records of everything in stock, fabric rolls, buttons, labels, threads, and packaging materials. I assisted them in verifying whether we already have what we need sitting in our warehouse.

If the inventory is sufficient, then the SCM simply allocates the requested materials from the existing inventory and then I saw them update the inventory records to show what has been taken out.

But if the inventory is not sufficient, then the SCM places an order with the supplier. I observed that this process involves preparing purchase orders, negotiating prices if needed, and confirming delivery timelines.

After confirming the order and getting a shipment date, the SCM shares this information with the merchandising team so that they can plan accordingly. I shadowed my mentors in following up on these dates because suppliers sometimes change them without notice.

Once the materials are in-housed, I assisted them in delivering the products to the production unit, whether that's the cutting section, sewing floor, or accessories store.

Lastly, I watched the SCM team update the order status in their system, which closes the loop and informs everyone that the requirement has been fulfilled.

During my internship, I came to understand that supply chain management is not only about placing orders and tracking deliveries but also about constantly foreseeing risks, preparing for the unexpected, and finding innovative solutions to keep materials flowing.

There are some challenges that I faced, during my internship in this department, which are Transportation costs and suppliers changing the delivery date. I observed how higher shipping costs affect the total product cost, sometimes making it difficult to maintain profit margins. The suppliers sometimes change the delivery date which disrupts the whole production plan.

Chapter- 03: Critical Assessment of Internship Work

My two-months internship at Aboni Knitwear Ltd. provided me the opportunity to implement the knowledge, that I gained from PGD-KIM, in the real industrial setup. Working across different departments was an amazing opportunity to connect my theoretical knowledge with my practical industrial knowledge. In this chapter I will discuss about how specific courses of PGD-KIM contributed in my internship along with a critical assessment of the organizational strengths and areas requiring improvement identified during my internship and lessons learned for self-development.

3.1 Application of generic and industry specific courses during internship

KIM 101: HR Skills and Competencies: From this course, I learned how a company should treat their employees, how a management and manager should work, about leadership, about sustainable workforce, how to improve gender equity in the organization, how to motivate workers, HRM practices in organization etc. While working in HR department and every other department I was able to experience and apply all these learnings first hand. For example, The Human Resource department was my first rotation, where I directly applied my HRM practices (job analysis, recruitment, selection, training etc.) knowledge and employee motivation lesson in the HR department. I also observed and interconnected my theoretical knowledge about gender equity with the organization's practices. I realized that the company treats women equally as men if not better. My experience during the internship gave me an opportunity to visualize all the learnings of KIM 101.

KIM 102: Analytical Skills and Competencies: I applied my analytical knowledge, that I gained from this course, in almost every department. Every department needs analytical thinking to work smoothly. I mostly applied analytical reasoning while observing process monitoring, efficiency tracking, and quality testing activities across the factory floor. I implemented my analytical knowledge in the sampling section to identify the urgent sample and ensured its production first. In the laboratory, I watched how data related to different tests

are analyzed, identified and prevented failures and I was able to understand it because of this course.

KIM 103: Communication Skills: If one skill proved essential across every department, it was communication. I applied the knowledge that I gained from this course in every department. In this course, I've learned to write professional mails which I applied in the HR department and the Marketing and Merchandising department. I also learned the proper way of communicating with others in a professional environment. That especially helped to talk and act around my supervisor, mentors and all the staff and employees in the company since I'm a fresher and didn't have any professional experience before this.

KIM 201: Introduction to Garments Knitwear Industry: The basic knowledge from KIM 201 explained everything I observed at Aboni Knitwear Ltd. In this course, I learned about fabrics, defects of fabrics, 4-point system, yarn manufacturing process, common terms in RMG sector etc. I was able to apply these knowledge when I was in the Knitting section. Because of this course I was able to understand the knitting process better. I also learned about different dyeing methods in this course which helped to understand the dyeing process in the Dyeing section. This course also provided knowledge about pattern and samples which was helpful for me in the Sample section. This course also taught me about fabric cutting, safety measures to take while cutting, different cutting knives etc. I was able identify the safety equipment and fabric cutting knives that were being used during the cutting process thanks to this course.

KIM 202: Industrial Engineering: I applied the knowledge, that I gained from this course, in literally every department. In the Merchandising Department, I was able to understand the importance of SMV and other IE data for costing and production planning thanks to this course. I learned about SMV, worker efficiency, 5S, line balancing etc. I applied all these lessons in the merchandising department and planning department.

KIM 203: Production Management & Merchandising: The merchandising department was where I've spent the majority time and this was where I was able to apply all my learnings from the course KIM 203. But the knowledge I gathered from this course was something that could be applied to some other departments as well. This course taught me about the basic process of merchandising (from receiving teck file to shipment), buyer pricing methods, different types of samples. This lesson was very helpful to me when I was working in the merchandising department. I implemented this knowledge when I observed and

followed up the whole process of different samples' production and when I closely watched my mentors set the pricing for the garment. I also learned about incoterms and lc which also helped me to understand the professional conversations and tasks better while my time in the industry. I also learned about T&A calendar from this course which was very helpful when I spent time in the planning department. This course also taught me about Garments Package Testing (GPT) and Fabric Package Testing (FPT). I was able to implement this lesson in the Lab Department. Because I already knew about these tests, it wasn't difficult for me to understand the testing processes in the lab.

