

Report On
Operations of Five Core Departments at
Fakir Knitwears Ltd.

Submitted 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
November 2025

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Declaration

It is now officially said that

1. The internship report I turned in is my own original work that I did while getting my degree at BRAC UNIVERSITY.
2. The report doesn't include any information that has already been published or written by someone else, unless it is properly cited with full and correct references.
3. The report does not include any work that has been approved or turned in for any other degree or diploma at a university or other school.
4. I have thanked all of the important people who helped me.

Student's Full Name & Signature:

Mohammad Arifur Rahman

ID: 24281016

Academic Supervisor's Full Name & Signature:

James Ward Khakshi

Program Coordinator

BIGD, BRAC UNIVERSITY

Letter of Transmittal

Date: 29/11/2025

To

Sumon Kante Singha

Chief Human Resource Officer

Fakir Knitwears Ltd.

Kayempur, Fatullah, Narayanganj.

Subject: Submission of Internship report on Operational Practices for Garment Industry.

Dear Sir,

With due respect, I am pleased to submit my internship report titled “**Operations of Five Core Departments at Fakir Knitwears Ltd.**”, which has been prepared as a mandatory requirement under supervision of BRAC UNIVERSITY for the completion of my Post Graduate Diploma in Knitwear Industry Management at **Fakir Knitwears Ltd.**, which I was appointed by your direction.

During my internship period, I have tried my best to gather practical knowledge and insights related to the Marketing & Merchandising, Knitting, Quality, Dyeing & Compliance departments operational practices. I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible. I trust that the report will meet the desires.

Sincerely yours,

Mohammad Arifur Rahman

ID - 24281016

Executive Development Center, BIGD

Brac University

Non-Disclosure Agreement

This contract is made and come in into by me and between Fakir Knitwears Ltd. and the signatory's student at EDC, BIGD, BRAC University states that I, the student Mohammad Arifur Rahman, Student ID: 24281016 is not going to release anything regarding the concerns who are directly and indirectly working with this package. I am also acknowledging that I am not going to disclose anything about this program towards Fakir Knitwears Ltd. that can violet BIGD's rules and regulations. However, my industry supervisor Sumon Kante Singha is also admitting the similar above declaration and his autograph refers that he completely agrees with the disclosure contract.

Student's Full Name & Signature:

Mohammad Arifur Rahman

ID: 24281016

Industry Supervisor's Full Name & Signature:

Sumon Kante Singha

Chief Human Resource Officer

Fakir Knitwears Ltd.

Acknowledgement

First and foremost, I want to thank the people who were concerned about the SICIP initiative, which aims to improve the abilities of employees who are leading the way in the RMG industry. I want to say a big thank you to my industry supervisor, Sumon Kante Singha, Chief Human Resource Officer, for letting me visit several departments during work hours. He always encouraged me to take on new challenges and learn new things every day. Clapping is excellent for me. Also, I want to thank my academic supervisor, James Ward Khakshi, for being there for me all the time. The best thing about him is that he always answered when I asked him to help with the internship program. He also supplied specific instructions on how to write the report in a conventional way. He kept focusing on how I was getting better. I also want to thank everyone at BIGD who is still working hard to bring the best talent to this RMG industry. I appreciate that the owner and committee of BRAC University always keep up with the SICIP. I want to congratulate BIGD for setting up their internship program in such a pleasant way.

Sincerely yours,

.....

Mohammad Arifur Rahman

ID: 24281016

Executive Development Center, BIGD

BRAC UNIVERSITY

Executive Summary

This internship report is based on my practical experience at Fakir Knitwears Ltd. (FKL), one of Bangladesh's leading and most compliant knitwear manufacturers. The internship focused on understanding the operational practices of five core departments—Knitting, Dyeing, Cutting, Quality, and Marketing & Merchandising—and analyzing how these units coordinate to support an efficient and integrated production process.

Throughout the internship, I applied key concepts learned from the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM), including Industrial Engineering, Quality Management, Supply Chain Management, and Merchandising. By using indicators such as Standard Minute Value (SMV), Defects per Hundred Units (DHU), Right First Time (RFT), and Finished Fabric Delivery Right-First-Pass (FRP), I evaluated departmental performance and linked theoretical knowledge with real factory operations.

FKL demonstrates strong operational discipline, a structured management system, and a commitment to compliance and sustainability. The company effectively utilizes planning tools and industrial engineering practices, although opportunities remain for further automation, improved interdepartmental communication, and enhanced worker welfare initiatives. Addressing these areas could significantly improve productivity and workplace satisfaction.

Key findings from the internship highlight that data-driven efficiency monitoring and better alignment of capacity between textile and garment divisions can reduce production delays. Additionally, regular training and well-designed incentive systems can boost operator performance and minimize idle time.

During my internship, I developed essential competencies in process analysis, leadership, decision-making, and problem-solving. I also gained a deeper understanding of production management, compliance standards, and industrial operations from both technical and managerial perspectives.

In summary, the internship bridged academic learning with real-world practice and underscored the importance of efficiency, worker engagement, and sustainability for competitiveness in Bangladesh's RMG sector. The knowledge and experience gained will be instrumental in shaping my future career in garment industry management.

Keywords:

- Knitting Card
- FKL
- Dyeing
- Merchandising
- Compliance
- Sustainability
- IE
- Batch
- KPI
- DHU

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List of Acronyms

FKL	Fakir Knitwears Limited.
RFT	Right First Time
DHU	Defect per Hundred Unit
CDA	Chemicals Dyes and Auxiliaries
COO	Chief Operating Officer
KPI	Key Performance Indicators
QC	Quality Inspection
CNG	Compressed Natural Gas
TNA	Time and Action Plan
RMG	Ready Mead Garments
SMV	Standard Minute Value
FRP	Finished Fabric Delivery Right-First-Pass

Chapter 1

About Organization

Fakir Knitwears Limited is a full-service manufacturing and exporting RMG based company in Bangladesh. It has very contemporary plants for the clothing sector, like independent knitting, dyeing, sewing, finishing, and packaging, as well as facilities that support backward linkage.

Their products are popular all over the world these days, including in America, Europe, and East Asia. The organization follows the rules of great quality, growing by having a good reputation, and winning the world through honesty. They strongly believe in fair trade and do business in a way that is fair to our valued clientele. At the same time, we follow ISO 9001 standards for a tight quality management system.

1.1 Overview of the Industry

Fakir Knitwears Ltd has been making knitwear since 1988 and sells it all over the world. The company has grown into one of Bangladesh's top exporters of high-quality knitwear. They started exporting knitwear in 1988, and since then they've come a long way. Now, they are one of the greatest knitwear manufacturers and exporters in Bangladesh. In 2007–2008, they won the national trophy for being the top exporter. Their business aims have been the same from day one: to give their customers the greatest rates, production, and quality. This is why they are still here to meet the demands of textile importers all over the world.

