Report On
Pakiza Knit Composite Ltd.
RMG Operations

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 hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate 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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

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Academic Supervisor's Full Name & Signature:

James Ward Khakshi
Program Coordinator,
BIGD, BRAC University

Letter of Transmittal

James Ward Khakshi
Program Coordinator,
BIGD, Brac University
66 Mohakhali, Dhaka-1212

Subject: Industrial Attachment Report on Garment Industry Operations.

Dear Sir / Madam,
It is my pleasure to present my mid-level position provide details regarding' Marketing & Merchandising, Industrial & Production Engineering (IPE), RMG Operation (Production), RMG Finishing and Quality Assurance Department (QAD), Industrial Practices in Pakiza Knit Composite Ltd. for the Fulfillment of Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) which I was appointed by own choice.

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 requirements.

Sincerely yours,

_____

Md. Harun-Or-Rashid
ID: 24281086
Executive Development Center, BIGD
Brac University
November 10, 2025

Non-Disclosure Agreement

This agreement is made between Pakiza Knit Composite Ltd. and the undersigned student of EDC, BIGD, BRAC University. I, Md. Harun-Or-Rashid (ID: 24281086), hereby declare that I will not disclose any information regarding the parties who are directly or indirectly involved with this project.

I further acknowledge that I will not share any details about this program with Pakiza Knit Composite Ltd. that may violate the rules and regulations of BIGD.

In addition, my industry supervisor, Md. Ahsanul Kabir, also affirms the same declaration, and by signing below, he fully agrees to the terms of this confidentiality agreement.

Student's Full Name & Signature:

Md. Harun-Or-Rashid
ID: 24281086

Industry Supervisor's Full Name & Signature:

Md. Ahsanul Kabir
DGM, Industrial Engineering Dept.
Pakiza Knit Composite Ltd.

Acknowledgement

Our sincere thankfulness is first and foremost to Almighty Allah. I am very grateful to Him for giving us the fortitude and tenacity to finish our industrial training and the accompanying report. First, I sincerely thank the SEIP project authorities for their efforts in enhancing the skills of employees in the RMG sector.

I am especially grateful to my industry supervisor, Md. Ahsanul Kabir, for allowing me to explore different departments and for his constant encouragement to take on new challenges and learn every day. I also extend my heartfelt thanks to my academic supervisor, James Ward Khakshi, for his continuous guidance, timely support, and valuable instructions on preparing this report in standard format.

Finally, I would like to thank BIGD, BRAC University, and all concerned members for arranging such a well-structured internship program that greatly enriched my learning experience.

Executive Summary

This report summarizes my internship experience at Pakiza Knit Composite Ltd. (PKCL), where I applied the knowledge and skills gained from the PGD-KIM program across several operational departments.

Throughout the training period, I worked closely with Merchandising, Industrial Engineering, RMG Production, Quality, Finishing, observing their roles and how each department supports the overall production process. I performed practical tasks such as improving KPI measurement systems, developing MIS formats, enhancing quality reporting, and correcting costing methods. These activities allowed me to analyze performance data, identify operational gaps, and recommend improvements to increase efficiency and data accuracy.

The report also highlights key industry improvement suggestions and reflects on the professional development achieved during the internship. This experience strengthened my analytical ability, communication, and leadership skills, while deepening my understanding of organizational coordination. Overall, the internship connected academic learning with real practices and prepared me for future managerial responsibilities in the garment industry.

Keywords: Garment Manufacturing; Production and Production Planning.; Industrial Engineering (IE); Productivity Improvement; Quality Assurance; Cost Optimization.

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List of Acronyms

PKCL	Pakiza Knit Composite Limited
EDC	Executive Development Center
BIGD	BRAC Institute of Governance and Development
PGD	Post Graduate Diploma
KIM	Knitwear Industry Management
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
INTERNSHIP	Industry Attachment/Research Paper
IPE	Industrial & Production Engineering
CEO	Chief Executive Officer
CDA	Chemicals Dyes and Auxiliaries
KRAs	Key Responsible Areas
KPI	Key Performance Indicators
SMV	Standard Minute Value
QAD	Quality Assurance Department
TNA	Time and Action Plan
FOB	Free on Board
SOP	Standard Operational Procedure
RMG	Ready Mead Garments

Glossary

SMV (Standard Minute Value):
The average time required for an operator to complete a specific task. SMV is used for calculating production efficiency and labor cost.

CM (Cost of Making):
The total cost of producing a garment, including labor, machinery, and time.

TNA (Time and Action Calendar):
A planning tool is used to track the schedule and progress of each activity according to an order.

AQL (Acceptable Quality Level):
An international standard for inspecting production batches, determining the percentage of defects that are acceptable in a lot.

Chapter 1: About Organization

This chapter presents an overview of Pakiza Knit Composite Ltd. (PKCL), covering its background, vision, mission, goals, and organizational structure. It highlights the company's growth within the Pakiza Group, its sustainable production practices, and its role in the global textile industry. The chapter also outlines PKCL's major departments and diverse range of knitwear products, reflecting its commitment to quality, innovation, and environmental responsibility.

1.1 Overview of the Industry

Pakiza Group is a leading fabric manufacturing company in Bangladesh that has established a strong position in the global textile industry through its 25 years of experience and effective business model. The company initially began its journey in collaboration with a Japanese firm known for its strict discipline and high maintenance standards, which deeply influenced Pakiza's commitment to quality and professionalism.

Founded in 1982 by Mr. Rafikul Islam Khan, the Chairman of Pakiza Group, the company originally focused on producing and selling printed textiles. Over the years, it has expanded its operations by establishing several sister concerns, including Pakiza Spinning, Pakiza Cotton Spinning, Pakiza Dyeing and Printing, Pakiza Textile, Pakiza Knit Composite, and Pakiza Apparel. This strategic growth has enabled Pakiza Group to become a fully integrated textile conglomerate recognized for its excellence and innovation.

Currently, Pakiza Knit Composite Ltd. has started production with 63 lines in its garment manufacturing unit. The production capacity is now 4.5 million garments per month. The sewing section operates with 2,060 machines per shift and employs around 2,600 workers. The production process involves several departments, including Production, Quality, Cutting, Finishing, and Industrial Engineering (IE). The company's monthly sales target is 10 million USD, and it is currently working with approximately 48 active buyers.

Pakiza Knit Composite Ltd. (PKCL) is a 100% export-oriented composite knit factory and a prominent member of the Pakiza Group. The company is led by Mr. Rafikul Islam Khan,

Chairman, and Mr. Rakibul Islam Khan, Managing Director. PKCL is registered with BGMEA (Registration No. 3808) and maintains a banking partnership with Dutch-Bangla Bank Ltd.

Briefly, the unit's production capacities are as follows:

- Spinning: 70 tons/day
- Knitting: 20 tons/day
- Dyeing: 90 tons/day
- Print & Embellishment: 2 million pieces/month
- All-over Print: 25 tons/day
- Yarn Dyeing: 15 tons/day
- Embroidery: 1 million pieces/month
- RMG: 4.5 million pieces/month

The Savar project employee approximately 7,185 workers, covering departments such as Knitting, Dyeing, Dyeing Finishing, and RMG (Ready-Made Garment) sections.

PKCL has achieved LEED (Platinum) certification from the U.S. Green Building Council and has been honored with the Green Factory Award by the Government of Bangladesh. The company is deeply committed to sustainable and eco-friendly production practices, aiming to minimize the environmental impact of textile manufacturing. PKCL continuously works to reduce and reuse heat loss within its facilities, significantly lowering carbon emissions. Additionally, the Effluent Treatment Plant (ETP) ensures that wastewater is treated and safely discharged into the environment.

To further its sustainability initiatives, PKCL also utilizes solar power as an alternative source of renewable energy.

1.2 Vision and Mission

Pakiza Knit Composite Ltd. (PKCL) envisions to become a standard of excellence in product quality, business ethics, and work environment — emphasizing sustainability, quality focus, employee well-being, and continuous improvement. The company strives to build a culture that supports and empowers its employees, enabling them to deliver exceptional service to customers'

1.3 Goals and Objectives

The primary goal of Pakiza Knit Composite Ltd. (PKCL) is to strengthen its position as a globally recognized and sustainable garment manufacturer while ensuring consistent growth and customer satisfaction. The company strives to achieve excellence in product quality through continuous improvement, advanced technology adoption, and strict adherence to international standards. PKCL is also focused on expanding its global market presence by diversifying its product range and building long-term partnerships with reputed international buyers. Sustainability remains a core objective of the organization; hence, it continuously works to reduce carbon emissions, optimize resource utilization, and maintain eco-friendly operations across all departments.

