

Report On
TRU GROUP
Operational procedures of various departments and
Recommendation for improvements

By

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

Executive Development Center, BIGD
Brac University
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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

Ashik Sufi Islam
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Subject: Tru Group- Operational procedures of various departments and recommendations for improvements

Dear Sir,

I am pleased to submit the report on my 3 months of internship, to complete the PGD-KIM degree as per your direction. Throughout this report I tried to find out the working procedures followed by 5 departments and I also included some recommendations for the departments to be more efficient and effective. I have attempted my best to finish the report as per your direction and in a comprehensive manner as far as possible. I trust that the report will meet the desired level.

Sincerely yours,

Md Yeasin Khan,
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Executive Development Center, BIGD
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Date: March 05, 2026

Non-Disclosure Agreement

This agreement is made and entered into by and between TRU Group and the undersigned student at EDC, Brac Institute of Governance and Development, Brac University. TRU Group has allowed the EDC, BIGD to complete the internship in partial fulfillment of the requirements for the degree of Post Graduate Diploma in Knitwear Industry Management. TRU Group has given the right to get the information, proprietary data, new products or services, and work process relating to the company's business with proper and close work with the company officials within the sequence of confidentiality during the intern period. The objective to get the company data and information is only to prepare an internship report, nothing else. Internee shall not abuse and disclose this information to any other institution or another program or publicly used or any offense.

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Acknowledgement

I am truly grateful to everyone who supported and guided me during my internship. Thank you to all who gave their time, advice, and dedication along the way.

I especially want to thank my academic supervisor, Ashik Sufi Islam, Senior Research Associate. His guidance was essential in helping me finish this internship report on time.

I am also thankful to my industry supervisor, Mr. Qamrul Hasan, Senior Manager (A&F), for helping me work with different departments and for sharing his advice on writing this report.

Executive Summary

This report illustrates my internship experience at TRU Group under the PGD-KIM program. The main purpose of this internship was to understand how a textile and apparel company operates in practice and to connect my academic knowledge with practical experience.

During my internship, I worked with all departments, including SCM, Marketing, HRM, Production, Commercial, and Business Development. This helped me understand how departments work together across the board. I understand that effective communication and coordination are crucial to achieving company goals. I also gain practical experience in supply chain management, sustainability practices, production risk, data management, and buyer communication.

I discovered that historical data and prior experience help decision-making. So, a burning question arises due to the lack of proper data management and digital systems in this industry. I also notice some communication barriers among the departments, but teamwork helps address these issues without causing negative impacts.

Furthermore, the company and the textile industry face some big challenges. These include tariffs, high employee turnover, foreign currency problems with L/Cs, and energy supply issues. On the other hand, there are some internal issues, such as centralized decision-making in family businesses, slow adoption of modern technology, and a focus on experience rather than being tech-savvy.

To face future challenges, the industry must first address its internal issues. Then the company should focus on product diversification and innovation. It should produce more eco-friendly products using recycled materials, regenerated cotton, and organic fibers. Sustainable products are very important because global buyers now prefer environmentally friendly fabrics. The company should also provide employee skill training, encourage new ideas, improve planning, adopt digital systems such as an ERP, and explore new markets.

Our government should also take the necessary steps to expand the industry's foreign market, including addressing energy, gas, and currency issues.

Besides, tariffs are now a major concern for the textile industry in our country, especially for the USA market, as of early 2026. In 2027, the GSP advantage will end for the EU market, as the earlier government had already declared Bangladesh a developing country. Proper government policy on trade can eradicate the problem and create opportunities and sustainability for the textile industry.

Overall, my confidence level is being boosted by doing this internship. It also increases leadership ability and understanding of the textile industry. It helped me connect theory with real industry practice and prepared me for future career challenges.

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List of Acronyms

RMG	Ready Made Garments
TNA	Time & Action Plan
SMS	Salesman Sample
R&D	Research & Development
TFL	Tru Fabrics Ltd
UTML	Unifill Textile Mills Ltd
IE	Industrial Engineering
FOB	Free On Board
SOP	Standard Operating Procedure
SCM	Supply Chain Management
MIS	Management Information System
L/C	Letter of Credit
TT	Telegraphic Transfer
ERP	Enterprise Resource Planning
ETP	Effluent Treatment Plant
CRS	Caustic Recovery Plants
EGB	Exhaust Gas Boiler

Chapter 1

About Organization

1.1 Industry Overview

The textile industry is a major part of Bangladesh's economy. As the world's second-largest clothing exporter after China, this sector makes up over 80% of the country's export earnings and adds about 10-15% to the national GDP. The industry gives jobs to between 4 and 5 million people, most of them women.

Most factories in Bangladesh make knit and woven clothes. In the 2023-2024 financial year, Bangladesh exported about USD 38 to 43 billion worth of textiles and clothing. The sector includes around 5,000 garment factories that handle everything from yarn and fabric production to cutting, sewing, and finishing. The main export markets are the European Union and the United States. News, B. (2024). *RMG exported in 2024*.

<https://Bangladeshtextilejournal.com/38-48-Billion-Rmg-Exported-In-2024/>.

Even though Bangladesh is a major player in the global market, it imports almost 80% of its cotton from other countries. Local mills make most of the yarn needed for knitwear, and some of that yarn is also used for woven clothes.

The industry faces several challenges, such as rising wages, global economic ups and downs, and the need for more efficient machines. Still, there are many chances for growth. Bangladesh is moving from making basic cotton products to higher-value items, such as man-made and special-purpose fabrics, which is helping the economy and showing strong promise for further growth.

1.2 Overview of the Company

TRU Fabrics Ltd. (TFL) is a Bangladesh-based company that produces woven fabrics for the global fashion market. The company is known for providing high-quality fabrics on time and making sure they perform well from the start of production. TRU operates a modern, well-equipped factory and is always looking to find ways to improve and stay competitive by encouraging innovation.

The company's motto, "Passion for Innovation," shows its strong dedication to progress and excellence.

This commitment is clear in the company's focus on product development, advanced technology, and customer contentment.

TRU Fabrics Ltd. also has two affiliated companies.

TFL (TRU Fabrics Ltd.) is based in Tarabo, Narayanganj, Bangladesh. The factory opened in 2017, and most of its machines were imported from Switzerland, Germany, and England.

Since 1980, the company has been involved in the garment value chain. Over time, it has built a strong reputation in the fabric manufacturing industry. TFL mainly focuses on customer needs, design development, innovation, and sustainability. The company exports its products to Europe, the USA, and Asia.

TFL makes a wide range of complex fabrics. The company combines skilled craftsmanship with modern technology to ensure top-quality finishes. It also uses sustainable fibers, such as organic and BCI cotton, as well as GOTS-certified materials, to support environmentally friendly production.

The factory can produce about 40 million meters of fabric each year. These fabrics are mainly used for shirts, trousers, and jackets. The company makes both solid and printed fabrics and offers different finishing options.

The fabric processing facility has an advanced Biological Effluent Treatment Plant (ETP). This system can treat about 150,000 liters of processed water per hour without the use of chemicals. Thanks to this system, harmful dyes and chemicals do not pollute nearby water sources. This helps TFL protect the environment and support the sustainability of future generations.

TRU's History

TRU Fabrics Ltd. began in the 1980s, when our Managing Director, M. A. Bashar, and a friend began importing suiting fabrics from Japan to sell to shops in Bangladesh. As more people sought these fabrics, he worked with local textile mills to begin producing them here and launched the Pragati Suiting brand.

In 1987, Mr. Bashar (Managing Director) bought Unifill Textile Mills Ltd., a weaving factory in Narayanganj, an area famous for Muslin and Jamdani fabrics. He improved the factory by installing new machines from Europe and adding 104 shuttle looms from Japan. This helped the company become one of Bangladesh's top makers of suiting and heavier fabrics.

In 1994, the company achieved a major milestone by being chosen to produce and supply military uniforms for the Bangladesh Army, which previously sourced these fabrics from Pakistan and China. This success made the company known for quality and trustworthiness. After making military fabrics, the company started selling to other countries.