They have been certified by SCR, ISO 9001-2000, and OEKO-TEX. Fakir Knitwears Limited is the best of the best and the first name that comes to mind when talking about the textile industry. The company is proud to be a well-known and respected name in the RMG industry and a sign of high quality. Fakir Knitwears Ltd. is a big factory with more than 10,500 workers, makes \$123 million a year, and has more than a million square feet of space, most of which is used for production.

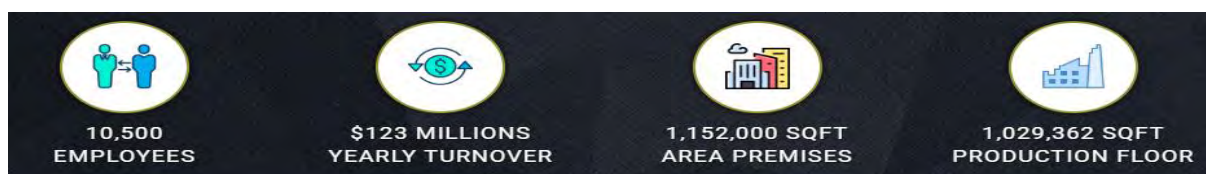


Figure 1: Overview of the Organization

Fakir Knitwears Ltd is a vertically integrated clothing maker that can handle every step of the process, from knitting to finishing, with huge daily capacities in all departments.

Table 1: Production Capacity

Cutting Section	Knitting Section
• 350,000 pcs per day	55 tons per day
• CAD uses Electra Software and Gemini	Total Machines: 175
• Auto Cutter: 4 units	Dyeing Section
Garments Section	50 tons per day
• 300,000 pcs per day	Total Machines: 48
• Sewing Machines: 3,050 units	Washing Section
• Sewing Lines: 115 lines	8,000 pcs per day
Printing Section	Total Machines: 22
• 200,000 pcs per day	Dyeing Finishing Section
• Total Machines: 20	60 tons per day
	Total Machines: 36

1.2 Vision and Mission

The vision of Fakir Knitwears Ltd. is to set a benchmark, not only in Bangladesh but also it would be recognized as one of the leading garment manufacturers on the global stage.

The core mission of FKL is to provide its customers the best value for their money by way of facilitating them with one-stop knitwear manufacturing as well as sourcing services whereby satisfaction is always guaranteed leaving virtually no room for any complaint. FKL pursues its mission complying with all of the requirements on humanitarian ground, ensuring excellent

management practices, and reinforcing working environment in a way that it would be viewed as a model for others to appreciate and follow as “A BETTER WORKING PLACE”.

1.3 Goals and Objectives

To be the best sustainable clothing maker in Bangladesh by always putting people and the world first and making sure that the quality, innovation, and ethics of the business are always high.

To make knit clothes of high quality that meet or beat worldwide standards. To keep getting better at making things by using modern machines and lean production methods. To make sure that all workers work in a safe, healthy, and helpful place. To give employees training and chances to improve in their careers that help them become more skilled and productive.

1.4 Organogram, Branches and Departments

Fakir Knitwears Ltd. is a well-structured RMG company in Bangladesh. The Structure of FKL is given in appendix.

Table 2: Departments & Sections

1. Knitting Section	9. IE and Planning Section
2. Dyeing Section	10. Support Section
3. Finishing Section	a. Administration
4. Quality Control Section	b. Accounts and Finance
5. R&D and Lab	c. Human Research (HR)
6. Merchandizing & Marketing	d. Compliance
7. Garments Section	e. IT section
8. Service Section	f. Procurement

1.5 Products/services produced by the Industry

Fakir Knitwears Limited manufactures and export knitwear garments for men’s, ladies, children, boys, girls, infant etc. They also produce sportswear, maternity wears as well. Their state-of-the-art knitwear covers almost all of the fibers available in the market. Their specific products include: T-Shirt, Tank Top, Leggings, Pajama Set, Polo Shirt, Boxer Shorts, Night Wears, Accessories etc. (Ref. in Appendix). Their Upcoming projects are Woven and Lingerie products.

Last five years export items are T-shirt, sweat shirt, tank top, ladies long dress, hoodies, trouser, legging, polo shirt, jump suit, cap, lingerie, baby bodies, blazer and tops. (Ref. in Appendix)

From figure 4, Highest Zara Ladies export 38.2% second position H&M Ladies 22 % third position C&A 15%. Fakir Knitwears Limited has good portfolio of buyers. Almost 32 buyers are making their product through using Fakir Knitwears Limited manufacturing plant.

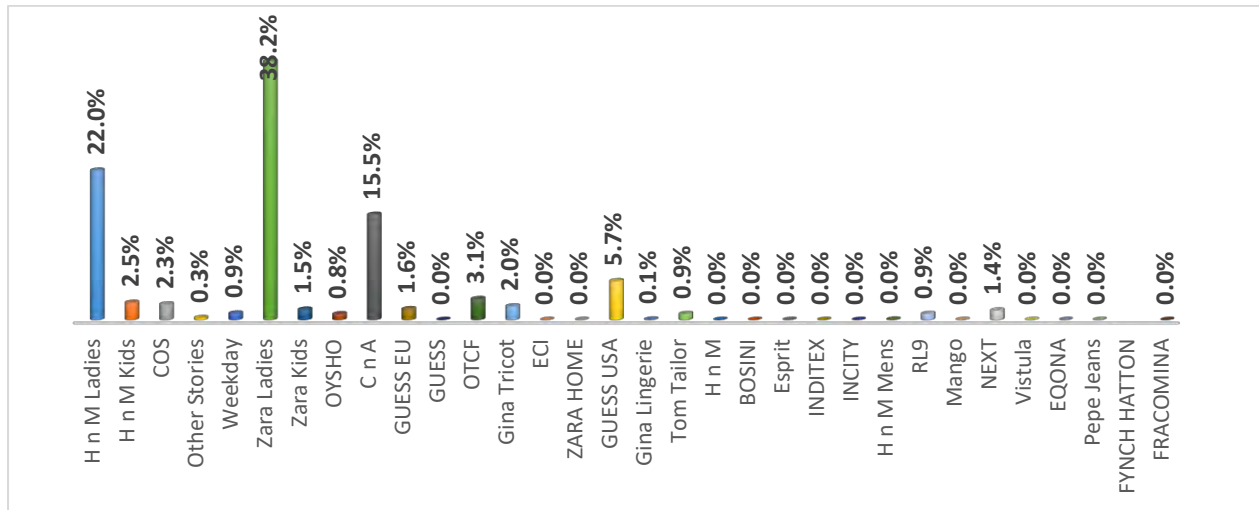


Figure 2: Brand-Wise Sales Weight based on Value last Five Years

Chapter 2

Description about task accomplishment

My internship started on September 1, 2025, and continued at Fakir Knitwears Limited until November 14, 2025. During my internship at Fakir Knitwears Ltd. (FKL), I was assigned to observe and participate in the work of five important departments: Cutting, Dyeing, Knitting, Quality, and Marketing & Merchandising.