KIM 204: Quality Management & Supply Chain Management: This course was divided into 2 parts; the first part was Quality Management. The first part of this course taught me about different types of certification and their importance, detailed lesson about the tests done on garments and fabrics, different types of chemicals and their uses, detailed information about the care label symbols etc. When I was in the lab department, I was able to implement my knowledge gathered from this course directly. When my mentor explained all the testing methods and processes, it wasn't difficult for me to understand them thanks to this course. Because of this course I was able to ask the right question in the right time.

The second part of this course was Supply Chain Management, where I learned about the basic supply chain structure, objective of SCM, importance of SCM, supply chain surplus, inventory management and so on. I was able to directly apply all this learning during my time in the Supply Chain Management department.

3.2 Suggestion for Industry improvement (Based on Internship)

During my internship at Aboni Knitwear Ltd., there were so many things that I liked and there were also some things that I felt like could be improved. While working in different departments, I came across some lacking or challenges which can be prevented with some small improvements.

To begin with, the company can really do some improvements in the sample department. The company can take several practical steps to improve industry operations and reduce delays in the sampling and production process. First, the sample section can really use some extra help. After doing a proper workload analysis to determine the number of additional experienced sampling operators required, the company can recruit skilled operators who need minimal training. This would immediately reduce pressure on the current team and help speed up

sample development. Another step that can be taken is introducing a second shift in the sampling department, which would allow machinery and workspace to be used for longer hours, thereby increasing production capacity without requiring extra floor space.

One thing I noticed that the merchandisers keep a sample tracking sheet. If they prepare the tracking sheet accordingly to the urgency of each sample then it would be helpful to establish a clear prioritization system for sample requests. Orders from key buyers or those with shorter lead times should be marked as high priority so that critical samples can be completed on time, while less urgent requests can be scheduled accordingly. Delays in material delivery can also be reduced if merchandisers place orders with some extra time in hand and communicate with the suppliers clearly stating the urgency, so that mistakes and misunderstandings can be minimized.

Finally, improvements are needed in sourcing and logistics management. The company needs to examine and select the most effective shipping routes and transportation method depending on urgency and expenses. Materials should be sourced from local suppliers wherever possible, so that transportation distance, costs, and delivery time can be minimized. In order to, protect the company from supply disruptions, contracts with suppliers must contain clauses that protect payment and give the company the right to reclaim materials in case a supplier fails in delivery obligations.

3.3 Learning for self-improvement

This internship at Aboni Knitwear Ltd., changed my whole perception of industrial setup. Before this internship I only had theoretical knowledge about the knitwear industry, but now I have practical understanding of the industry.

Working with busy professionals also taught me to be active, ask effective questions, and learn fast. It gave me a practical professional experience which I didn't have before. I worked in different departments and gained valuable experiences. Before the internship, I knew all the workflow of all the departments but now I actually know all the processes practically.

In the merchandising department, where I spent the majority of my time, I was assigned many task that a merchandiser does in a daily basis, which helped me learn the actual work rather than just having idea about it. I also had to communicate with different professionals during this time, which gave me confidence and taught me how I should communicate with others in a professional environment.

I also dealt with things that nobody talks about in class, like the pressure everyone has go through while working, the challenges everyone faces in every department, filing all the documents correctly, the corporate environment in an office, the tasks that occurs when buyers visit, how to submit a sample or srtick off to the buyer, how to prepare a strick off and so on. This gave the exposure to professional life.

The fast-paced environment required adaptability. Working through different departments required quickly understanding new processes. I learned that not knowing everything is ok and instead focusing on asking the right questions and observing carefully is important.

The PGD-KIM courses and the internship gave me more confidence, sharpened my technical skills, improved my communication skills and solidified my passion for the apparel industry and equipped me with a practical experience invaluable for my career. Now I feel more prepared to step into the industrial world.

Chapter 4: Conclusion

During my internship I had the great opportunity to bring all my learnings from PGD-KIM into life. I was able visualize all the theory from the PGD-KIM program. I got to work in different department including HR, Lab, Sample, Marketing and Merchandising and Supply Chain Management where I actively applied knowledge from my PGD coursework. This exposed me to the organizational culture and how a leading export-oriented knitwear manufacturer operates. Above all, I learned to understanding of systems-thinking mind-set and realized that the decisions made in one department can have an impact on others and that cooperation, communication, and timely execution are essential for success.

According to my observations, Aboni Knitwear Ltd. has high potential of further developments. The company can increase production by addressing and eliminating bottlenecks more efficiently. Investing in modern sampling machinery and would improve efficiency and buyer satisfaction. The company could grow more by moving forward towards higher higher-margin products such as activewear, organic blends or trend-oriented design.

The growth of Aboni Knitwear Ltd. will greatly affect Bangladesh's economy as RMG sector remains the largest export earner in Bangladesh (approximately 80-85% of total exports in recent years). The growth of this company will increase orders and bring foreign currency. More orders mean more production and more production means requirement for additional manpower. This will create employment opportunities for people especially women.

Now that I am about to start my professional career, I am determined to contributing significantly to the industry. I will be able to put my contribution through clear communication between departments, proper documentation and actively seeking areas for improvement. Moreover, I am eager about learning continuously, thus I will be always ready to learn how to improve my skills and serve the organization purposes.

This whole experience was very amazing for me. I took so much from both PGD-KIM program and Aboni Knitwear Ltd. I am honestly very grateful to BIGD, BRAC University, for putting together such an amazing and practical program.

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