Since 1997, it has sent over 120 million meters of fabric to well-known international fashion brands. In 2018, the company built a new dyeing and printing facility with modern machines from Switzerland, Germany, Italy, and China. The factory can produce 3 million yards per month

and was built to offer high-quality woven fashion fabrics at competitive prices. The company keeps investing in new technology, skilled workers, and better ways of working.

In January 2020, as part of a new branding plan, the company changed its name from Unifill Dyeing, Printing & Finishing Mills Ltd. to TRU Fabrics Ltd.

1.3 Tru's Vision & Mission

The company vision is to become one of the leading textile industries in the world. It wants to give the best quality products at the best price to every client. The company also want to help the growth and stability of the Bangladeshi economy.

Tru's mission is to run a textile business that produces good quality fabrics. It will use modern technology and manage own resources in a smart and effective way.

1.4 Tru's Goals & Objectives

Based on the standards of customer satisfaction, the Tru Group works every day to achieve these goals. Research shows that every glass of water we drink, every train journey we take, and every pair of trousers we wear uses more resources than the earth can replace at the same time.

Therefore, we focus on the following areas:

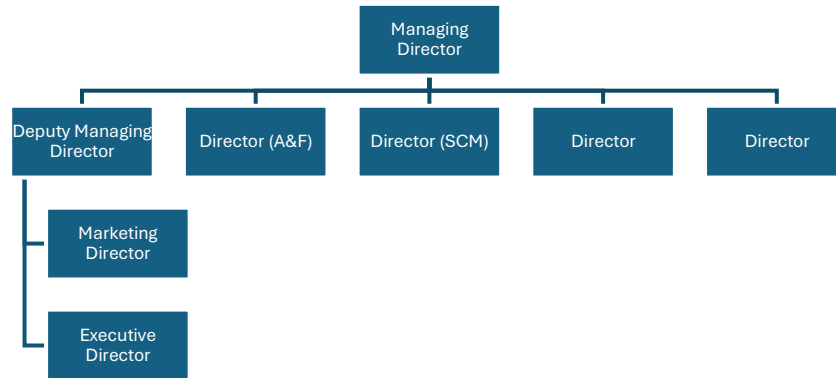
- ✓ Environmental Protection – We try to protect nature and reduce harm to the environment.
- ✓ Economic Development – We support business growth and contribute to the economy.
- ✓ Social Development – We work to improve the well-being of people and communities.

TRU GROUP Certified by



1.5 Tru's structure, Organogram, Branches and Departments

Board & Managements:



Sister Concerns & Operations

The main office is located in Gulshan, Bangladesh. From this location, the group oversees two sister companies, each specializing in a different area.

Unifill Textile Mills Ltd. (UTML) produces high-quality Woven fabrics for garment companies that export their products.

TRU Fabrics Ltd. dyes and finishes woven fabrics, working with customers in Bangladesh and other countries.

The head office includes several departments, each responsible for different tasks:

Marketing:

Promotes the group's products and services, develops marketing plans, and builds customer relationships.

Commercial:

Handles business deals, including sales agreements, order processing, and staying in touch with buyers and suppliers.

IT:

Provides technical support and ensures information systems function properly.

Business Development:

Searches for new business opportunities, partnerships, and ways to help the group grow.

Accounts and Finance:

Manages financial transactions, keeps accounting records, oversees budgets, and makes sure rules are followed.

Administration:

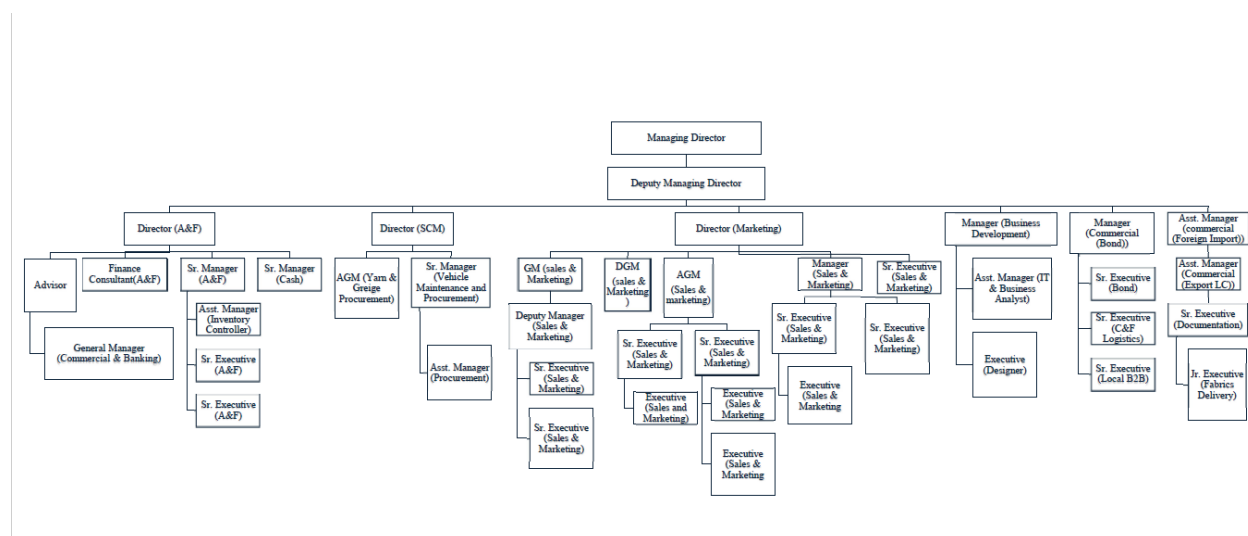
Manages the office, maintains facilities, and ensures administrative tasks are completed effectively. Also buys goods and services needed for daily operations.

Bond and Incentive:

Take care of import and export paperwork, manage customs activities, and applies for government incentives.

Overall, UTML has 400 workers, 14 officers, Fabrics has 500 workers and 100 officers or managers. The Head Office has 60 officers or managers.

TRU Group employs 824 people across its different units. The HR department oversees these operations to ensure they run smoothly. New employees can contact HR for onboarding help by emailing hr@trugroup.com or visiting the HR office at the Head Office.



Corporate Office Organogram

Unifill Textile Mills Ltd. (UTML)

Unifill Textile Mills Ltd. makes 100% woven fabrics for clothing and fashion. The company uses 98 modern air-jet looms from Japan and the latest warping and sizing machines from Germany. Each year, Unifill makes about 12 million meters of fabric with around 400 skilled workers.

The company produces many types of unfinished fabrics using yarns ranging from 6s to 60s. Unifill uses a range of raw materials, including organic cotton, recycled polyester, viscose, linen, modal, Tencel, bamboo, and mixed fibers.

These materials are used to make various types of fabrics, including plain, twill, satin, dobby, texture, and slub weaves.