1.4 Organizational structure, Organogram, Branches and Departments

Pakiza Group is a well-established textile conglomerate in Bangladesh with several sister concerns operating under its umbrella. The group's sister concerns include Pakiza Knit Composite Ltd., Pakiza Apparels Ltd., Pakiza Woven Fashion Ltd., Pakiza Cotton Spinning Mills (Pvt.) Ltd., Pakiza Spinning Mills Ltd., Garden Textile Mills (Pvt.) Ltd., Pakiza Textiles Ltd., Pakiza Tec novation Ltd., and Pakiza Software Ltd. All these enterprises operate under the visionary leadership of Mr. Rafikul Islam Khan, who serves as the Chairman of the entire Pakiza Group (see the organogram in the Annex).

1.5 Products/services produced by the industry

Pakiza Knit Composite Ltd. (PKCL) manufactures a wide range of knitwear products, including T-shirts, Leggings, Hoodies, Joggers, Polo Shirts, Sweat Tees, Tops, Bottoms, Henley Tees, Tank Tops, Jackets, Palazzo Pants, Dresses, Cargo Pants, Shorts, Swimsuits, Skirts, and Outerwear.

The company primarily focuses on basic knit items, while gradually expanding its capabilities to produce high value-added garments in response to evolving market demands. PKCL categorizes its monthly product mix as follows:

- Basic Category: 55%
- Semi-Critical Category: 25%
- Critical Category: 20%

On average, 4.5 million garments are exported from PKCL each month, reflecting the company's strong production capacity and consistent performance in the global apparel market. Figure 2 and Figure 3 in the Annex show the type-wise production quantity and top five buyers by order quantity.

Chapter 2: Description about task accomplishment

The scope of this internship report covers key functional areas of the knitwear industry, including Marketing and Merchandising, Industrial and Production Engineering (IPE), RMG Production, RMG Finishing and RMG Quality Assurance Department (QAD). Each of these areas plays a vital role in ensuring the overall efficiency, quality, and competitiveness of the organization. The study focuses on my understanding, work experience, and learning about how these departments operate, coordinate, and contribute to achieving the company's production and business objectives. The scope of the list of departments and the corresponding time duration of work during the internship period at Pakiza Knit Composite Limited

Table.1: Duration list of work during the internship

Sl.	Department	Duration / Period	Description No
2.1	Marketing & Merchandizing	9-Aug-25 to 26-Aug-25	16
2.2	Industrial & Production Engineering (IPE)	27-Aug-25 to 15-Sep-25	17
2.3	RMG Production	16-Sep-25 to 27-Sep-25	10
2.4	RMG Finishing	28-Sep-25to 04-Oct-25	6
2.5	RMG Quality Assurance Department (QAD)	5-Oct-25 to 23-Oct-25	17
		Total	66 days

2.1 Marketing & Merchandizing

During my training in the Marketing and Merchandising Department of Pakiza Knit Composite Ltd. (PKCL), I actively participated in various stages of the order management process. I assisted the merchandising team in collecting essential data such as fabric consumption, SMV, CM cost and trims details from relevant departments to support sample costing preparation. I also helped prepare cost sheets and observed how price negotiations were conducted with buyers based on target pricing.

In addition, I supported the product development team in sample tracking and documentation, ensuring that buyer comments were accurately communicated to the technical and production teams. I also observed the Pre-Production (PP) meeting, where cross-functional departments including Production, Industrial Engineering (IE), Planning, Supply Chain, and Quality Assurance discussed detailed order execution plans.

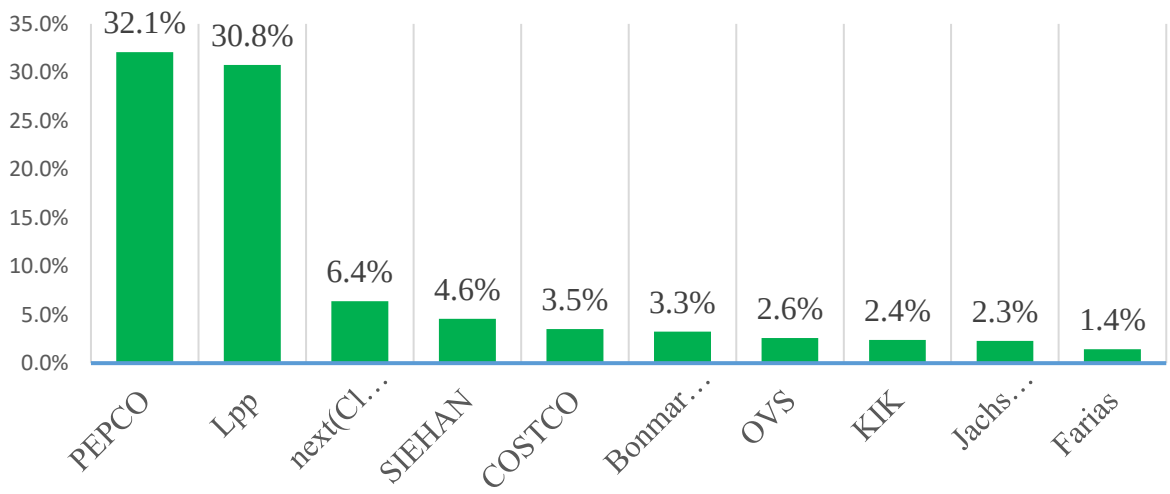


Figure 1: Top 10 Buyers by Shipment Percentage

Through this experience, I gained a comprehensive understanding of how the merchandising team coordinates with multiple departments to ensure on-time order processing—from sample development to final shipment. I also developed practical knowledge of buyer communication, costing methodology, Internal Time and Action (TNA) follow-up, and recognized the importance of accuracy, coordination, and professionalism in every merchandising activity.

2.2 Industrial and Production Engineering (IPE)

During my training in the Industrial and Production Engineering (IPE) Department of Pakiza Knit Composite Ltd. (PKCL), I gained practical experience in both the Costing IE and Sewing IE sections to understand their roles and operational processes.

In the Costing IE section, I assisted in collecting information for CM (Cost of Making) calculations, including SMV, machine requirements, and efficiency based on factory-approved

learning curves. I helped prepare basic CM sheets under supervision and observed how SMVs are calculated using the GST software system. I also learned how efficiency expectations and CPM-based costing support merchandisers in final price negotiations.

In the Sewing IE section, I participated in daily line balancing, recording hourly production sheets, preparing MIS reports, and observing manpower balancing and bottleneck analysis. I also learned how industrial engineers rearrange machines, motivate operators, and set SMV-based production targets.

Additionally, I observed Cutting IE for marker efficiency and fabric utilization, Finishing IE for on-time output and process monitoring, and Embellishment IE for print and embroidery productivity and chemical waste control.

This training provided me with a clear understanding of data-driven decision-making, continuous improvement, and cross-departmental coordination to maintain productivity, efficiency, and effective manpower management on the production floor. Overall, it enhanced my practical knowledge of industrial engineering practices in a real knitwear manufacturing environment.

MC Space	Style wise Line Layout										
Target	200				TARGET/ HR		EFFI		Machine	Req.M/c	Photo
BUYER :	NEXT(Girls)	ITEM	:	LST	234	AT	77.2%		S/N	9	
STYLE :	H42505 (TOP)	OPERATORS	:	32	182	AT	60.0%		O/L	19	
JOB NO :	10694	HELPER	:	5	152	AT	50.0%		F/L	4	
SMV(MC) :	6.327	TOTAL WORKER	:	37	303	AT	100.0%		Kansai	0	
SMV(HEL) :	0.995								B/Att	0	
TT SMV :	7.322	Sample :		Buying Sample					B/Hole	0	
LINE NO :		Size :		12 (M)					SNAP	0	
DATE :	26/Jul/2025								B/TACK	0	

No.	Operation	M/C	SMV	Standard Tgt	MAN OP	MAN Hel	Actual Tgt	Length		Eff%	Remarks
01	Overlock Moon - Open, Curve, Single	O/L	0.179	336	1.0		336	45		70%	
02	Attach Moon - Square, Full	S/N	0.590	102	3.0		305	83		77%	
03	Pair Front & Back Part, Together	HEL	0.187	321		1.0	321			73%	
04	Attach Shoulder (Both) - Chain Trim	O/L	0.475	126	2.0		253	28		93%	
05	Make Neck Rib	O/L	0.185	324	1.0		324	79		72%	
06	Tack At Neck Rib End For Ring Make	S/N	0.201	299	1.0		299	2		78%	
07	Attach Neck Rib - Tube	O/L	0.343	175	2.0		350	79		67%	

Figure 2: Style Wise Line Layout Sheet (Top)

Style Wise Sewing Thread Consumption Analysis For Order Placement

Season	: ?
Buyer	: ADMIRAL
Style	: AD120-RUN
Item	: SST
Job No	: 10752
Recv Date	: 12-Nov-25
Release Date	: 12-Nov-25
Sample Making Date	: 2025-11-11
Sample Type	: Production
Sample Size	: L
GSM	: ?
SPI	: 10-12