The internship gave me a complete picture of how the textile and garment divisions work together to make sure that manufacturing goes smoothly and efficiently. My job mostly required watching, collecting data, analyzing processes, and helping departmental teams with operational analysis.

2.1 The Knitting Department

The Knitting Department's job is to turn yarn into grey cloth according to what the customer wants. I learned how the way cloth is made, its GSM, and the length of the stitches affect its

quality and performance when I was here. I watched the sample development process, where the fabric characteristics were set in stone based on what the buyer wanted.

Helped check the yarn's count, twist, and appearance against the supplier's USTER report.

FAKIR KNITWEARS LTD.
KAYEMPUR, FATULLAH, NARAYANGANJ.
(ISO 9001:2015, ISO 14001:2015, OHSAS 18001:2015, BSCI, WRAP, OEKO TEX, GOTS, GRS, GOTS, GOTS & GOTS-TEX CERTIFIED COMPANY)

Knitting Program Card

MC NO.: A7 ☒ % Organic Cotton R NO: 51866 DATE: 01.11.25

BUYER	: HAM - RIKSET
ORDER NO.	: 509542 Der-5032-FR-44467
DIA	: 404
GAUGE	: 24G
SHAPE	: RDM-264
YARN COUNT	: 20/1 FAKIHA-20/1 RIKSET
BRAND	: FAKIHA
LOT	: 1253/49
G/GSM	:
F/GSM	: 300
COLOUR	: 64-201
FABRICS	: 2TH Terry
STITCH LENGTH	: 2-90 / 1-58
REQD. QTY	: 243K4

SUPERVISOR: [Signature] KNITTING MASTER: [Signature]

Figure 3: Knitting Card

Learned how to make knitting cards and how to schedule production depending on the capacity of the machines and the number of orders.

Looked at daily production data and learnt how to spot differences between planned and actual production. Saw how process loss and machine downtime are tracked and how they affect efficiency.

Observation:

To avoid delays, knitting, planning, and yarn

retailers need to work together well. How well the machines are used and how often they are serviced are additional important elements that affect the consistency of output.

2.2 Department of Dyeing

The Dyeing Department is responsible for adding color to knitted fabrics and preparing them for subsequent finishing processes. During my internship in this department, I gained a deeper understanding of the importance of process parameters, shade consistency, and key quality indicators such as Right First Time (RFT) and Finished Fabric Delivery Right-First-Pass (FRP). My work involved assisting the team in assessing machine capacity utilization and comparing actual output against planned targets to identify gaps in performance.

As part of my learning, I reviewed batch cards, process routes, and shade-matching reports to understand how dyeing recipes and process flows are managed. I also helped compile RFT and process loss data, where it became clear that small order quantities tend to reduce batch efficiency and increase production loss. Additionally, I observed the role of utilities—such as air compressors and boilers—in maintaining stable dyeing operations, and how fluctuations in utility performance can directly affect productivity and output quality.

I also observed that maintaining shade consistency and minimizing reprocessing are essential for controlling costs and meeting delivery deadlines. Reorganizing order sequencing could significantly improve batch utilization and contribute to a more efficient dyeing workflow.

2.3 The Cutting Department

The Cutting Department plays a critical role in ensuring optimal fabric utilization and minimizing waste, which directly influences production cost efficiency. During my internship, I observed the fabric inspection process carried out before cutting, where the material is checked to confirm that it meets required quality standards. This step is essential for avoiding defects that could lead to unnecessary wastage later in the production process.

I also learned how marker efficiency significantly impacts fabric consumption. Even small improvements in marker layout can result in substantial cost savings when multiplied across large production orders. In addition to observing the workflow, I assisted the cutting supervisor in evaluating the accuracy of cut panels by comparing them with the approved patterns. As part of this task, I prepared a short report that outlined the daily cut-to-sew balance, helping the team identify discrepancies between planned and actual outputs.

Through these activities, I came to understand the importance of machine calibration, proper fabric relaxation, and consistent quality checks for achieving accurate and uniform cutting results. These preparatory steps help prevent stretching, distortion, or measurement errors during cutting, thereby maintaining process reliability.

Implementing automated marker planning and ensuring stricter compliance with fabric relaxation procedures before cutting could significantly enhance cutting efficiency and reduce material waste.

2.4 Quality Department

At FKL, quality control is a comprehensive process, encompassing each step of manufacturing. This begins with a thorough inspection of the fabric and continues through sewing, finishing, and the final approval before shipping. My internship provided hands-on experience with the AQL inspection system and the 4-point fabric inspection process. This

Date :- 01-11-25

Buyer :- PRIMADITY

O/No/Dept :- 43470

R.No. 49063

COLOUR white

FAKIR
KNITWEARS LTD.
Kayampur, Fatullah, Narayanganj.
(AN ISO 9001:2015, ENIS 14001:2015, OHSAS 18001:2007, BSCI, SEDAC, GOTS, OEKO TEX & Oeko-TEX CERTIFIED COMPANY)

QC Department (Knitting)
GREY FABRIC INSPECTION REPORT - (4 POINT SYSTEM (2) - (SHIFT - A))

QAK-03/001

Roll No.	M/C	Dia/GG	Yarn Count & Composition	Fabric Type	Grey Fabric S.L	Require GSM	Hole	Loop	SNK/NDL Mark	Oil Stain	Lycra Cut	Lycra Drop	Missing Yarn	Barrel Mark	FLY/Yarn Contram-nation	Slub	Others	Total Point	G-width Inc	Roll Length (YDS)	Points/100 Lines/YDS	Grade
01																						
02																		10		42.64	52.42%	
03																		8		30.62	5.00%	
04																		9		14.26	5.42%	
05																		6		24.88	4.24%	
06																		3		22.60	5.56%	
07																		9		22.88	5.56%	
08																		8		24.20	7.84%	
09																		7		10.92	5.24%	
10																		46				

(SHIFT - B)

Roll No.	M/C	Dia/GG	Yarn Count & Composition	Fabric Type	Grey Fabric S.L	Require GSM	Hole	Loop	SNK/NDL Mark	Oil Stain	Lycra Cut	Lycra Drop	Missing Yarn	Barrel Mark	FLY/Yarn Contram-nation	Slub	Others	Total Point	G-width Inc	Roll Length (YDS)	Points/100 Lines/YDS	Grade
01																		07		39.10	9.48%	
02																		14		26.20	9.20%	
03																		17		26.90	11.70%	
04																		17		26.60	10.48%	
05																		18		29.88	11.98%	
06																		17		40.10	9.22%	
07																						
08																						
09																						
10																		18				