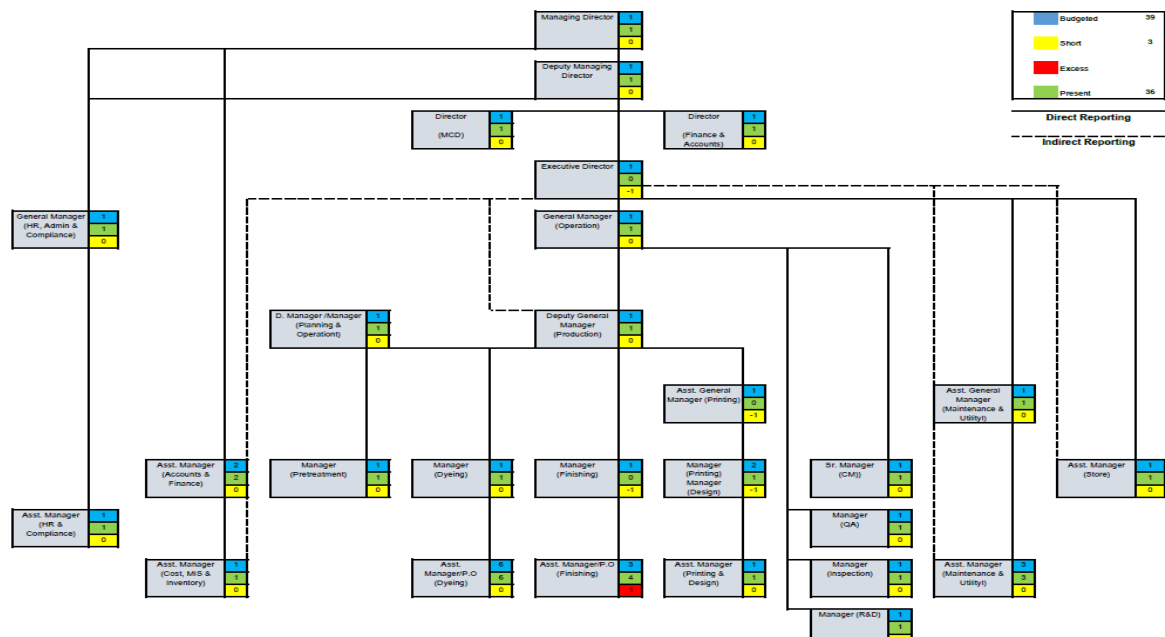
A team inside the company checks each fabric to make sure it meets high quality standards before sending it to customers.



UTML process flow diagram

TRU Fabrics Ltd.

TRU Fabrics Ltd., previously known as Unifill Dyeing Printing and Finishing Mills Ltd. It was renamed in 2020. The factory is in Tarabo, Narayanganj, this unit is a modern fabric processing facility equipped with European machinery installed in 2017 and the machinery was supplied by renowned brands such as Benninger, Osthoff, Goller, Monforts, and James Heal.



Tru Fabrics Organogram

Tru production capacity

The factory's annual capacity is 40 million meters. This finishing fabrics is used to produce high-quality fabrics for shirts, trousers, and jackets.

TRU Fabrics strength is:

- Technical expertise
- Innovative finishes
- Ability to handle complex fabric requirements.

The company supplies fabrics to leading global brands across Europe, the USA, and Asia.

It follows strong sustainability practices, using Organic, BCI, GOTS-certified fibers and also offers shorter production runs to meet specific customer needs.



TFL process flow diagram

To protect the environment, TRU Fabrics operates a Biological Effluent Treatment Plant (ETP) that can treat 150,000 liters of water per hour without using chemicals, reflecting the company's commitment to eco-friendly production.

1.6 Products/services produced by Tru

UTML produces various unfinished fabrics for the textile and clothing industry. They offer plain, satin, textured, twill, dobby, and slub fabrics, using many types of yarn like organic cotton, recycled polyester, viscose, linen, modal, Tencel, bamboo, stretch, and blends. This variety enables them to offer flexible, high-quality fabrics.

TRU Fabrics Ltd. makes UTML's unfinished fabrics better with several services. They use modern dyeing methods like reactive, pigment, vat, disperse, Earth color®, Diresul®, and Avitera®. TRU also prints fabrics with up to 12 colors, using their design studio, laser engraving, and loop steamer machines. The company handles finishing and other steps to make sure each fabric is of high quality before it goes to customers.

UTML and TRU Fabrics Ltd. work closely together, handling the entire textile process from selecting yarns to producing finished fabrics. This teamwork helps them maintain high quality, encourage new ideas, manage costs, and deliver orders on time. It also helps them be known as a trusted partner in the worldwide clothing and fashion industry.

Chapter 2

Description of task accomplished

BRAC University conducted the executive development program in two phases.

- Theory Phase (6 Months)
- Internship Phase (3 Months)

I have completed my theoretical phase. Now I am discussing about my internship phase which has conducted in my own organization, Tru group -a well-known Textile manufacturing company in Bangladesh. This organization has

The work process on this company starts with PD or Sample Swatch collection by marketing Department. After getting a successful PO, the dept. issue a work order and follow up the process of production and shipment.

On the other hand, the other Department such as supply chain, commercial and Bond, Operation and planning, HRM and accounts and finance carry out and ensure the whole operation of documentation and goods in-house & delivery process for the benefit of the company.

While working with the Department's, I have to check their SOP and their KPI to identify and understand the activities. In this part of this report, I describe the activities of the departments below:

- R&D and Quality Assurance Department
- Marketing Department
- Commercial Department
- Supply chain Department
- HRM Department

2.1 R&D (Research & Development) and Quality Assurance Department

The R&D department in this company drives innovation by developing new, sustainable materials, refining manufacturing processes, and enhancing product quality to maintain competitiveness. Sometimes It acts as a bridge between market trends and production, focusing on technical textiles such as fabrics and yarn analysis, cost reduction, and eco-friendly technologies.

The R&D Department has three sections such as:

1. Analysis R&D

It consists of fabric and lab testing. For fabric analysis, it calculates Ends per Inch (EPI), Picks per Inch (PPI), weft count, fabric weight, and determining design/lifting/drafting plans for woven fabrics. In lab, it involves raw material testing, color matching and its depth analysis, and laboratory dip recipes (dyeing lab) to ensure quality. After that the team analysis fabric construction (woven) and tests physical properties of those fabrics.

2. Weaving R&D

In Tru, R&D Weaving section plays a vital role before waving production. It Works on structure, machine optimization and Quality control. Initially the team focus on Fine-tuning loom motions and fabric sustainability. Then they implement RFID tags for swatch management, ensuring accurate, consistent fabric development.

3. Process R&D

This section works on Reducing process loss in dyeing and finishing by optimizing chemical dosages and temperature, particularly for spandex fabrics. They focus on water-saving and eco-friendly fabric production. For this measurement, Tru uses digital and automated systems for real-time monitoring of production to reduce defects.

This department in this company works in two ways:

1. Creating New products
2. Analysis Sample Swatch

Creating New products

Tru's Research & Development team is worked based on UK, Australia & USA market trend.

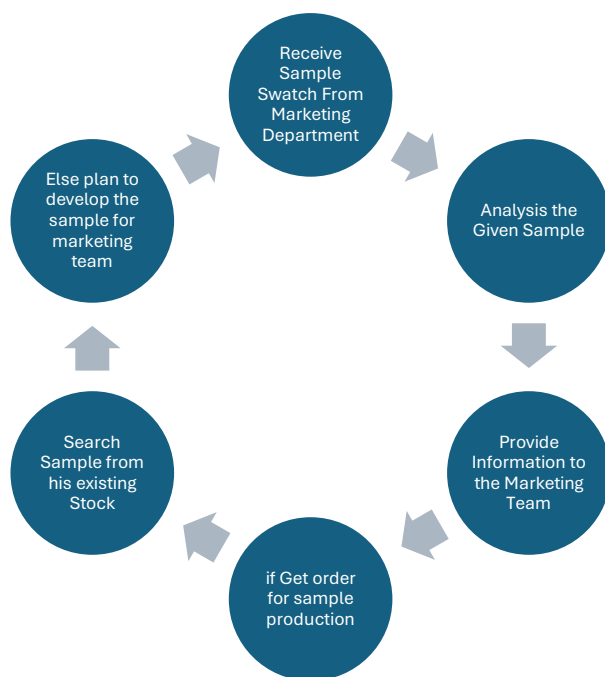
The team gathers its pervious production sample and analysis the fabrics and creates new ones based on market and season. They use different dye and chemicals to create new colors and quality. The Quality assurance team is responsible for eco-friendly fabrics. They ensure compliance issues. The team inspected the chemical certification and dozes.

The new Product is used for new buyer hunting or confirmed new style and more orders from existing buyers.

Analysis of Sample Swatch

When marketing gets sample Swatch as a new query, they send it to the weaving R&D department. After getting the sample, R&D department analyses the sample and provides the analysis report to the marketing team. If marketing team takes a decision for sample production, then R&D team make a plan to develop the sample.