Photo

Note
Filament thread not available at sample

Color & Order Quantity Wise Thread Consumption

Color	Color Order Qty	Thread Type	Require Consumption/Gmt (Mtr)	Require Minimum Cone For Layout	Color Wise Require Thread Cone				Process Remarks Table
					5000 Mtr (Cone)	4000 Mtr (Cone)	2500 Mtr (Cone)	2000 Mtr (Cone)	
BLACK	1906 Pcs	50/2-DTM	194 Mtr	67 Cone	74 Cone	93 Cone	148 Cone	185 Cone	
BLACK	1906 Pcs	Filament	209 Mtr	40 Cone	80 Cone	100 Cone	160 Cone	200 Cone	All looper filament
WHITE	1264 Pcs	50/2-DTM	194 Mtr	67 Cone	49 Cone	61 Cone	98 Cone	123 Cone	
WHITE	1264 Pcs	Filament	209 Mtr	40 Cone	53 Cone	66 Cone	106 Cone	132 Cone	All looper filament

Figure 3: Thread Consumption sheet

2.3 RMG Production

During my training in the Sewing Section of Pakiza Knit Composite Ltd. (PKCL), I actively participated in daily production and monitoring activities. I assisted the Industrial Engineering (IE) and Production teams in collecting hourly production data from different lines and observed how production targets are set based on the monthly plan received from the Planning Department. I also attended style review and pre-production meetings to see how targets are allocated to each line.

Daily Hourly Production Report 5th floor

07PKCL/REC/SEW/02 DATE 14-Oct-25

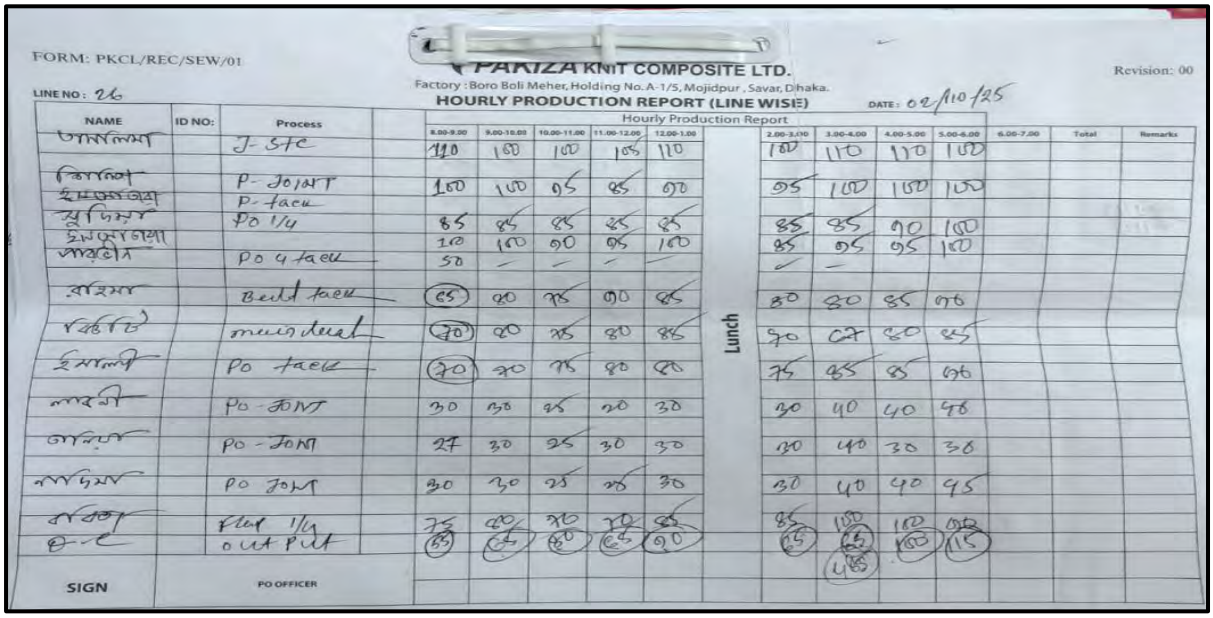
LINE	BUYER	STYLE	JOB	ITEM	TTL TGT	HRLY TGT	8.00-09.00	09.00-10.00	10.00-11.00	11.00-12.00	12.00-01.00	02.00-03.00	03.00-04.00	04.00-05.00	08 HR TOTAL	05.00-06.00	06.00-07.00	07.00-08.00
1	SIEHAN	WSA3S54-SHB-CHINCHIL-53B	11132	T-shirt	1100	100	70	100	100	100	56	18	64	50	558	70		
2	TIFFOSI	Sainz_1	11081	Swim Suit	1100	100	40	50	40	50	40	70	75	80	445	85		
3	OVS	261TSH032	10921	T-Shirt	4400	400	250	390	370	370	400	330	350	400	2860	415		
4	PREMIER	PR630	10568	POLO	1650	150	90	60	100	100	90	50	110	80	680	90		
5	PEPCO	SS26OB251-3	10,925	T-Shirt	5500	500	330	520	557	500	565	400	516	540	3928	515		
6	PEPCO	SS26PB457	10943	POLO	2200	200	180	190	170	185	180	175	195	170	1445	210		
Sub Total =1/6					15950	1450	960	1310	1337	1305	1331	1043	1310	1320	9916	1385	0	0
7	PEPCO	SS26PG616	10974	Leggings	7700	700	250	484	542	778	902	750	610	655	4971	759		
8	Lpp	809 AV-OP-2 (Frill)	10660	Top	1650	150	183	176	137	159	146	5	20	33	859	37		
9	NEXT	AW4876	11062	POLO	1100	100	60	50	65	80	90	90	70	40	545	70		
10	ARTSANA	101918	10997	TEE (back placket)	1980	180	70	140	150	170	180	160	150	160	1180	170		
11	Admiral	SC-001-HO	10832	Hoody	1100	100	20	30	50	50	60	70	60	70	410	60		
12	SIEHAN	SHBDP-HAFERK	11176	T Shirt	4400	400	150	151	180	165	210	270	330	310	1766	300		

Figure 4: Running Hourly Production Report Line Wise

I supported manpower allocation activities, helping the IE and Production teams balance operators across lines according to machine operations and adjustments for new styles or process changes. I attended floor discussions led by the Production Head, where topics such as daily production achievement, WIP status, overtime, and shipment priorities were reviewed. From these meetings, I learned the importance of effective coordination between Planning, IE, Quality, Supply Chain, and Accessories Stores for smooth production flow.

On the production floor, I learned to identify bottlenecks, monitor hourly line production, and observe how supervisors and in-charges respond when lines fall short of targets. I also assisted in verifying accessories and cutting input availability before production start-up. Additionally, I observed the implementation of compliance practices, including PPE usage, broken needle control, and label verification during production.

Through these activities, I gained hands-on experience in production monitoring, manpower management, efficiency tracking, and quality assurance practices. I also learned how teamwork and real-time data tracking contribute to achieving production targets while maintaining buyer quality standards.


FORM: PKCL/REC/SEW/01

PAKIZA KNIT COMPOSITE LTD.

Factory : Boro Boli Meher, Holding No. A-1/5, Mojidpur, Savar, Dhaka.

HOURLY PRODUCTION REPORT (LINE WISE)

Revision: 00

LINE NO: 26 DATE: 02/10/25

Hourly Production Report

NAME	ID NO:	Process	8.00-9.00	9.00-10.00	10.00-11.00	11.00-12.00	12.00-1.00	Lunch	2.00-3.00	3.00-4.00	4.00-5.00	5.00-6.00	6.00-7.00	Total	Remarks
[illegible]		J-Stc	110	100	100	105	110		100	110	110	100			
[illegible]		P-Joint	100	100	95	85	90		95	100	100	100			
[illegible]		P-Tack													
[illegible]		PO 1/4	85	85	85	85	85		85	85	90	100			
[illegible]			100	100	90	95	100		85	95	95	100			
[illegible]		PO 4 Tack	50	–	–	–	–		✓	–					
[illegible]		Belt Tack	65	90	75	90	85		80	80	85	90			
[illegible]		mini Seat	70	80	75	80	85		90	87	80	85			
[illegible]		PO Tack	70	70	75	80	80		75	85	85	90			
[illegible]		PO-JOINT	30	30	25	20	30		30	40	40	48			
[illegible]		PO-JOIN	27	30	25	30	30		30	40	30	38			
[illegible]		PO JOIN	30	30	25	25	30		30	40	40	45			
[illegible]		Flat 1/4	75	80	70	70	85		85	100	100	90			
[illegible]		OUT PUT	85	85	80	65	90		85	85	100	115			
										485					

SIGN PO OFFICER

Figure 5: Operator Hourly Production Monitoring Report

2.4 RMG Finishing

During my training in the Finishing Section of Pakiza Knit Composite Ltd. (PKCL), I actively participated in daily production and monitoring activities. I assisted Production teams with Iron, Packing, and Measurement data from different floors. and observed how production targets are set based on the sewing output capacity.