4-POINT SYSTEM

0-3"	1
>3"-6"	2
>6"-9"	3
>9"	4
Hole	4

ACCEPTANCE CALCULATION

UP TO 20 POINTS = A
21-28 POINTS = B
ABOVE = REJECTED

TTL PTS X 36 X 100

ROLL LENGTH (YDS) X ACTUAL WIDTH

REMARKS : ACCEPTABLE ☒

NOT ACCEPTABLE ☐

INSPECTED BY: *[Signature]*

INCHARGE: *[Signature]*

QC. MANAGER: *[Signature]*

AUTHORISED: *[Signature]*

REMARKS :

Figure 4: 4-point system fabric inspection report

exposure clarified how flaws are quantified, documented, and subsequently addressed. In the textile lab, I witnessed a range of physical testing. These included pilling resistance, bursting strength evaluations, and assessments of yarn quality. Each of these tests plays a role in confirming that materials align with the requirements set by buyers. I also helped examine

fabric inspection reports, and I got a handle on how penalty points are logged and monitored within the ERP system. By following both inline and final garment inspections, I observed how defects are identified, sorted, and corrected before pieces move to the next process.

Additionally, I gained a solid understanding of the quality standards relevant to each buyer, along with the necessary preparations for final audits before to shipment. The quality system at FKL is generally solid. However, I've observed that approval processes can occasionally drag on, a situation often stemming from communication breakdowns between the production and quality teams. Strengthening real-time quality monitoring and refining coordination efforts could, in turn, boost the Right-First-Time (RFT) rate, leading to greater overall efficiency.

2.5 Marketing and Merchandising Department

The Marketing and Merchandising Department at FKL handles a range of responsibilities. They're in charge of developing products, communicating with customers, processing orders, and keeping the firm running smoothly. My internship provided a firsthand look at the process of transforming buyer questions into tangible development samples. This transformation relied heavily on the collaborative efforts of the R&D, sampling, and manufacturing teams. I helped merchandisers with consumption sheets, which gave me a foundational grasp of SMV-related costs and how price negotiations work. I also gained insight into the order fulfillment process, which involves tasks including generating purchase orders, holding pre-production meetings, tracking production progress, and coordinating shipment timelines.

During this process, I observed how important clear communication is for a seamless operation, especially among customers, suppliers, and the internal production teams. Based on my observations, timely information sharing and accurate documentation are vital for preventing delays in manufacturing. Merchandising is key to connecting the promises made by marketing with the actual capabilities of the factory floor. It's a crucial function within the garment supply chain.

Chapter 3

Critical assessment of Internship work

I am pleased to have successfully completed my internship at one of the top ready-made garment manufacturing companies in Bangladesh. During this period, I gained exposure to all the major functional areas related to my internship subject.

3.1 Application of Generic and Industry specific courses during internship

My internship at Fakir Knitwears Limited (FKL) offered me a chance to experience a variety of departments. I spent time in Knitting, Cutting, Dyeing, Quality, and Merchandising team. Each of these regions faced specific operational issues, such as a heavy workload, constant demand from buyers, strict quality standards, inefficiencies, and the necessity for strong cooperation between different departments. The production floor demanded rapid decisions, clear communication, and a sharp analytical mind. Dealing with these actual hurdles gave me the chance to put into practice a lot of what I'd learned in the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) program. It also helped me see how the theory actually underpins the day-to-day workings of the industry.

FKL operates as a sizable, vertically integrated plant, with multiple activities occurring simultaneously. The IE department, for instance, tackles SMV analysis and seeks to boost efficiency. The quality team, on the other hand, concentrates on reducing DHU and implementing on-line inspection. Washing and printing frequently grapple with production bottlenecks. Meanwhile, the supply chain team operates under the pressure of tight shipment deadlines. Seeing these events helped me relate what I learned in class with real-world operational challenges.

In this setting, the knowledge gained from general courses became vital. Good communication skills were especially vital because most duties required regular coordination between supervisors, operators, line chiefs, and managers. My responsibilities included drafting official emails, disseminating updates, and presenting the results of capacity studies. Recognizing that miscommunication could impede production schedules or engender ambiguity, the communication strategies acquired during the course facilitated more seamless interactions and enhanced clarity inside departmental meetings.

Likewise, a solid grasp of analytics proved invaluable whenever I was dealing with production data. For example, when tasked with examining capacity in washing and printing, I needed to pinpoint the underlying reasons for diminished output. Using the analytical skills from the training helped me grasp hourly reports, compare real and planned outputs, and identify the main bottlenecks. Without these abilities, it would have been difficult to draw conclusions or help the IE team create accurate forecasts.

Understanding how businesses operate proved useful, too. During various printing and washing procedures, I had to consider the financial aspects. This included the costs associated with machine downtime, the need for rework, the use of chemicals, and the employment of manpower. Understanding concepts like the break-even point and cost control clarified for me the financial significance of reducing waste for the organization. This event highlighted the significance of operational planning, showing how even tiny inefficiencies can lead to increased costs for the firm.

The lessons in HR and leadership found their most significant application during my time on the manufacturing floor. I saw that various operators needed different motivation tactics. Conflicts often arose when workloads grew or when the quality control department sent back work that needed to be redone. Understanding different leadership styles helped me see why some supervisors were more effective than others. This also highlighted the need of performance management in maintaining both discipline and productivity. These insights helped me understand employee behavior and team dynamics more deeply, moving beyond merely surface-level observations.

In my technical work, industry-specific courses were especially important. My analysis of production processes was influenced by industrial engineering concepts, including Standard Minute Value (SMV), motion economy, 5S, and Lean principles. In my process studies of printing, I saw needless operator movements and layout inefficiencies. My background in Industrial Engineering allowed me to grasp the significance of these problems and provide potential solutions. As a result, the internship went beyond just observation, allowing for analysis.

My awareness of quality and compliance deepened when I observed FKL's rigorous methods for monitoring DHU, conducting online inspections, and implementing finishing-line checkpoints. Understanding ISO standards and quality management systems helped me understand the reasons behind each quality step and how problems affect the entire supply

chain. Using the theoretical basis, I was able to critically examine the current procedures, determining if they were sufficient or needed modification.

My grasp of supply chain management helped me understand the journey of raw materials, chemicals, accessories, and fabrics as they passed through various departments. I could see how procurement lead time, inventory turnover, and buyer communication played out in the day-to-day operations of FKL. This understanding clarified how delays in one area can cause problems in others, and how supply chain management concepts help produce a smoother production process.