Workflow of general R&D department of Weaving industry is mentioned below



Weaving R&D Workflow

My Own Activity at Research & Development and Quality Assurance department:

During my internship in the Research and Development (R&D) and Quality Assurance Department, I was assigned an A&F fabric sample to work on. I sent it to the R&D team for analysis and learned from their report that the fabric featured a $9 \times 10 + 70D$, 150×60 construction and consisted of 100% USA cotton.

I examined the stock available for a comparable fabric but was unable to locate an exact match, prompting me to initiate the development process independently. I collaborated with the production team to ensure the fabric met the required structural and quality standards.

Additionally, I conducted a test dye to achieve the specified color and worked closely with the dyeing team to refine the shade. After evaluating the outcomes, I submitted three samples to the buyer, of which two received approval. This experience provided comprehensive insight into the development process, encompassing fabric assessment, planning, color approval, and final sample submission.

2.2 Marketing Department

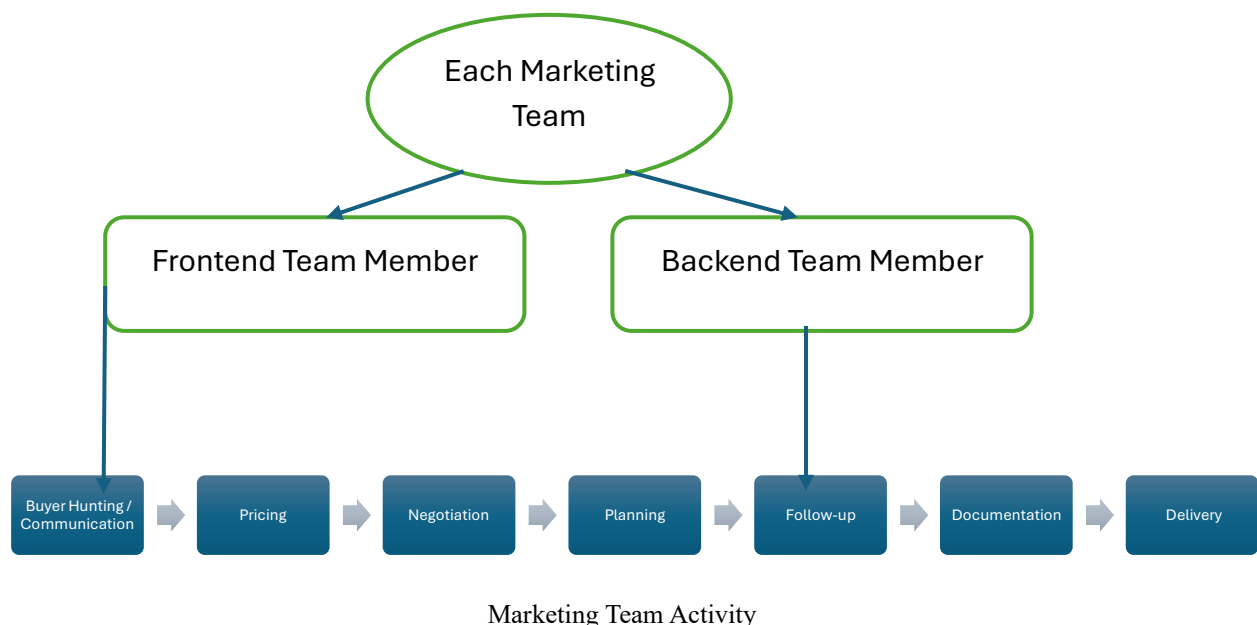
Woven Factory does not have a Merchandising department. Instead, the Marketing Department handles sales and the delivery of finished goods. Marketers are key to securing fabric orders. They connect the company with buyers and manage every step of the process, from finding orders and getting samples approved to following up on bulk production, finishing, documentation, and final delivery. The marketing team works closely with other departments like Planning, Logistics, Quality Assurance (QA), Industrial Engineering, and Stores. This makes marketing the main link between the company and its customers, helping to keep communication and workflow smooth across all teams.

TRU Group organizes its marketing department into sections based on the buyers they serve. One team works with buyers such as A&F, NEXT, Primark, and Zara. Another team handles buyers like H&M, LC Waikiki, and Springfield. There is also a separate team for buyers such as Big W and Ostin. These buyers are located around the world, including the USA, Europe, Australia, the Middle East, and Asia.

Each team has two types of marketers. Some marketers focus mainly on sales and order development, while others are responsible for buyer communication, order follow-up, and coordination with internal departments to ensure smooth execution.

Key Factors of Marketing Departments:

Customer satisfaction is Tru Group's primary goal. To meet this, the group has followed a strong plan and the key components of this plan as below:



Major Functions of Marketing Departments:

The marketing department is involved in every step, from first connecting with buyers to delivering finished goods. The team handles marketing activities, assists with customer visits from other countries, brings in new buyers, tracks costs, and sets prices. They also keep communication going between teams inside the company and customers. Other tasks include collecting and checking orders, planning production, and watching over sample development and testing. The team obtains approvals for colors and trims, ensures raw materials are ordered on time, and schedules meetings before production starts. They follow mass production, prepare daily production and quality reports, and check products to ensure they meet buyers' requirements and quality standards. Perform final inspection for mass production Factory-controlled goods according to the buyer's order sheet.

Own Activity in Marketing:

During my internship, I worked with the Corporate Marketing Team at TRU Group. The Honorary Deputy Managing Director oversees the overall marketing operations. Under his leadership, the Marketing Director leads the entire marketing department and manages the full marketing process. He is responsible for the overall functioning of the department. Under his supervision, there are four marketing teams, and each team has a leader who communicates directly with buyers. Each team consists of members in different positions such as Manager, Assistant Manager, Senior Executive, Executive, and Junior Executive. The marketing team works closely with various departments including R&D, Weaving Production, Inspection, Dyeing, Printing, Finishing, HRM, and Commercial.

For my internship project, I selected the SMS (Salesman Sample) program of the A&F buyer. I chose this project because SMS programs are similar to bulk production orders, but in smaller quantities. The responsibilities involved in SMS are almost the same as those of bulk production.

After receiving the sample Swatch and requirements from the buyer, I forwarded the program to the R&D department on the same day. The following day, I collected fabric consumption details from the Supply Chain Department, which helped me initiate SMS booking and fabric booking. I carefully discussed the technical files and buyer requirements with the R&D team and ensured that raw materials were booked within two days of receiving the program.

After receiving the fabric consumption data, the Costing Department assisted me in preparing the pre-costing sheet. I then entered the pre-costing details into the work order sheet for my supervisor's approval. My supervisor also reviewed and approved the fabric bookings and SMS work orders before the process officially started.

Once the SMS fabrics, dyes, and chemicals were in-house, I continuously followed up on the entire process—from weaving to finishing—until completion. Finally, I arranged the dispatch of the SMS shipment to the buyer along with the packing list and invoice.

Problems & Recommendations for Marketing

Problems:

While working as an intern in the Marketing Department at TRU Group, I faced several challenges.

One major challenge is the current tariffs. These tariffs make it harder to book new orders. The marketing team is struggling to find new buyers, and many buyers are delaying their decisions. This situation is making the market more unstable.

Product diversification is another challenge. All teams know that without it, the company will struggle to survive in the future. The company should focus more on organic, recycled, and regenerative materials instead of just the usual products. To do this, management needs to invest in strong R&D, make big investments, and be willing to take risks. Innovation cannot happen without a risk-taking mindset.

Delays in buyer approvals for submitted samples or quality checks are another big internal problem. When buyers take longer than expected to approve samples, it directly affects production planning and delays shipments.

Timely sample delivery to buyers is also a local issue. Sometimes, courier delivery times are not included in the Time and Action (TNA) plan. This can cause buyer approvals to arrive late, affecting the overall production schedule.

The marketing team also needs to stay active almost 24 hours a day because buyers are in different time zones around the world. This is quite challenging for in-time buyer communication. In addition, factories stay closed on Friday, while the corporate office is closed on Saturday. Because of this difference, coordination between teams becomes more difficult, placing extra pressure on the marketing team.