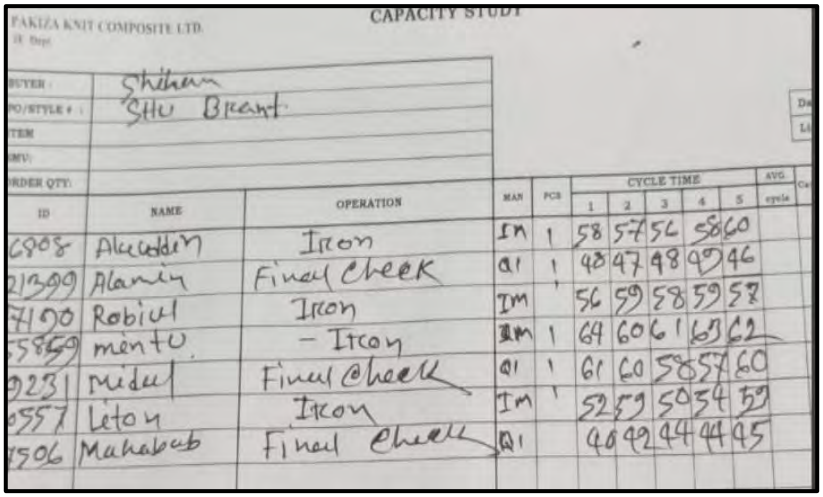


Figure 6: Capacity Study Sheet in Finishing Section

Lack of production study Iron type based on product type wise. Then I oversee this target too much low from the actual. I observe huge WIP (Work in Progress) in finishing section here and there, covering all products.

Same as day by day working with him and helped, find out the actual capacity below points in finishing sections

- Measurement Check
- Getup Check
- Folding
- Poly
- Cartoon

Also, check the manpower balance early in the morning, especially on the ironing side. Ironing is the fastest input process in the finishing section. The supervisor should balance the manpower and set the ironing target accordingly. However, this target often changes several times throughout the day because it depends on the product category, such as bottoms, dresses, T-shirts, jackets, etc.

2.5 RMG Quality Assurance Department (QAD)

During my training in the Quality Department of Pakiza Knit Composite Ltd. (PKCL), I gained practical knowledge of various quality control systems at different production stages, including in-line, end-line, finishing, and final inspection. I assisted quality inspectors during daily in-line checks by recording defect types and quantities and calculating DHU (Defects per Hundred Units). I helped prepare In-Line 7 pcs Inspection Analysis Reports and learned how inspectors identify common issues such as open seams, skip stitches, label misplacement, and shade variation. I also observed how the Quality Assurance (QA) team conducts root cause analysis for recurring defects and collaborates with line supervisors, operators, and maintenance staff to resolve issues at the source. I learned the importance of communication between IE, Production, and Maintenance teams to maintain consistent quality standards and prevent rework.

During end-line inspection, I assisted in segregating defective garments and tracking their rechecking and repair. I observed how measurement accuracy and workmanship are verified before garments proceed to finishing. In the finishing stage, I monitored packing quality, labeling, and carton markings, ensuring they matched buyer-approved samples. I also learned about the AQL (Acceptable Quality Level) inspection system before shipment, including random carton sampling, and how AQL standards for critical, major, and minor defects determine lot acceptance or rejection.

Table 2: AQL Standards Chart

Defects Type	AQL Limit (%)	Action
Critical Defect	0%	Lot rejected immediately; corrective action required
Major Defect	2–4%	Lot conditionally accepted or rework required/Re-check
Minor Defect	4–6%	Lot generally accepted; monitor for trends

Through this hands-on experience, I learned the importance of a zero-tolerance approach toward critical defects and ensuring product quality at every stage. I gained a comprehensive understanding of quality assurance systems, inspection techniques, and data analysis, which are essential for minimizing rework and achieving buyer satisfaction.

Chapter 3: Critical assessment of Internship work

3.1 Application of Generic and Industry specific courses during internship

This chapter discusses how I applied the knowledge and skills gained from the PGD-KIM program during my internship at Pakiza Knit Composite Ltd. (PKCL). It covers the practical use of various courses such as HR, Communication, Industrial Engineering, Supply Chain, Quality, and Costing. The chapter also includes suggestions for industry improvement and highlights my key learnings, personal growth, and professional development through this internship experience.3.1 Application of Generic and Industry specific courses during internship

HR Skills Competencies:

Through the HR Skills and Competencies course, I learned how to lead a team effectively and efficiently—an essential capability for middle- and senior-level management professionals. During my training, I applied this knowledge in the Human Resources Department of Pakiza Knit Composite Ltd. (PKCL) by analyzing and improving their existing staff evaluation system. I observed that the current evaluation process was not fully structured or performance-based, so I shared my insights to help establish a more systematic KPI (Key Performance Indicator) framework.

EVALUATION PERFORMANCE-APM/DPM (Sewing)

Period :	To	Type :	*Annual / Special*	Gross Salary :	36000 BDT
Name :		Job ID :		Designation :	
Joining Date :		Assessment Date :		Job Area/Dept. :	

PART-A : TOTAL POINT- 80

Sl	KRA	KPI	UoM	Weight age	Date Source	Target	Achieve	Total Point	Achieve Point	Aechived %	Remarks
1	Productivity	Efficiency	%	30%	IE	65.00%	60.00%	24	22.2	92.31%	
2	Quality	DHU	%	10%	QAD	5.00%	5.00%	8	8.0	100.00%	
3	Delivery	Plan vs Actual	%	30%	IE	100.00%	4.00%	24	1.0	4.00%	
4	Cost	Extra Overtime	%	5%	IE	100.00%	100.00%	4	4.0	100.00%	Self Responsible
5	Cost	Machine Utilization	%	5%	IE	101.00%	100.00%	4	4.0	99.01%	
6	Cost	Order Closing	%	10%	AUDIT	100.00%	100.00%	8	8.0	100.00%	
7	Pepple Manageme	Migration	%	5%	HR	5.00%	6.00%	4	3.3	83.33%	
8	Safety & Complince	5S Audit Rating	%	5%	ADMIN & COMPLIAN	100.00%	80.00%	4	3.2	80.00%	
				100%			Sub Total (Part-A)	80	53.6	67.01%	

Figure 7: Key Performance Indicators Measuring Framework

In collaboration with the HR team, I worked to ensure data accuracy and alignment with organizational objectives. I began by defining KRAs (Key Responsible Areas) and developing designation-wise KPIs. Next, I assigned weightages based on the importance of each KPI and defined measurable units of performance. I then set specific targets with verifiable data sources and determined total KPI points in consultation with the IE, Production, HR, and Administration departments. By applying the knowledge and tools learned from the PGD-KIM program, I successfully developed a structured KPI evaluation system for PKCL. The company accepted this project, and it is scheduled for implementation starting November 2025.

In addition to technical aspects, I also practiced key leadership and interpersonal skills, learning how to inspire and motivate employees by showing respect, empathy, appreciation, and encouragement. I realized that fostering a culture of mutual respect and recognition is equally important for maintaining employee satisfaction and achieving organizational excellence.

Communication Skills:

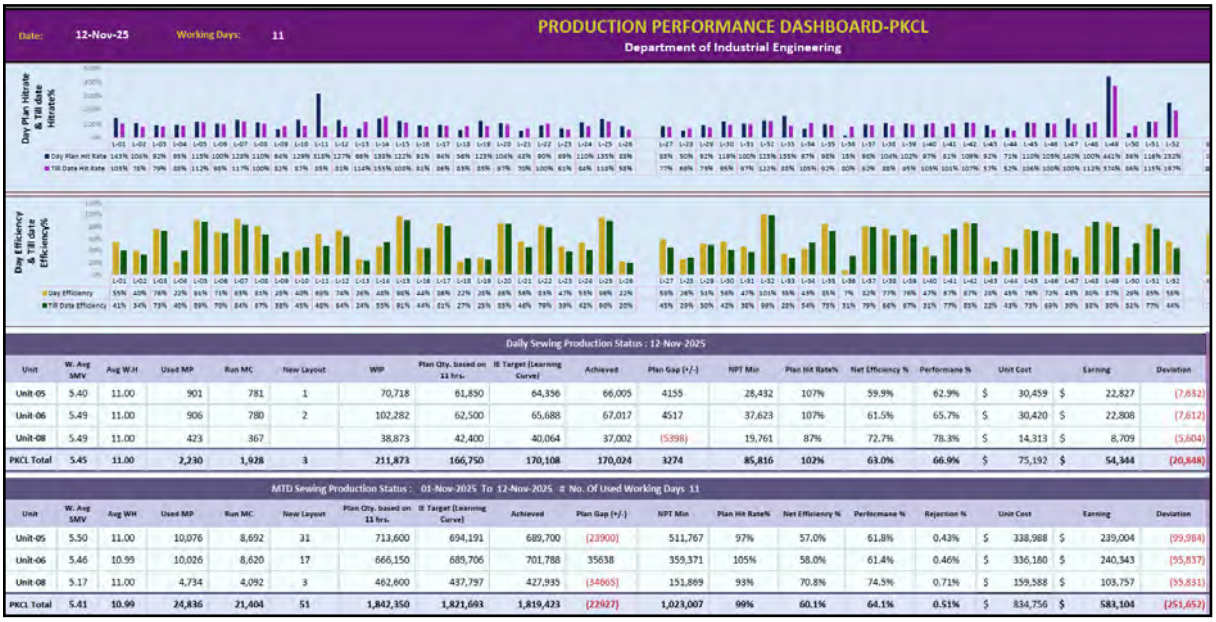
During this course, I developed strong communication skills, particularly in writing effective and professional emails for official correspondence. I also learned how to communicate appropriately with both juniors and seniors during office hours, applying these strategies throughout my internship period. In today's RMG (Ready-Made Garments) sector, effective communication plays a vital role—especially in marketing—since most customers and business partners are foreigners. Poor communication can lead to misunderstandings and even potential business losses.