I saw price negotiations, consumption estimates, and order handling in action inside merchandising and production management. The theoretical frameworks presented in the course facilitated my comprehension of the underlying rationale governing decision-making processes within these specific activities. This encompassed an understanding of how purchasers establish cost objectives and how manufacturing facilities engage in negotiations, considering their operational capacities and associated cost structures.

Ultimately, FKL's focus on sustainability helped me connect what I learned in school with how things work in the real world. By observing the ETP/WTP operations, solar energy planning, and chemical safety procedures, I was able to combine environmental management theories with their practical application. This experience not only improved my technical skills but also increased my understanding of the growing relevance of environmentally friendly manufacturing in the global clothing industry.

Overall, the internship was a crucial learning experience, combining practical skills with academic knowledge. My comprehension of the industry and my academic work improved significantly because I first gained practical experience in real-world circumstances. Then, I applied theoretical concepts to examine and understand those experiences.

3.2 Ideas for Industry Improvement (Based on My Internship Experience)

During my internship at Fakir Knitwears Limited (FKL), I observed that the factory, while contemporary, compliant, and effectively run, nevertheless has areas that might be improved. These recommendations stem from firsthand observations of the difficulties encountered on the manufacturing floor, during planning sessions, and in the interactions between workers and management.

1. Automation's Growing Role in Core Production

Currently, many sewing and finishing processes, including as attaching plackets, constructing collars, hemming, and bartacking, require a lot of manual work. This situation leads to inconsistent quality and slows down production during busy times. By using semi-automatic and completely automated machines for repetitive activities, FKL can dramatically increase the consistency of its production, minimize operator fatigue, and lessen the impact of workforce shortages. This setup frees up experienced operators to concentrate on intricate tasks, leaving the machines to manage the more mundane, repetitive aspects.

2. Minimizing Downtime via Improved Interdepartmental Collaboration

My observations showed that idle time often resulted from fabric shortages, delays in cutting, differences between planned and actual work-in-progress, and communication problems between the cutting and sewing departments. The resulting hold-ups diminish the overall efficiency of the production line, consequently lengthening the time it takes to complete each product. Integrating ERP systems with real-time communication tools across departments can assist coordinate information, which in turn ensures that sewing lines receive materials on schedule. By doing this, we'll cut down on delays, keep things moving smoothly, and get things where they need to be, when they need to be there.

3. Enhancing Employee Well-Being and Everyday Amenities

Many workers, particularly those starting work in the early hours, begin their day without a proper breakfast due to the limited availability of affordable food options near the factory. As a result, their energy, focus, and general productivity during their shift can be negatively affected. Creating a cost-effective breakfast area in the plant, combined with increasing the canteen's food quality, cleanliness, and prices, might considerably increase the well-being of the employees. Moreover, many women encounter difficulty in managing employment and childcare, often relying on informal arrangements that aren't always safe or reliable.

Establishing a childcare center within the plant would offer a safe space for employees' children, so allowing them to focus on their tasks with less worry. Enhanced welfare provisions directly translate to greater employee contentment, a reduction in staff departures, and a boost in overall productivity. This, in turn, fortifies the factory's sustained operational achievements.

4. Unveiling More Robust Performance-Based Incentive Programs

Currently, many operators lack adequate financial motivation to produce more than the set level, especially in fundamental stitching tasks. Without performance incentives, employees might not be motivated to enhance efficiency or decrease waste. A clear and fair incentive system, based on efficiency, attendance, and quality of work, can encourage employees to increase their productivity. This approach also allows the factory to boost production levels without needing to hire more workers.

5. Improving Fire and Safety Preparedness

While FKL adheres to regulations, I noticed that emergency exits are occasionally obstructed, and safety drills aren't consistently conducted on a regular schedule. These problems could, in an emergency, create significant hazards for employees. Keeping all exits clear, running regular fire drills, and making sure fire hydrants are in good working order are all key steps in boosting emergency preparedness. Ongoing training ensures that employees can react swiftly and securely when real emergencies arise.

6. Broadening Sustainability and Energy Efficiency Efforts

FKL's efforts in sustainability, particularly with its ETP/WTP operations, are noteworthy. However, the knitwear sector's growing energy needs continue to depend significantly on gas and diesel. The growing price of fuel and the need to protect the environment make this model less sustainable in the future. Using more solar electricity, erecting large solar rooftops, and implementing rainwater harvesting systems would reduce reliance on gas and lower operational expenses. These efforts help bolster the company's worldwide reputation, a factor of growing significance for international customers.

7. Enhancing 5S and Workplace Organization

Although 5S procedures are used in the factory, they aren't always constantly followed, notably in the printing, finishing, and storage departments. Chaotic layouts, tools that are hard to find, and general disarray all conspire to hinder operators, potentially dragging down audit results.

Regular audits and visual management technologies, when used to support 5S principles, will lead to a cleaner and more efficient work environment. A tidy workspace contributes to safety and allows teams to work more efficiently.

3.3 Learning for Self-Improvement

The internship significantly influenced my personal and professional growth, improving both my technical capabilities and my interpersonal abilities. It allowed me to identify my strengths, recognize areas needing improvement, and plan for future growth in the apparel industry.

Professional Communication: My regular encounters, formal emails, and departmental meetings all contributed to a marked improvement in my capacity to communicate with clarity and professionalism. I discovered that using structured communication methods decreases misconceptions and enhances how departments work together. My future learning goals include honing my presentation abilities and mastering sophisticated business communication strategies. This will help me navigate cross-cultural relationships with multinational clients more effectively.

Leadership and Teamwork: Navigating cross-departmental projects honed my ability to work with varied teams. I learned how to inspire colleagues and play a constructive role in achieving shared objectives. I learnt that good leadership needs patience, active listening, and the capacity to steer a team through difficult situations. My future learning goal is to strengthen my decision-making and conflict-management skills, which will help me feel more confident in taking on supervisory roles.

Technical Competence: My time spent in knitting, dyeing, cutting, marketing, and quality control offered a valuable perspective on the interconnectedness of production. It also highlighted opportunities for boosting operational efficiency. The practical experience I gained helped me understand the real-world applications of the ideas I learnt in the PGD-KIM course. My future learning goals include improving my technical skills by mastering advanced industrial engineering tools, digital pattern-making systems, and modern manufacturing technology.

Analytical and Problem-Solving Skills: Through the examination of DHU rates, efficiency metrics, and production reports, I gained the ability to pinpoint performance shortcomings and provide practical remedies. By identifying the core causes of delays and quality difficulties, I was able to improve my analytical thinking skills. My future learning goal is to master data

analysis tools. This includes sophisticated Excel capabilities, Power BI, and statistical software. The idea is to improve my capacity to make decisions based on data.