Tru has no fully established software system for data management. As a result, marketers sometimes struggle to find previous records or access historical data. It takes extra time and effort to track the necessary information.

In some cases, buyers ask about new fabric qualities but do not mention the color quantities. This causes problems for the production team. Before starting, they must create entries for the new fabric and colors in the work order system. These extra steps can delay marketers handing over work order files to the factory production team. In the end, this affects the supply chain, raw material sourcing, and the overall production lead time.

Recommendations

To reduce these challenges, several improvements can be made:

Set up Trade policy

To ensure sustainability and future growth of the textile and garment industry, the government should develop effective trade policies. The Ministry of Commerce and other relevant authorities need to work on tariff issues through international trade negotiations and diplomatic efforts.

New Product Innovation

Focus on product innovation and diversification. Management should be open to taking calculated risks to face future market challenges.

Increasing Production Buffer Time

Add buffer time to the TNA plan to better manage courier delivery delays and buyer approval time.

Centralized software

Introduce a centralized software or ERP system to manage previous data, fabric qualities, and order history more efficiently.

Effective Communication

Maintain clear communication with buyers so that complete information, such as color quantities, is provided during the inquiry stage.

Regular Meetings: Schedule regular coordination meetings among the marketing, production, and supply chain teams to reduce internal delays and improve communication.

2.3 Commercial Department:

The Commercial Department is another key part of Bangladesh's textile sector. Since Tru Fabrics runs in both deem export and direct export, the Commercial Department plays a vital role in handling customs audits and procedures, banking documentation, and packing lists.

This department oversees all import and export operations. Its main tasks are handling customs and consolidation in the bonded warehouse, ensuring goods and raw materials clear customs without duty, preparing export documents, and ensuring export payments from overseas buyers are received through the proper banking channels.

The department also ensures that customs rules are followed at every stage and that all imported or locally sourced raw materials are used only to make garments for export.

It also works with various government authorities to comply with their rules and regulations.

During my internship, I learned about the different sections that make up the Commercial Department in the textile industry. These include:

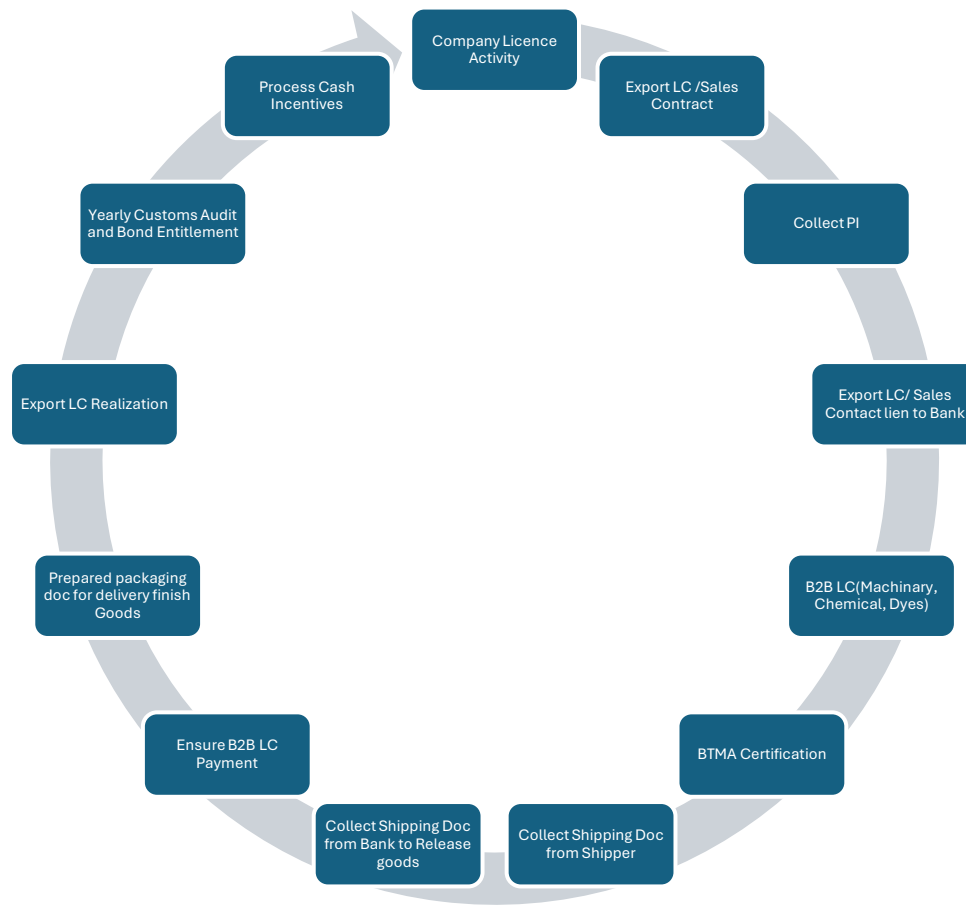
1. Customs and Bonded Warehouse Management
2. Logistics and Freight Forwarding
3. Export LC Section
4. Import LC Section
5. Cash Incentive Section
6. Documentation and Packaging
7. Cash Incentive Section,

Commercial advisor who supervises the entire department. Each section is interconnected and interdependent with the others. So, one cannot go without the other's help. There must be teamwork among the professionals in each section, which must spread equally to the other sections.

Major functions of Commercial Department:

To do the entire Commercial procedures, the incumbent should be well known and practiced the UCP-600 or the latest version of Inco Terms. The entire textile industry has been operating since UCP-600 (Uniform Customs and Practice for Documentary Letters of Credit). The above I learned during the PGD Production Management and Merchandising KIM-203 class, this internship helped me compare studying a book compared to working with particles.

The functions of this department are shown in the diagram below:



Major functions of Commercial Department

The report will detail the company's business practices in Textile Sector. Although the assignment is completed with a specific company (TRU Group) in Textile in mind, it will be useful for all affiliates if they go through the process.

Through the sales department, each company can report its profit or loss. The entire performance (input, usage and costs and output) is confirmed by the sales department. Commercial processing of import and storage of goods, storage, receipt and delivery of goods to production, after production, the factory siphoned all the goods and sent the relevant data to central finance through HRM and again Customs & Bond Warehouse Management shows the utilization of raw materials through UP to Bond Commissioner as well as Govt.

The company receives a cash incentive from export sales under certain conditions. A cash incentive is applicable when the raw materials used for production are not imported under Bond entitlement or Back-to-Back (B2B) L/C facilities but are instead purchased locally or imported using the company's own funds.

In such cases, the company becomes eligible to claim a government cash incentive against its export proceeds. The incentive rate depends on the export market. For exports to the USA market, the incentive rate is 6%, whereas for exports to the European market, the rate is 4%.

This incentive helps the company reduce production costs and remain competitive in the international market.

Finance department will calculate the profit according to style/season/contract/export LC etc. On the other hand

Own Activity at Commercial Department

While interning in the Commercial Department at TRU Group, I participated in hands-on tasks that gave me a better understanding of the import and export process.

I helped prepare and review export documents, including Commercial Invoices, Packing Lists, and Bills of Exchange. I also observed how Draft LCs are checked before being sent to banks for payment. This taught me that accuracy in documents is important because even small errors can delay payments or customs clearance.

I also helped the team maintain records on bonds and track the use of duty-free raw materials in the bonded warehouse. I learned how dye chemical measurements are calculated in accordance with customs rules. This experience showed me how companies follow customs regulations and make sure imported materials are used only for export production.

I also observed how Back-to-Back (B2B) L/Cs are opened and how the company works with banks for import and export transactions. I learned about cash incentives, how export proceeds are realized, and why proper banking documents matter.

2.4 Supply Chain Management (SCM)

The Tru Supply Chain Department mainly handles sourcing raw materials, managing inventory, and organizing delivery schedules for each unit. They work closely with marketers and stores to track materials, making sure production and shipments reach buyers on time. The team also collaborates with freight forwarders and customs agents to import raw materials, such as yarn, greige, dyes, and chemicals, from other countries.