Although I was not directly responsible for email correspondence during my internship, I actively followed and reviewed communication between the merchandising team and buyers. I noticed that some of the email content lacked clarity and professionalism. Therefore, I shared my insights with my colleague, Mr. Masum, explaining how different situations require different tones and formats in email communication. After about a month, he implemented my suggestions when corresponding with buyers and later shared that he noticed a significant improvement in communication outcomes.

This experience reinforced my understanding that effective, situation-based communication enhances professionalism, strengthens relationships, and contributes directly to organizational success.

Industrial Engineering:

My learning from this course included key concepts such as Motion Economy, Ergonomics, Lean Manufacturing, Cellular Manufacturing, and 6S principles. I successfully implemented these concepts during my internship at Pakiza Knit Composite Ltd. (PKCL), particularly in the Production Department, where I applied my knowledge to improve line balancing and optimize production flow. I also applied the consumption calculation techniques learned from the PGD-KIM program, which helped ensure accurate and efficient resource utilization.



Unit	W. Avg SMV	Avg W.H	Used MP	Run MC	New Layout	WIP	Plan Qty. based on 11 hrs.	IE Target (Learning Curve)	Achieved	Plan Gap (+/-)	NPT Min	Plan Hit Rate%	Net Efficiency %	Performane %	Unit Cost	Earning	Deviation
Unit-05	5.40	11.00	901	781	1	70,718	61,830	64,356	66,005	4155	28,432	107%	59.9%	62.9%	$ 30,459	$ 22,827	(7,632)
Unit-06	5.49	11.00	906	780	2	102,282	62,500	65,688	67,017	4517	37,623	107%	61.5%	65.7%	$ 30,420	$ 22,808	(7,612)
Unit-08	5.49	11.00	423	367		38,873	42,400	40,064	37,002	(5398)	19,761	87%	72.7%	78.3%	$ 14,313	$ 8,709	(5,604)
PKCL Total	5.45	11.00	2,230	1,928	3	211,873	166,750	170,108	170,024	3274	85,816	102%	63.0%	66.9%	$ 75,192	$ 54,344	(20,848)

Unit	W. Avg SMV	Avg WH	Used MP	Run MC	New Layout	Plan Qty. based on 11 hrs.	IE Target (Learning Curve)	Achieved	Plan Gap (+/-)	NPT Min	Plan Hit Rate%	Net Efficiency %	Performane %	Rejection %	Unit Cost	Earning	Deviation
Unit-05	5.50	11.00	10,076	8,692	31	713,600	694,191	689,700	(23900)	511,767	97%	57.0%	61.8%	0.43%	$ 338,988	$ 239,004	(99,984)
Unit-06	5.46	10.99	10,026	8,620	17	666,150	685,706	701,788	35638	359,371	105%	58.0%	61.4%	0.46%	$ 336,180	$ 240,343	(95,837)
Unit-08	5.17	11.00	4,734	4,092	3	462,600	437,797	427,935	(34665)	151,869	93%	70.8%	74.5%	0.71%	$ 159,588	$ 103,757	(55,831)
PKCL Total	5.41	10.99	24,836	21,404	51	1,842,350	1,821,693	1,819,423	(22927)	1,023,007	99%	60.1%	64.1%	0.51%	$ 834,756	$ 583,104	(251,652)

Figure 8: Production Performance Dashboard

My learning from this course included key concepts such as Motion Economy, Ergonomics, Lean Manufacturing, Cellular Manufacturing, and 6S principles. I successfully implemented these concepts during my internship at Pakiza Knit Composite Ltd. (PKCL), particularly in the Production Department, where I applied my knowledge to improve line balancing and optimize production flow. I also applied the consumption calculation techniques learned from the PGD-KIM program, which helped ensure accurate and efficient resource utilization.

During my training, I identified a significant issue — the lack of proper data for analysis. To address this, I applied the analytical knowledge gained from the PGD-KIM course. After discussing the issue with the Head of the Industrial Engineering (IE) Department, I emphasized the importance of maintaining a structured and consistent database. Together, we developed a Management Information System (MIS) format for daily data recording.

The MIS included key parameters such as Buyer, Style, Plan Quantity, IE Target, WIP, Daily Input, Layout Manpower, Practical Manpower, Hourly Production, Total Production, working Hours, Efficiency (%), CM, FOB Cost, especially highlight NPT Dashboard to management (Non-Productive Minute).

After implementing this MIS system, the IE Department of PKCL appreciated my contribution to making data analysis more systematic and reliable. I was very pleased to see such positive results and improvement achieved through the practical application of my PGD-KIM knowledge.

As per Plan Duration	Total Style	Ontime style Accessories Status	Balance style accessories status	Hit Rate %
16 Oct. to 19 Oct.	28	15	13	54%
21 Oct. to 23 Oct.	25	11	14	44%
26 Oct. to 28 Oct.	21	14	7	67%
30 Oct.	34	17	17	50%

Figure 9: Finishing accessories analysis hit rate% Result

In finishing section lot of improvement with analysis, I use my PGD-KIM knowledge for WIP Balance technique. I work in finishing capacity study with Iron table, Measurement, Getup check, Poly and cartoons. There is currently a significant gap between my studied capacity and the actual output. Therefore, I plan to share my document and target-setting policy with the Finishing Head. Implemented some policy and circulated with their managers with working procedure.

I apply the knowledge and techniques I have gained from my PGD-KIM program to identify the root causes and suggest effective solutions for improving coordination and reducing WIP finishing section.

I also work on aligning the finishing process with the sewing plan to ensure that the required accessories are available on time. However, I have observed significant deviations between the sewing plan and the actual accessory availability, which leads to a gradual increase in finishing WIP. To address this issue, I conduct detailed analyses of accessory-related problems and share my findings with the team. I apply the knowledge and techniques I have gained from my PGD-

KIM program to identify the root causes and suggest effective solutions for improving coordination and reducing WIP.

I am actively involved in analyzing how to reduce Work in Progress (WIP) within the finishing section. I also share my knowledge and techniques to support continuous improvement. I regularly assess the WIP status for accessories and prepare detailed analytical reports. My reports have proven to be highly effective and valuable to the senior management of PKCL, as they provide a clear understanding of the actual situation on the production floor. My analysis has been greatly appreciated for helping identify root causes and supporting data-driven decision-making to improve efficiency.

Business Operation Skills:

Through the PGD-KIM course, I gained valuable knowledge about business operation skills, which involve the ability to efficiently manage and develop the entire process from order confirmation to shipment. During my internship at Pakiza Knit Composite Ltd. (PKCL), I had the opportunity to work closely with a Senior General Manager (GM), from whom I learned directly and indirectly about effective production planning and coordination. With his permission, I applied my knowledge to assist in developing an improved production planning system to ensure timely delivery. We focused on proper recirculation and utilization of workers, machines, and other resources to minimize downtime and avoid operational failures.