Negotiation and Costing Skills: My time collaborating with merchandisers gave me a firsthand look at the intricacies of price discussions. I learned how cost breakdowns are meticulously calculated, factoring in elements like fabric, trimmings, standard minute value (SMV), and overhead expenses. My interactions with buyers and suppliers bolstered my self-assurance. I plan to focus on learning more about global pricing strategies, sourcing methodologies, and procurement negotiating approaches. This will help me excel in merchandising and supply chain roles.

Sustainability Awareness: My time spent with ETP/WTP, along with the other eco-friendly programs and compliance standards, really drove home the significance of sustainability within the RMG sector. Understanding this concept helped me realize how environmental responsibility effects consumer choices and long-term business success. My future learning goals include studying green manufacturing certifications, exploring circular fashion concepts, and understanding energy-efficient production methods.

Confidence and Flexibility: Juggling several responsibilities with looming deadlines forced me to become more adaptive and self-assured when faced with difficult circumstances. I developed the ability to take charge, operate autonomously, and be calm when things got intense. Going forward, I plan to keep developing my time-management abilities and adopt a more proactive approach to tackling problems.

Overall, the internship bridged the gap between theoretical learning and industrial practice, strengthening my readiness for real-world responsibilities. It enhanced my leadership potential, improved my technical and analytical skills, and helped me understand the operational dynamics of modern RMG factories. These experiences will guide my future career development and enable me to contribute positively to Bangladesh's textile and apparel industry.

Chapter 4

Conclusion

The Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) provided a comprehensive foundation in the knitwear value chain, covering every stage from order confirmation to final shipment. My internship at Fakir Knitwears Limited (FKL) allowed me to apply this theoretical knowledge in a real manufacturing environment and observe how different departments collaborate to ensure smooth and efficient operations.

Working across Industrial Engineering, Quality, Washing, Printing, and Production offered me practical insights into workflow management, efficiency challenges, compliance requirements, and cross-departmental coordination. These experiences strengthened my analytical skills and deepened my understanding of lean manufacturing principles, quality control systems, SMV analysis, and sustainable production practices.

Throughout the internship, I contributed to several key tasks, including capacity assessments, identifying operational bottlenecks, recommending workflow improvements, and observing team dynamics between workers and management. Based on these observations, I proposed several improvements such as enhancing interdepartmental communication through ERP integration, expanding automation in critical processes, upgrading worker welfare facilities, and reinforcing sustainability initiatives. Implementing these measures could further improve productivity, efficiency, and overall organizational performance.

The continuous guidance of my industry supervisor, along with the academic support from my institution, helped me connect classroom concepts to real factory practices. This internship has significantly strengthened my professional capabilities, boosted my confidence, and equipped me with practical skills that will be valuable as I pursue a career in the garment and textile industry.