An efficient supply chain department is essential for any factory's success. This department handles all logistics, coordinates with suppliers, plans from sourcing through shipment, manages inventory, and communicates with multiple suppliers simultaneously.

Tru Group Supply Chain has 3 sections. These are:

1. Greige fabrics/ Yarn
2. Dyes, Chemical
3. General Item and Machinery parts

During my internship, I had the chance to work with all sections of the SCM Department at TRU Group. An Honorary Director oversees the department, while the AGM leads the team and manages the entire supply chain.

Greige fabrics/ Yarn Sourcing

A key activity for the SCM department is sourcing yarn and greige fabric. At TRU, about 80% of greige fabric is imported, while roughly 80% of yarn is bought locally. Sometimes, especially for greige imports, the Marketing Director helps make sure the fabric quality meets buyer's requirements.

Once the team selects the best supplier, the fabric purchasing section starts negotiating prices. This negotiation process is very important because buyers want high-quality products at competitive prices. For this reason, cost control becomes a major responsibility of the SCM team. They must carefully manage purchasing and sourcing to keep production costs under control.

Imported greige fabric is stored at the TRU Fabrics warehouse, while yarn is stored at the UTML unit for weaving. A tracking system monitors yarn use from weaving to finish fabric. This helps the dyeing unit track lead times and deliver finished fabrics on time.

The Yarn purchasing team still faces some challenges. One is ensuring yarn quality remains consistent. They also need to ensure that greige fabric reaches the dyeing unit on time, whether the process is done in-house or by outside partners.

Dyes and Chemical Sourcing

Sourcing dyes and chemicals is another key responsibility for the SCM department. This task is complex in the textile industry, with many important factors to consider, such as

- Consumption rates
- Chemical purity
- Compliance requirements
- Shade consistency and
- Brightness control.

To address these challenges, TRU has established a robust data management system. This system helps the team make sourcing decisions by comparing suppliers, checking prices, and negotiating better deals. It also gives alerts for reorder points, monthly usage, and lead times.

With this system, the purchasing team works more efficiently and accurately. Management can also use reliable data to make better decisions.

General Items and Machinery Parts Purchasing

The General Items and Machinery Parts Purchase Section is more complex and often more expensive than other purchasing activities. For general items, the team can usually maintain reorder points to ensure smooth operations. However, managing machinery parts is more difficult. This is mainly because it is not always possible to predict when a specific machine part will suddenly be needed.

Due to the limited inventory of machinery spare parts, emergency requisitions create additional pressure. In such cases, the team has very little time to conduct proper sourcing and comparative statements (CS). As a result, there is often a backlog in the procurement of machinery parts, which can negatively affect machinery maintenance.

Most machinery is imported, and top management is directly involved in these purchases because of the high cost and importance.

Another important responsibility of the SCM department is coordinating with suppliers until they hand over the shipping documents. These shipping documents are very important because suppliers require them to receive payment. Upon receipt of the shipping documents, the SCM department forwards them to the Accounts and Audit Department to initiate payment in accordance with the agreed payment terms, such as Letter of Credit (L/C), Telegraphic Transfer (TT), or cash payment.

An effective supply chain team is a major part of business performance, as they significantly contribute to company profits, as does marketing. SCM increases productivity by ensuring that the right raw materials are available in-house within the agreed timeframe. This ensures that production runs smoothly and that materials are supplied exactly when needed, minimizing delays and operational disruptions.

Own Activity in the Supply Chain

During my internship, I observed the booking process and learned to create work orders for both development and bulk production. I also saw the Supply Chain Management (SCM) department negotiate with multiple suppliers at once. By distributing orders among several suppliers, the department avoids overburdening any single supplier and ensures fair allocation of orders from Tru Fabrics Ltd.

I learned how the SCM department at the corporate office tracks inventory levels. I also noticed that the SCM team works closely with other departments to make sure materials are available for every order. During my internship, I saw that a strong SCM department is important for identifying risks and preventing problems across production, office work, quality control, and raw material supply.

Problems & Recommendation

Problems

One major problem for the SCM department at TRU Group is that most of their work is done manually. Because of this, they sometimes have trouble making Purchase Orders (PO) or work orders that everyone can see in one place. Without an automated system, it is hard to keep track of whether raw materials will reach the production team on time.

Another issue is that, although the employees are very good at their jobs, many are not comfortable with technology. This makes it harder to start using computers and new digital tools. Sometimes, people are not very interested in using new technology, which can slow down work and make it harder to see what is happening. A computer system, such as ERP software, would make it easier to create and track Purchase Orders (POs), work orders, and inventory. It would also let all departments see important information quickly. This way, raw materials could be sent to the production team on time and without confusion.

Senior managers and officers should receive training on new technologies and supply chain systems. Many younger employees already know how to use these systems, but senior staff need to learn about the benefits of technology and improve their computer skills. This will help them work better and make fewer mistakes.

Most importantly, top management should lead the introduction of automation. Without their support and investment in technology, it will be difficult to improve the system. If management acts, the SCM department can become more organized, faster, and more productive.

2.5 HRM Department

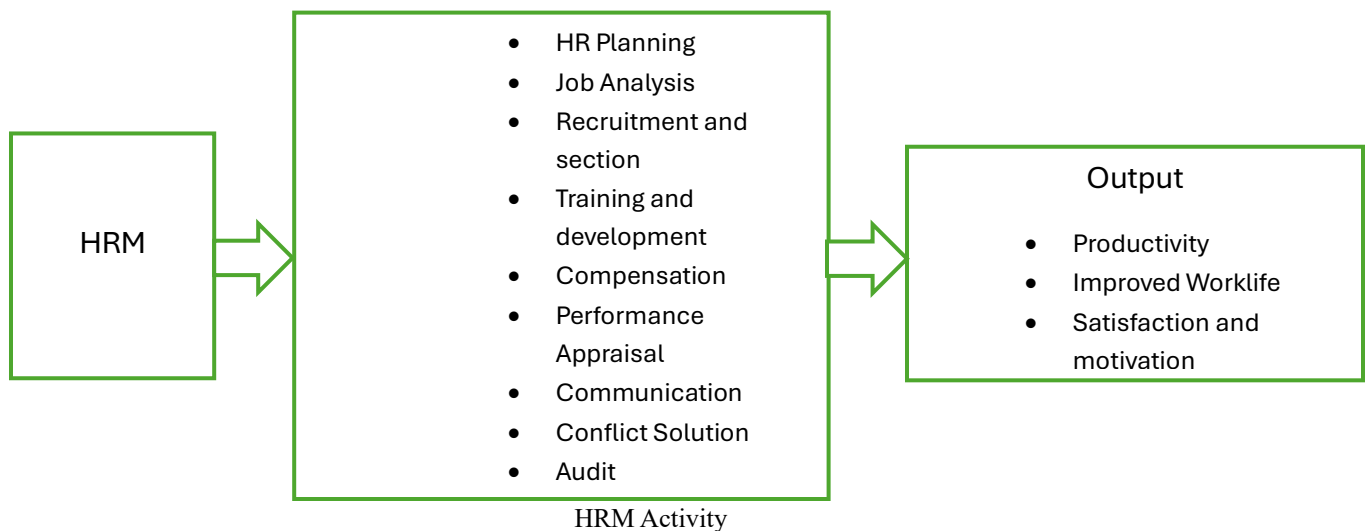
The Human Resources (HR) department is important for meeting the needs of both buyers and the company in the apparel industry. HR supports all departments and makes sure employees get the help they need. It also works with other teams to help the company reach its goals.

TRU Group has two main factories and a head office. Unifill Textile Mills Ltd. (UTML) handles weaving, while TRU Fabrics Ltd. takes care of dyeing, printing, and finishing. The head office supports both factories. The HR team at TRU Fabrics Ltd. works closely with UTML and the head office. UTML has 150 workers and 14 officers, TRU Fabrics has 500 workers and 100 officers or managers, and the head office has 60 officers or managers. Altogether, TRU Group employs 824 people, underscoring the importance of HR in managing such a large and varied team.