Pakiza Knit Composite Ltd. PKCL/REC/PPR/02

Line Loading Plan of Oct'25 as of 30th Sep'25

											5th Floor	1711850	66200	68800	64600	64300
											6th Floor	1630670	67700	68850	65300	61950
											8th Floor	1096200	42900	42900	43400	43900
New Lin	Customer	Job No.	Style No.	CRITERIA	Type	Delivery Date	Order Qty.	SMV	M/C	Sew.Start Date	Sew.End Date	Plan Qty	1-Oct	2-Oct	4-Oct	5-Oct
1	SIEHAN	11096	WSA2S54-SHB-ELLBOW-521	Semi Critical	TEE	30-Sep-25	1999	8.83	18	30-Sep-25	1-Oct-25	1000	1000			
1	SIEHAN	11096	WSA1S54-SHB-JELLY34-521	Basic	TEE	30-Sep-25	3000	5.02	18	2-Oct-25	5-Oct-25	3000		1000	1000	1000
1	ADLER	10748	TH 89-01-03	Semi Critical	TEE	24-Sep-25	752	10.83	18	5-Oct-25	6-Oct-25	800				
1	SIEHAN	11133	WSA1S54-SHB-JELLY34-521	Basic	TEE	7-Oct-25	2000	4.72	17	7-Oct-25	8-Oct-25	2050				
1	SIEHAN	11133	WSA1S54-SHU-TOWER-521	Semi Critical	TEE	7-Oct-25	500	8.17	18	8-Oct-25	9-Oct-25	550				
2	PEPCO	10832	SS26PB308	Semi Critical	BTM	15-Sep-25	160020	10.59	34		5-Oct-25	8000	2000	2000	2000	2000
2	NEXT(Girls)	10977	H49594	Semi Critical	TOP	5-Oct-25	1945	4.76	30	6-Oct-25	7-Oct-25	2000				
2	NEXT(Girls)	10978	H50443	Semi Critical	TOP	5-Oct-25	3309	8.54	29	7-Oct-25	9-Oct-25	3400				
3	DPAM	10858	ZADATEE2	Basic	TEE	30-Sep-25	5256	4.89	32	30-Sep-25	2-Oct-25	4500	4000	500		
3	ARTSANA	10996	102064	Basic	TEE	11-Oct-25	13729	5.12	20	2-Oct-25	6-Oct-25	13900		3500	4000	4000
3	LPP	10152	503EU	Basic	TEE	25-Oct-25	8004	4.52	28	6-Oct-25	8-Oct-25	8200				
3	OVS	10921	261TSH028	Basic	TEE	15-Oct-25	9529	4.92	30	8-Oct-25	11-Oct-25	9700				
3	OVS	10921	261TSH029	Basic	TEE	15-Oct-25	8124	4.92	30	11-Oct-25	13-Oct-25	8200				
4	PREMIER	10699	PR612	Critical	POLO	15-Sep-25	13788	11.34	37		30-Sep-25	0				
4	PREMIER	10568	PR630	Critical	POLO	30-Jul-25	15120			1-Oct-25	19-Oct-25	15400	600	800	1000	1000
5	PEPCO	10729	SS26PG630	Basic	Legging	10-Oct-25	294000	3.41	31		4-Oct-25	16500	7000	7000	2500	
5	PEPCO	10822	SS26OB151-1	Basic	TEE	30-Sep-25	70740	4.24	32	4-Oct-25	9-Oct-25	28500			2500	5200
5	PEPCO	10925	SS26OB251-3	Basic	TEE	7-Oct-25	57060	4.86	30	11-Oct-25	22-Oct-25	57200				
5	PEPCO	10961	SS26OG530-3	Basic	TEE	27-Oct-25	102528	4.52	28	23-Oct-25	2-Nov-25	36400				
6	PEPCO	10943	SS26PB456	Semi Critical	POLO	30-Oct-25	170118	10.39	35		4-Oct-25	6000	2000	2000	2000	
6	PEPCO	10943	SS26PB457	Semi Critical	POLO	30-Oct-25	85020	10.20	37	5-Oct-25	30-Oct-25	46000				2000

Figure 10: Monthly Line wise Production Planning Board

I also participated in coordination meetings involving Merchandising, Cutting, Sewing, Finishing, Quality, and Shipment departments. I helped the GM track and update the order status through a simplified reporting format, which reduced planning and follow-up time by 2–3 hours compared to the previous method.

Throughout this process, I observed how to identify the root causes of multidimensional problems and implement corrective actions effectively. This practical exposure enhanced my understanding of how strategic planning, cross-departmental coordination, and data-driven decision-making contribute to overall business efficiency and operational success.

Analytical Skill and Competencies:

During my internship, I learned and applied various analytical techniques that were taught in the PGD-KIM course while working with department heads. This course proved to be highly valuable, especially in the garments sector, where analytical thinking is essential for efficiency and accuracy. Many reports and decisions can be completed in advance through proper analytical methods. I learned to calculate key operational parameters such as the required production hours for an order, the daily production target, and how these factors influence overall line performance and efficiency.

While working with the Operation Head, I observed that frequent short shipments were occurring across different buyers. I identified this as a result technical and analytical skill gaps. I shared my proposal with the Operation Head on how analytical forecasting could help prevent these issues. Applying my analytical knowledge, I developed a method to reduce short shipments. When approximately 80% of the total sewing quantity of an order was completed, I calculated the rejection percentage and identified the specific sizes where most rejections occurred. Using this data, I adjusted the shipment quantity ratio by size and coordinated with the cutting department to recut the required panels. This proactive approach helped the factory avoid short shipments in almost 90% of the orders.

Previously, when rejection analysis was conducted only after sewing completion, the fabric was no longer available in the cutting section to replace defective pieces. As a result, short shipments were unavoidable. Through my analytical intervention, I demonstrated how early-stage data analysis and proactive planning can significantly improve shipment accuracy and operational efficiency.

Supply Chain Management:

I learned valuable lessons on various things related to purchasing and materials during my internship. I applied & share my knowledge while working with the department head at pakiza knit composite ltd. how to order accessories or materials for an order, how long it takes to get them based on date or emergencies, and how much better quality can be obtained for less money. I can share what I have learned from them. I learned from here what costs are included behind an inventory and applied my learning here. I shared with them how keeping inventory reduces costs and worked on it.

Practically I can observe huge inventory in finishing area and most of buyer qty. stack in different areas in PKCL premises. Then I collect information about all Finishing areas' goods day by day. As a result, I am very much shocked because almost 5 lacks goods have no finishing accessories not inhouse which is 58% of total stack finishing goods.

Then I discussed with GM operations sir when sewing line plan wise, accessories should be confirmed, and accessories should be planned before the goods enter the line. Then finishing goods are not back locked and excess inventory will be reduced, that will save money, time and floor space utilization.

Quality Management:

From this course, I gained detailed knowledge about quality systems and various operational activities in the garment industry. During my internship at Pakiza Knit Composite Ltd. (PKCL), I observed different quality inspection stages and reviewed certifications to understand their purposes and compliance requirements. I noticed that although the In-Line and End-Line Quality Inspectors (QIs) were performing their tasks correctly, their reporting system was outdated and lacked proper visualization.

Using the knowledge acquired from the PGD-KIM course, I introduced a more efficient garment measurement and reporting process. I demonstrated a faster and more accurate method of inspection, which increased manpower efficiency by more than three times and improved overall productivity. I also proposed a graphical reporting format to the Head of the Quality Assurance Department (QAD) that visually represented DHU% (Defects per Hundred Units) and the top three recurring defects. The management accepted my proposal, and the updated reporting format was implemented successfully.

Additionally, I learned about pre-final and final inspections, the shipment approval process, and the practical application of the Four-Point System for fabric inspection. I applied my theoretical understanding to calculate and analyze DHU%, comparing it with actual production data. This hands-on experience enhanced my analytical and quality control skills, allowing me to bridge the gap between theory and real-world garment quality management.

Costing

The PGD-KIM course taught us, in a simple yet effective way, how to calculate product costs and prepare cost sheets—an essential skill for the textile and garment industry. During my internship at Pakiza Knit Composite Ltd. (PKCL), I applied this knowledge to determine FOB costs in the Merchandising Department and CM (Cost of Making) in the Industrial Engineering Department.

Under the guidance of Ahsanul Kabir Sir from DGM-IE, PKCL, I identified that the existing costing formula used at PKCL was incorrect. I discussed this issue with the Head of Department (HOD) and demonstrated the internationally accepted formula, highlighting the difference in results.