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Appendix

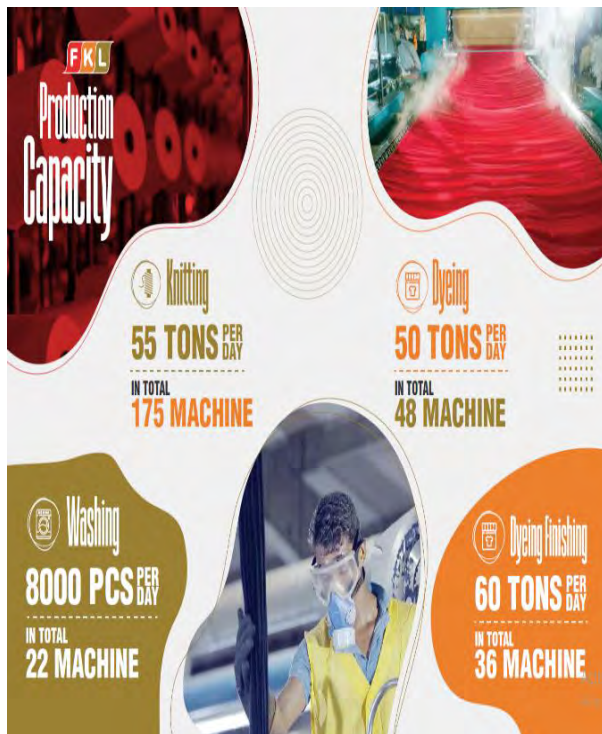


Figure 6: Production Capacity 1



Figure 5: Production Capacity 2

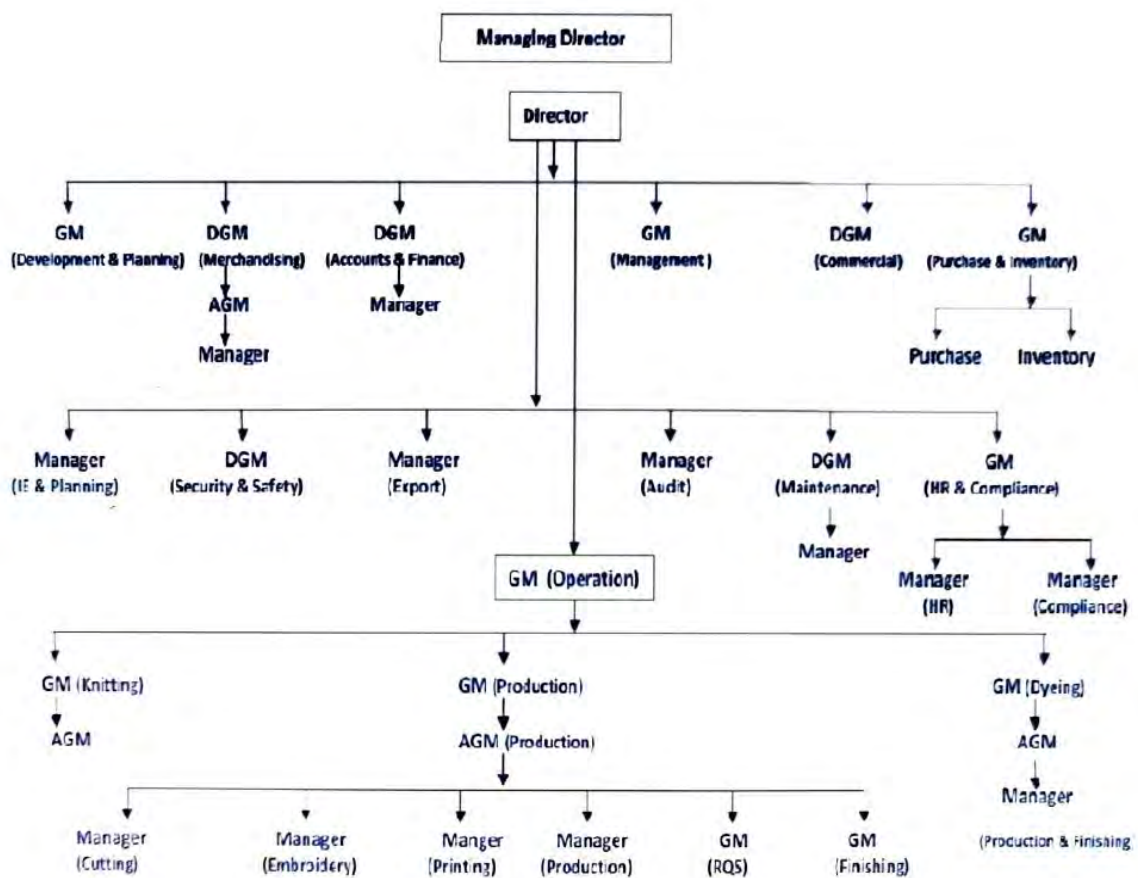


Figure 7: Organogram of FKL

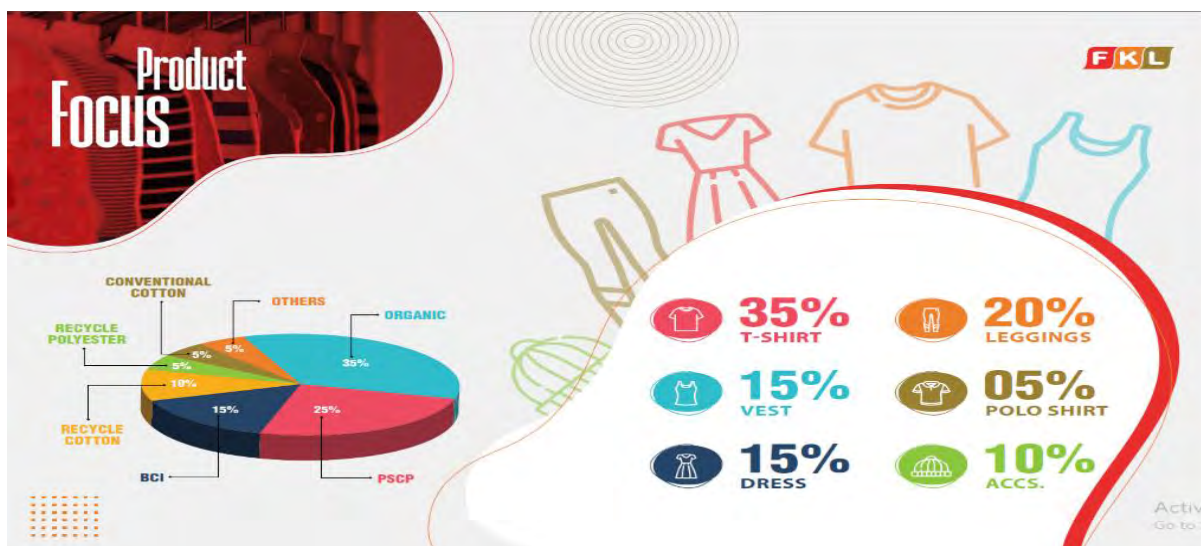


Figure 8: Product Focus

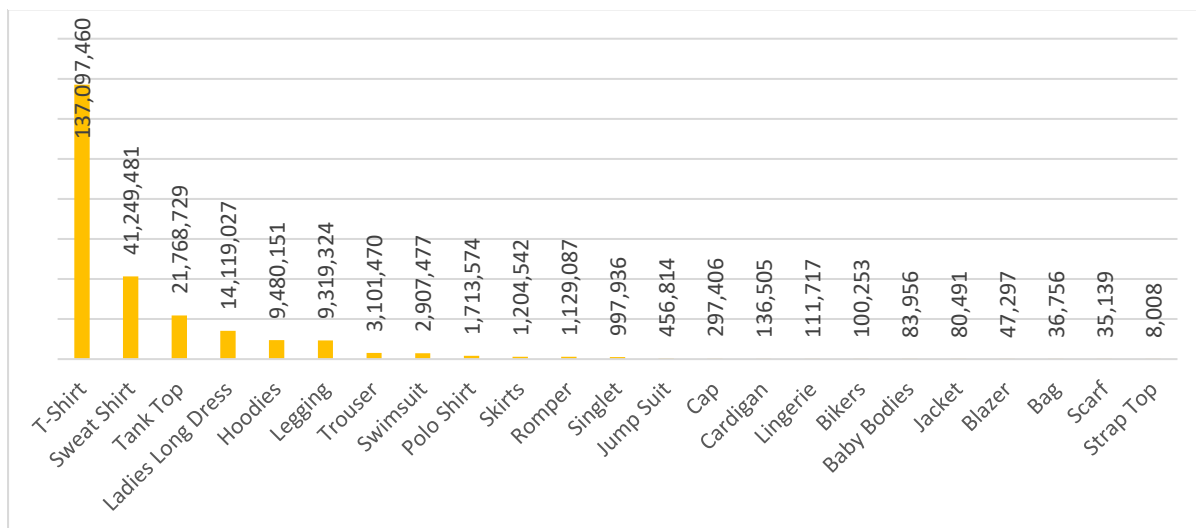