The General Manager leads the HR department and manages staff activities for the whole group. The HR team includes a Manager-HR and several smaller teams with different roles. The payroll

team handles attendance and office work. Another team ensures the company complies with labor laws and meets. The maintenance team's buildings and vehicles. The energy and certification team provides electricity, water, and other services, and the company meets ed standards.

The administrative department handles security, office staff, and daily operations. Recruitment is managed by teams that align with each department's needs, and both the General Manager of HR and the HR Manager help select new employees. With this organized approach and support from senior HR leaders, the HR department manages a large workforce across different units. While the foundation is strong, there are still ways for HR operations at TRU Group to improve.



Own Activity In HRM:

While interning at TRU Group, I worked with the HRM Department. They use HR software called Kormee to manage employee information and HR tasks.

I learned to use the Kormee system, including entering and updating employee data such as attendance, leave records, and payroll. This software helps the HR team work more efficiently and accurately. This experience taught me how digital HR systems can make organizations more efficient and cut down on paperwork. It also gave me practical knowledge of HR work in a corporate environment.

I also took part in a compliance certificate training program organized for the H&M buyer. There, I learned about compliance requirements, workplace standards, safety rules, and ethical business practices needed to work with international buyers like H&M.

I participated in a fire safety training program, where I learned about emergency procedures, fire prevention, using fire extinguishers, and evacuation steps. This training made me more aware of workplace safety and its importance in the textile industry.

These training programs helped me better understand compliance and safety standards in an industrial workplace.

Problems & Recommendation

Problems

During my internship, I noticed a few challenges in the organization. One big issue is the high employee turnover rate in recent years. Many employees leave after a short time, which lowers productivity and increases recruitment and training costs.

Another problem is that the company mainly hires experienced employees, but many are not comfortable with technology. This makes it difficult for the organization to adopt new technology and automation.

I also noticed there are only a few female employees in the factory and none in the head office. This shows a lack of gender diversity in the company.

The performance evaluation system is also weak and poorly organized. Employees often do not get enough feedback on their work. Managers tend to micro-manage, focusing on small tasks instead of giving employees responsibility and trust. This can reduce motivation and creativity. Turnover: TRU should work on improving employee satisfaction by offering career growth, training, and a supportive workplace.

Recommendations:

Reduce employee turnover

To reduce turnover, TRU should focus on improving employee satisfaction by offering career development opportunities, training programs, and a supportive work environment.

Adapt to new technology

The company should also invest in technology training to help experienced employees improve their digital skills. At the same time, management can recruit younger and tech-oriented professionals to balance experience with innovation.

Reduce Gender Diversity

To promote gender diversity, TRU should encourage hiring more women, especially at the head office. A more inclusive workplace will improve the company's image and culture.

Proper evaluation system

To improve its evaluation system, the company should establish a clear, fair performance review process. Regular feedback, clear KPIs, and fair appraisals will help employees see their strengths and areas for improvement. Reducing micro-management and encouraging trust and teamwork will also help. Giving employees more responsibility and decision-making power can boost motivation and productivity. These steps will help create a safer, more efficient, and employee-friendly workplace.

Chapter 3

Internship Work- Critical Assessment

I worked in all departments at TRU Group, which helped me understand how the business runs and how each department connects. Later, I focused on five main departments and used what I learned in my PGD-KIM course. This experience helped me link theory to real work.

As I learned more about how everything worked, I became more confident. Using my PGD knowledge, work skills, and professional values, I built a stronger mindset. Working with top management and watching experienced staff taught me how the industry works and improved my decision-making, leadership, negotiation, commitment, and communication. Research also shows that hands-on work and workplace interaction help people build professional skills and leadership (Garvin et al., 2008).

While working with the SCM and Marketing departments, I noticed that many tasks depend on historical data and earlier experience. Most of the time, they handle their responsibilities with care, underscoring the importance of proper data management. Studies in supply chain management also show that effective data management and information improve operational performance and decision-making in manufacturing organizations (Gunasekaran & Ngai, 2004).

In the HR department, I learned about the following: checking certificates, handling paperwork, and training on environmental sustainability. In Production, I learned to spot risks like fabric quality, color differences, brightness, and color issues.

When I interacted with different departments, I observed that employees were friendly, punctual, and responsible in their duties. They help each other. Each section followed company policies and maintained proper documentation. There was strong follow-up in production and timely delivery of goods. Overall, the work environment at TRU was organized and supportive.

Research on organizational behavior suggests that a friendly work environment and clear organizational structure improve employee performance and operational efficiency (Robbins & Judge, 2017).

As part of the Business Development team, I understood the importance of sustainability in today's industry. I also visited the TRU Testing Lab, ETP (Effluent Treatment Plant), CRP (Caustic Recovery Plants), Rain harvesting Project, and EGB (Exhaust Gas Boiler), which support the development of environmentally friendly products and ensure buyer requirements are met. Many employees seemed satisfied to become a part of sustainability. Sustainability has become a key focus in the global Apparel sector, as companies increasingly adopt environmentally responsible practices to meet international market demands (Niinimäki et al., 2020).

I realized that every department plays an important role in the organization. I saw that every department is important and has its own value. TRU provides employees with a structured, positive place to work.

3.1 Application of Generic and Industry specific courses during internship

While doing my PGD-KIM course at BRAC University, our curriculum included four generic and four industrial courses. While I was an intern Tru Fabrics Ltd, I aspired to apply the knowledge I learnt from these courses while I was working in various departments. We were trained in a total of eight courses over two semesters to complete BRAC University's Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) (each semester has four courses). All Courses are:

- HR skills and Competencies
- Analytical skills and competencies
- Communication skills
- Business Operation skills
- Introduction of garments Industry
- Industrial Engineering
- Production Management and Merchandising
- Quality Management

KIM-101 HR Skills and Competencies:

This course taught me how to handle all compliance issues and maintain employees within the business. In HR Skills and Competencies course I taught leadership and its classification, sustainable leadership, gender and diversity. I also knew the importance of employee motivation, organizational culture, negotiations and team building. Last two class of this course I got some idea about labor law and Industrial Relations.

KIM-102 Analytical Skills and Competencies:

In terms of Analytical Skills and Competencies, I covered liner equations, Matrix, present and future value of annuity, Mean, Median, Standard deviation, Hypothesis Testing, and t-value identification over the whole semester. In this course we studied how to apply mathematics to enhance the capabilities of any department. I now understand how important analysis is in all apparel industries. For example, to produce a sample, the marketer must analyze the buyer's preferences. To ensure a constant supply of all accessories, the supply chain must also be able to store goods for extended periods of time with maximum caution.

KIM-103 Communication Skills:

In this course we learned how to use various contemporary communication tools such as report creation, email communication, presentations, attending meetings, etc. Communication skills must come first, especially in marketing. During my internship, I have adopted the

communication skills that I learned in KIM-103, which helps me to perform well overall in my professional life.

KIM-104 Business Operation skills:

In Business Operation skills subject, The first half of the semester I learnt about organization, shareholder, stock holder, vision, mission, types of manager, business model and function, management function, Time management matrix, Maslow's Hierarchy of Needs, Business strategy and its external and internal analysis such as SWOT analysis, Environmental analysis such as PESTEL. Gap analysis which is related to production and customer satisfaction, Porter's product market strategy matrix and KPI analysis.

KIM-201 Introduction to the Apparel Industry:

This course provides a comprehensive overview of the apparel industry. I notice a diagram of the entire process, from yarn production to item shipping. I also learned about Introduction of garments industry and costing. It provides an idea about different types of yarn and its processing, costing, FOB, Inland Cost, Revenue and profit.

KIM-202 Industrial Engineering:

The main goal of this course is to properly plan to sew and increase production. Through this training, I learned about SMV clothing, CM, balancing sewing lines and much more. I also learned how a factory can use lean manufacturing. Thanks to my practical experience, I was able to understand the lean manufacturing process.