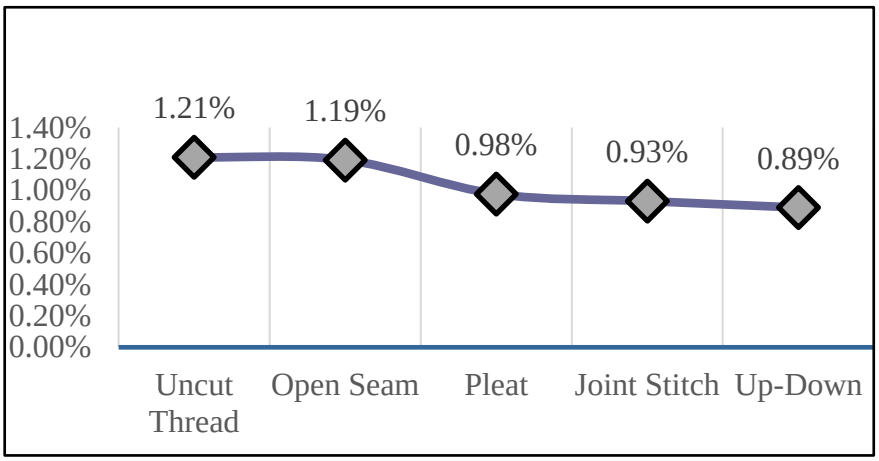


Figure 11: Top 5 Defects Name with %

For example,

T-shirt with SMV = 5.00,

CPM = 0.0650,

and Efficiency = 80%,

Existing formula = CPM X SMV X 12 X Efficiency %

= 0.065 X 5.00 X 12 X 80% = 3.12 dollar/dozen

International Standard formula = (CPM X SMV) / Expected Efficiency % X 12

= (0.065 X 5.00) / .8 X 12 = 4.875 dollars/ Dozen

PKCL's existing formula yielded a CM of USD 3.12 per dozen, whereas the standard formula resulted in USD 4.87 per dozen—showing a genuine loss of USD 1.76 per dozen.

Following this analysis, a joint meeting was held with the Audit, Operations, and Merchandising departments to review the costing process. The team approved and implemented the revised CM costing format based on the international standard formula. This new system now allows for more accurate and transparent cost estimation, supporting better pricing decisions and order confirmations.

COSTING ANALYSIS FOR ORDER PLACEMENT

PHOTO:-

SAMPLE DATE	: 24.06.2025
BUYER	: Nautica Jeans
JOB NUMBER	: 10216
STYLE/ARTICLE NO	: K49995
OPTION	:
ITEM	: SS Polo with back moon, double but lower rib placket, twill tape at back neck & side slit
FABRICATION	: PIQUE STRIPER
COMPOSITION	: 60% CTN, 40% POLY
GSM	: 228
SIZE	: M

*Rib coller & bk nk twill tape
*Double picket with 2 button
*Rib cuff with topstitch
*Side slit with twill tape/BT
*Bartack at placket (4 BT)
*Side stripe match
*Patch label at bottom

##################	16.415	ESTIMATED NO.OF MAN :	51		NON-WASH			
ORDER QTY	500	1500	2500	3500	5000	10000	15000	20000	30000
EXPECTED EFFICIENCY	18.18%	27.27%	34.05%	38.21%	42.06%	47.67%	48.13%	48.13%	48.13%
ESTIMATED AVG PRODUCTION/HR	34	51	63	71	78	89	90	90	90
ESTIMATED CM/DZN	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
BASED ON	CPM								

NOTE: THIS STYLE ANALYZED BY SKETCH/ SAMPLE (REFERENCE/STYLING/APPROVED/COUNTER).AFTER GETTING APPROVED SAMPLE THIS INFORMATION MAY BE CHANGED WHICH DEPENDS ON THE CHANGES IN THE DESIGN.

Figure 12: CM Costing Analysis for placement format

Additionally, the course "Leadership for Managing Challenges of the Fourth Industrial Revolution," taught by Md. Muslim Uddin Sir, helped me understand modern industrial challenges related to automation, supply-demand management, and business operations. I applied these learnings while working with the Production and Merchandising Heads to improve decision-making and enhance coordination between departments. Overall, these experiences strengthened my analytical, costing, and leadership skills essential for the evolving garment industry.

3.2 Suggestion for industry improvement

The readymade garment (RMG) industry in Bangladesh has witnessed significant progress in recent years, particularly in terms of compliance with buyer and regulatory requirements. However, there remain certain areas that need further improvement, such as fire safety, overtime practices, worker health and welfare, transportation, timely salary payment, and sustainable energy use. The following suggestions outline practical steps to address these issues:

Fire Safety Improvement

Fire safety measures should be strengthened by installing adequate fire hydrant systems to ensure protection for at least 25% of the total workforce. All stairways and emergency exits must be always kept free of obstacles. Regular maintenance of fire equipment should be carried out, and weekly fire safety drills must be conducted. A dedicated fire safety team should wear identifiable uniforms so they can be easily located during emergencies. Additionally, all factory workers should receive regular training until they are fully prepared to respond effectively in critical situations.

Overtime Management

Improvements are needed in managing overtime work. Overtime hours should be accurately recorded, allowances must be paid promptly, and workers should not exceed 60 hours of work per month as per labor law. Floor managers must ensure that all workers receive equal rights and opportunities for overtime work, avoiding favoritism. Overtime calculations should be based on realistic production needs and fair practices.

Health and Welfare Facilities

To support workers' health and well-being, canteen meals should be offered at subsidized prices so that all employees can eat nutritious food affordably. Establishing in-house convenience or "super shops" can help workers purchase daily necessities easily, with the option of deducting payments directly from their salaries. Additionally, offering beef or fish dishes at least once a week would help workers maintain a balanced diet and focus better on their work.

Transportation Facilities

Many workers currently commute to factories on their own, which often leads to late arrivals and production delays. Factory owners should arrange regular transportation facilities to ensure workers can arrive and depart safely and punctually, improving both productivity and overall safety.

Timely Salary Payment

To avoid delays in salary disbursement, factory owners should maintain a separate salary provision account. Timely payment, preferably by the 7th of each month, boosts worker morale, ensures financial security, and enhances the company's reputation. Regular and prompt payment reflects good management practices and builds trust among employees and external stakeholders alike.

Sustainable Energy and Resource Management

For sustainable industrial development, factories should utilize renewable energy sources such as solar power and rainwater harvesting. With Bangladesh experiencing rainfall for nearly six months each year, collected rainwater can be stored and used in dyeing and washing processes. Installing solar panels on factory rooftops can reduce dependency on gas, CNG, and diesel, thereby lowering energy costs. Additionally, energy-saving practices—such as turning off lights and fans during lunch breaks, switching off air conditioners when leaving rooms, and fixing all AC units at 25°C—can significantly reduce electricity consumption and monthly utility expenses.

3.3 Learning for self-improvement

After completing the PGD-KIM course, I gained extensive theoretical and practical knowledge, which I am now able to apply effectively in my daily work life. Before taking this course, I struggled with office communications, including writing professional emails and delivering presentations. Through the course, I have significantly improved my analytical calculation skills, verbal and written communication, and overall proficiency in various subjects.
The course also helped me develop confidence, particularly in decision-making, operational thinking, and understanding high-level management and business economics. This confidence has empowered me to carry out operations independently and efficiently. The internship reinforced this self-confidence, allowing me to contribute both to my personal growth and the progress of the knitwear sector in Bangladesh.

During my internship, I acquired numerous practical skills, including advanced analytical techniques, team management, and strategies to increase production efficiency. I learned how to identify key areas for improvement and implement effective solutions. I also gained practical experience with modern machinery and automation, understanding how to enhance productivity and quality using 4IR technologies.

Additionally, I gained hands-on experience in costing procedures through the merchandising and Industrial Engineering (IE) departments. Collecting practical information and performing cost calculations myself has strengthened my ability to conduct logical, accurate costing and participate confidently in buyer bidding processes.

I also acquired specialized knowledge from the quality department, including the purpose and use of various quality certificates, shipment procedures, and sustainability practices. The course provided systematic guidance on sustainable development, testing procedures, licenses, and regulatory requirements for establishing a company, all of which have broadened my knowledge and will be highly beneficial in my professional career.

Chapter 4: Conclusion

Pakiza Group is one of the leading local ready-made garment manufacturers in Bangladesh, producing and exporting garments to nearly 100 countries. Pakiza Knit Composite Ltd. (PKCL) started its journey in 2014 with a turnover of 4 million USD and has grown to 120 million USD by 2025. During my internship, I had the opportunity to work across the Marketing and Merchandising, Industrial Engineering, RMG Production, and Quality Assurance departments. Each department at PKCL is well-organized, with clear Standard Operating Procedures (SOPs) to manage daily operations efficiently.

Being a leading manufacturer, Pakiza Knit Composite Ltd. (PKCL) is highly experienced in managing multiple buyers simultaneously, ensuring smooth operations across various accounts. The management has also made significant investments in strengthening its design and production facilities, covering sample development, knitting, dyeing, dyeing finishing, washing, embroidery, and printing sections, which has nearly doubled the company's overall production capacity. During my internship, I provided several technical recommendations to enhance efficiency and system integration. These included the implementation of a KPI-based evaluation system in the HR Department, introduction of an MIS format for data recording in the Industrial Engineering (IE) Department, reduction of WIP in the finishing section, revision of the CM costing formula in the Costing Department, improvement of inventory and supply chain optimization, and enhancement of quality data visualization and DHU reporting.

During my internship at Pakiza Knit Composite Ltd. (PKCL), I gained comprehensive practical experience across major functional areas. The internship allowed me to apply theoretical knowledge from the PGD-KIM program to real industrial practices, especially in areas such as costing, WIP analysis, industrial engineering, communication, HR management, and quality control.