Figure 9: Item wise Quantity of Export last Five Years

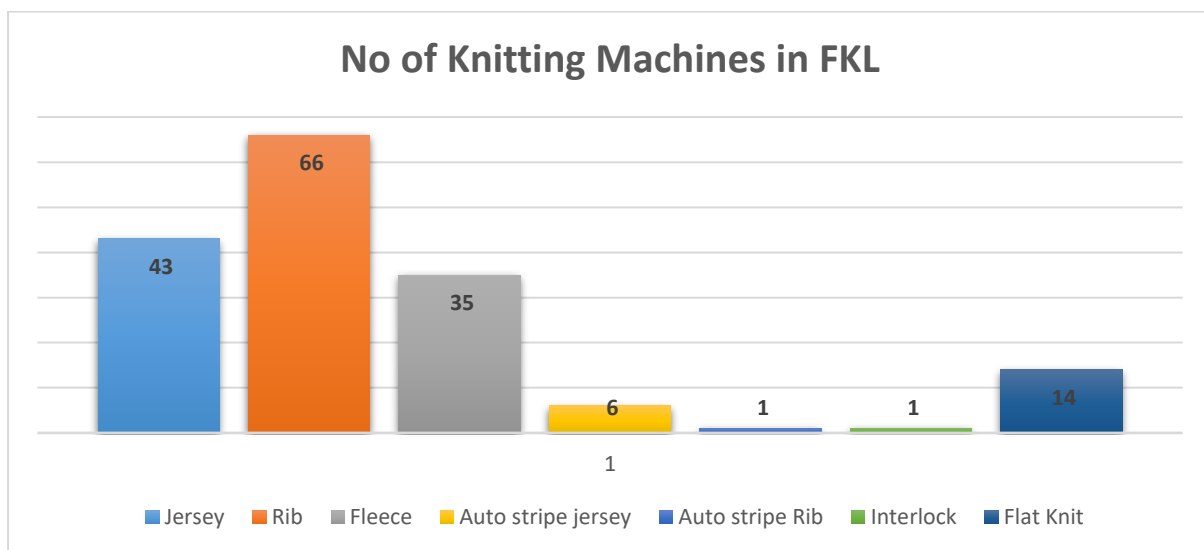


Figure 10: Number of Knitting Machines in FKL

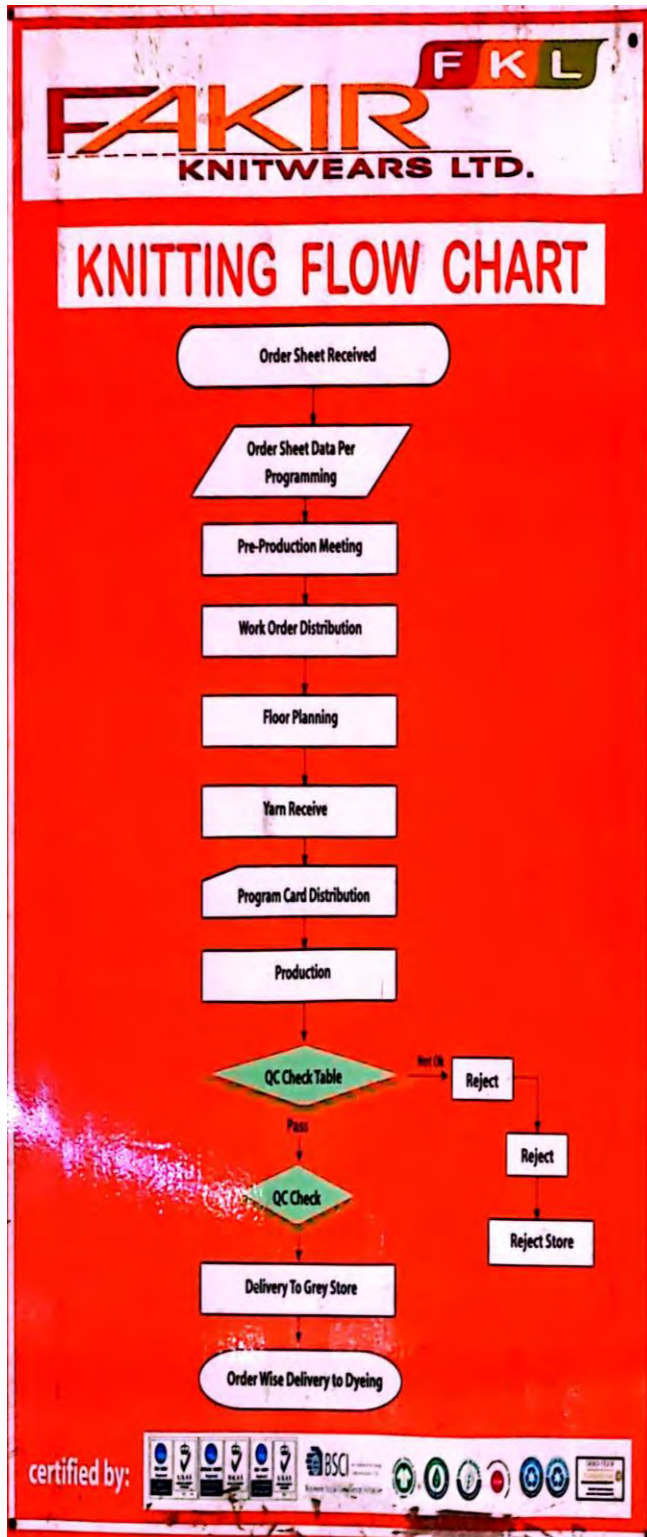


Figure 11: Flow chart of Knitting Dept.

Flowchart of Cutting process:

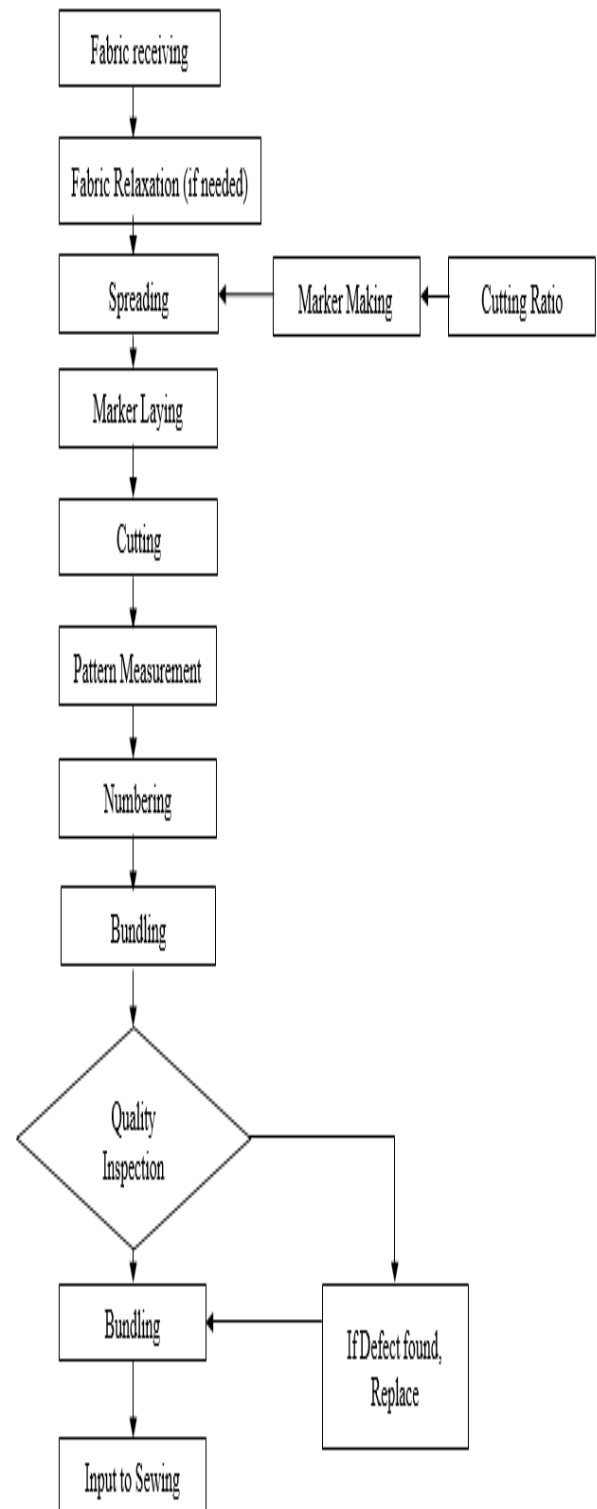


Figure 12: Flow Chart of Cutting Dept.