KIM-203 Production Management and Merchandising:

The Course, Production Management and Merchandizing is consisted of Fashion design and fabrics production and commercial terms & activities where I got idea about fashion design and its regulation, Market trend, and forecasting design. In terms of commercial I learned Export and import Transaction, LC and its amendments, Bond, acceptance and maturity documents and many more. In terms of merchandizing, I knew how a merchandizer processes the order after getting a booking and how many steps or department involvement is needed for a successful shipment.

KIM-204 Quality Management:

In the Quality Management course, I learned why the quality management system is so vital for Bangladesh to be in the business well ahead of other competitor countries. I learned how the Quality Management System (QMS) is introduced and implemented within an organization. I also got ideas about the primary bodies that issue sustainability certificates include GOTS, OCS, Oeko-Tex, BCI, etc.

3.2 Suggestion for industry improvement:

To improve the overall performance of TRU Group and the textile industry, the company should first focus on

Reducing the high employee turnover rate

By creating a more supportive and employee-friendly work environment, we can reduce the rate. The textile industry mostly depends on imported raw materials. Recently, banks have been facing foreign currency shortages, which have created problems with opening L/Cs. At the same time, energy and gas supply issues are hampering production. As a result, sustaining operations has become more difficult. Due to delayed salary payments in some cases, employee turnover is increasing.

New Product Innovation

In the textile and apparel industry, offering a broader product range is now essential. As competition increases, relying on basic items is no longer enough. Companies need to branch out into new categories and focus on innovation.

Create Strong Workforce

To build a strong workforce, companies must support their policies with consistent, visible actions. Career development, ongoing training, and transparent performance reviews should be part of daily operations. Simple appraisal systems with clear goals and regular feedback help employees understand expectations and build trust. When employees feel valued and supported, retention, productivity, and engagement improve. Without these systems, morale declines, innovation slows, and talent may be lost.

Improving Management Practices and Organizational Culture

Many apparel businesses are family-owned, with decision-making centralized. This often slows adaptation to modern business practices. Management should reduce micromanagement and build trust, teamwork, and mutual responsibility. When employees are given decision-making authority and recognition, their motivation and productivity increase naturally.

Create Local Expertise

Strong local leadership and good corporate governance are needed for long-range growth. To stay competitive worldwide, Bangladesh's textile industry should focus on training and developing skilled local leaders.

Adoption of new technology

It is very important to start using new technology now. The SCM and Commercial departments should move from manual processes to a single digital system. This will make it easier to see and track purchase orders, work orders, shipping, inventory, product codes, and payment processes.

Doing less work by hand will reduce mistakes and save time. Managers and employees should receive effective training in using digital tools, handling supply chain work, and following customs rules. Top leaders need to take action and invest in automation, because real technological progress cannot happen without their support.

Lean Manufacturing Practice

Boosting production efficiency is just as important. Companies should use lean manufacturing to reduce waste of time and materials. Organizing the factory layout more successfully can better arrange machines and workstations, lessen unnecessary movement and speed up work. Quality control should happen at every step, not just at the end. This 'do it right the first time' method will lower rework and save money.

Employee Motivation

At the same time, performance-based incentives can motivate workers to give their best effort. Skilled and trained workers consistently produce higher-quality products in less time, so continuous worker skill development is essential.

Improve Structural Policy

To prepare the industry for the future, major changes in rules and structure are needed. Older factories should gradually move to special industrial zones with reliable power, water, waste treatment, worker housing, and childcare. Support, such as low-cost loans or tax breaks, can help factories make their workplaces safer. Factories should also be encouraged to adopt eco-friendly, fair production methods by helping them obtain international certifications and supporting clean energy, water recycling, and green technology. As more buyers seek responsibly made products, these steps will help the country remain competitive.

Adopt Automation and Provide Training

As Industry 4.0 grows, skilled workers are needed to run automated machines. Training mid-level managers will help lessen reliance on foreign experts. Regular skill-building programs can close this gap.

Reform the wage structure and Security Policy

National policy changes are also important. Wages should be reviewed to keep pace with inflation and rising living costs. Inspection agencies need sufficient funding and digital audit tools to ensure rules are followed and workers are safe. A safety and welfare fund, supported by a small portion of export earnings, could provide workers with long-term protection. By working together, management, employees, industry leaders, and policymakers can help the textile sector become more efficient, sustainable, and competitive worldwide.

3.3 Learning for Self-Improvement

During my internship, I had the opportunity to work with various departments. I always tried to express a positive attitude toward my colleagues from other teams, which is part of developing leadership qualities. My Industrial Supervisor and colleagues supported me in understanding their activities, and I also tried my best to understand their regular tasks. This helped me to learn and develop my technical knowledge and ideas about each department.

Skills can only be developed by applying what we learn. The practical work during my internship helped me connect the theoretical knowledge from the PGD course with real-life situations. I learned how important it is to maintain effective communication across all departments to complete daily tasks when working with the marketing and production units.

I realized that without transparent, effective communication, achieving organizational goals is very difficult. I noticed that each department has a different communication style. For example, HR's communication style does not always align with Production and Marketing.

At the beginning, I saw this difference as a barrier. However, gradually, I understood that each department follows its own style based on its responsibilities and manages coordination in its own way. Here, I learn how to work as a member of a team.

Now I understand the importance of an ethical culture when I work with compliance. I learned the difference between satisfaction and motivation while working with QAD and the production department. Motivation supports proper planning, production, and delivery, while satisfaction boosts confidence and integrity.

This course improved my leadership and teamwork skills. It also helped me understand the importance of sustainability in product development and environmental responsibility. I became more aware of the need for a green workplace for both the present and future generations.

I also realized how data management and automation tools help an organization with risk analysis, forecasting, optimization, and the provision of accurate information for strategy and decision-making.

I learned these valuable lessons while preparing the KIM program report for my PGD course and during my internship. Overall, this journey strengthened my professional confidence and prepared me for future challenges in the industry.

Chapter 4

Conclusion

The textile industry plays a very important role because it acts as the backbone of the RMG sector, mainly due to its strong vertical alignment, which ensures smooth coordination from raw materials to finished garments. Every step must be followed meticulously to produce a garment, starting from yarn to finished goods, and finally delivering the best quality to the end buyer.

Every garment company always wants to meet customer demand by offering quality products at the best possible price. However, the quality of garments largely depends on the quality of fabrics. Therefore, from order confirmation to sourcing and receiving all necessary raw materials in-house, proper weaving, production planning, fabric finishing, and finally garment sewing — each stage requires a standard process and strict compliance. At every step, both industry-specific skills such as Quality Management, Industrial Engineering, Merchandising, SCM, and Fashion Design, as well as generic skills like effective management, negotiation, forecasting, proper calculation, leadership, and quality maintenance, are essential for employees.

Through the PGD-KIM initiative, the government aims to develop these essential skills among local employees to strengthen the industry. To make the people of Bangladesh and the apparel industry more effective and efficient, the program is structured to cover all major aspects of the industry.

This internship has enhanced me both personally and professionally by improving my analytical skills, communication skills, and overall people management abilities. By evaluating my internship experience, I have identified areas where I should improve myself, as well as ways to contribute to the development of the Bangladesh apparel industry. Now that my internship has been completed, I feel committed to contributing positively to the growth of this industry.

I would like to express my heartfelt gratitude to my academic and industrial supervisors and the TRU Fabrics team for their continuous support and proper guidance throughout my internship. This experience has strengthened my practical knowledge and theoretical understanding which is alignment with the PGD course. To make the workforce of the Bangladesh apparel industry more skilled, effective, and efficient, such programs are essential. By initiating the PGD-KIM course, the Government of Bangladesh aims not only to enhance leadership, communication, and overall management skills, but also to prepare the workforce and the industry to face upcoming challenges in the apparel market, so that we can strive for a better Bangladesh in the coming days.

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