Additionally, the education system and teaching environment at BRAC University are highly effective and modern. The faculty members are polite, sincere, and dedicated, and the university provides all necessary materials and instructions, which greatly enhanced the learning experience.

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Footnotes

The Business Standard, "29 factories get Green Factory Award," available at: https://www.tbsnews.net/economy/industry/29-factories-get-green-factory-award-838231

Pakiza Knit Composite Ltd., official website: https://www.pakizaknit.com/

Pakiza Group, official website: https://www.pakizagroup.com/

Bangladesh Garment Manufacturers and Exporters Association (BGMEA), Member No. 2832: https://www.bgmea.com.bd/member/2832

Global Organic Textile Standard (GOTS) Certified Supplier Database, Pakiza Knit Composite Ltd.: https://global-standard.org/find-suppliers-shops-and-inputs/certified-suppliers/database/search_result/16582

Pakiza Knit Composite Ltd., *Company Profile (PDF)*: https://www.pakizaknit.com/assets/files/pkcl_profile.pdf

Appendix A.

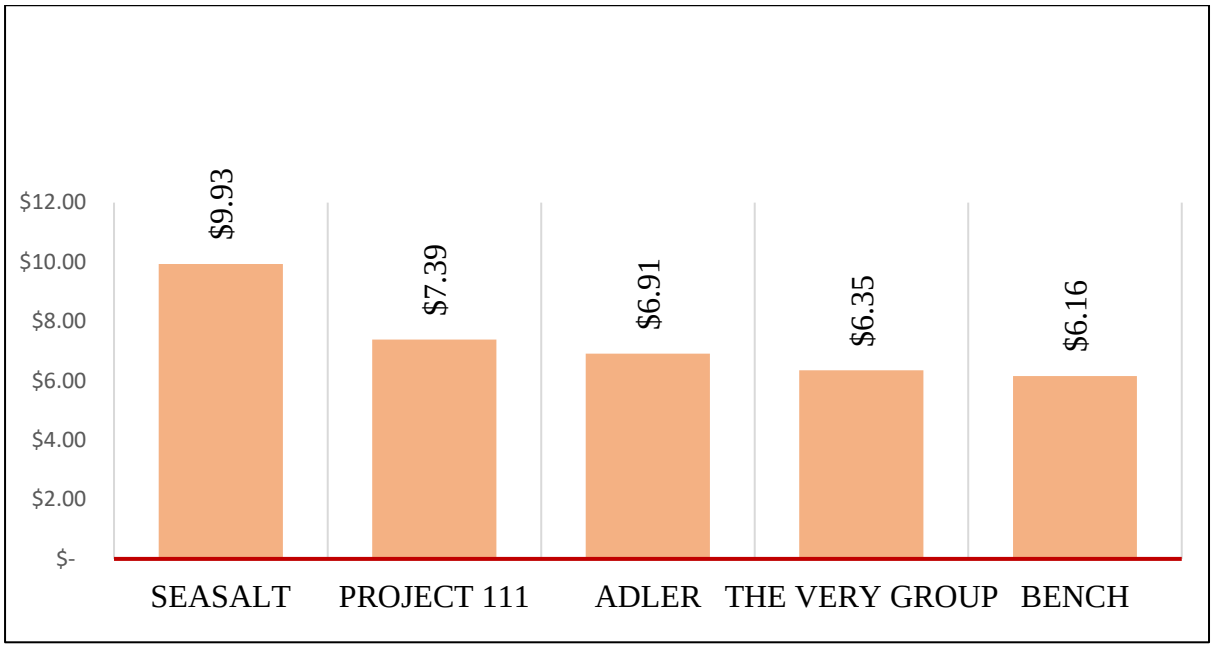

Figure 13: Top Performing Buyers Based on Average FOB

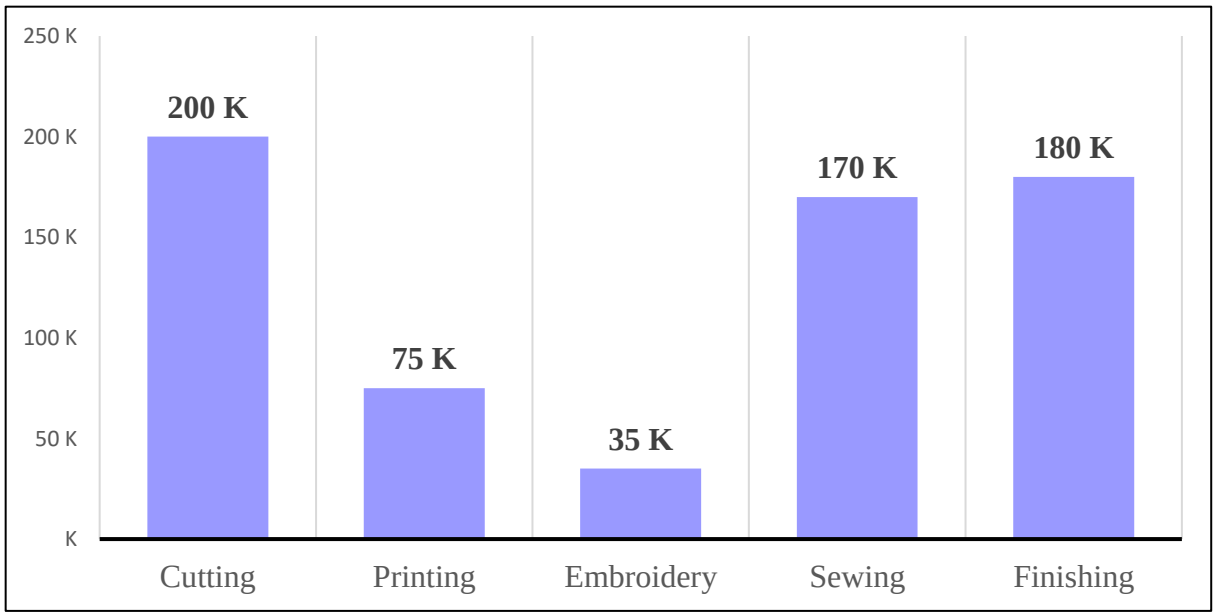

Figure 14: PKCL Overall Capacity Performance (RMG)

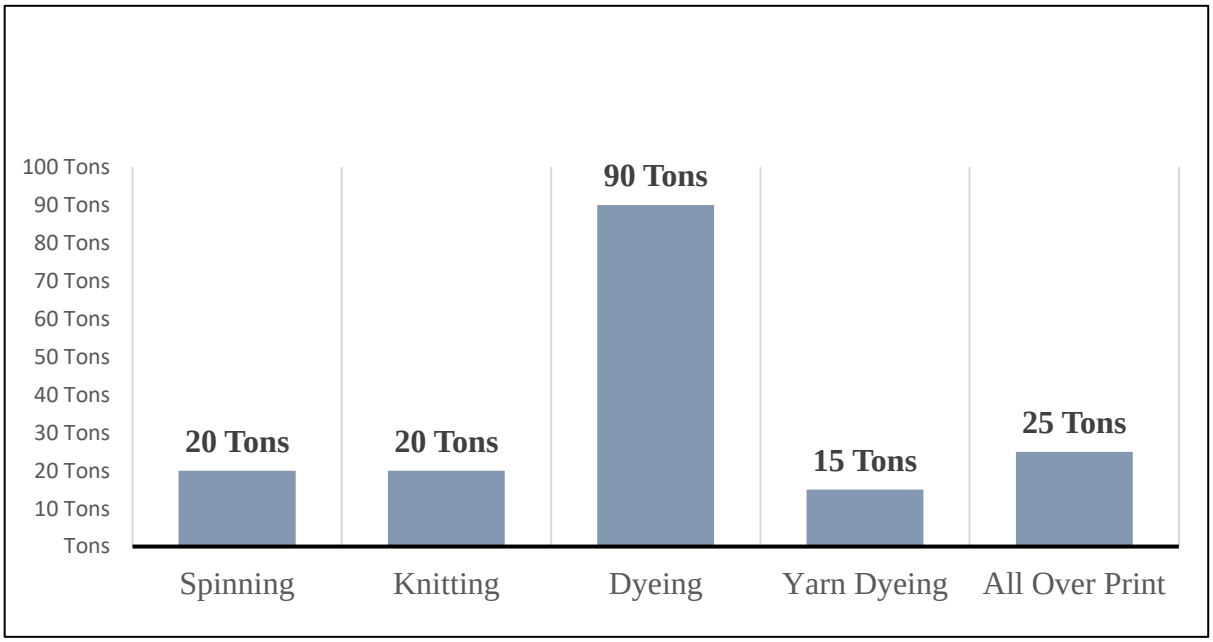

Figure 15: PKCL Overall Capacity Performance (Textile)

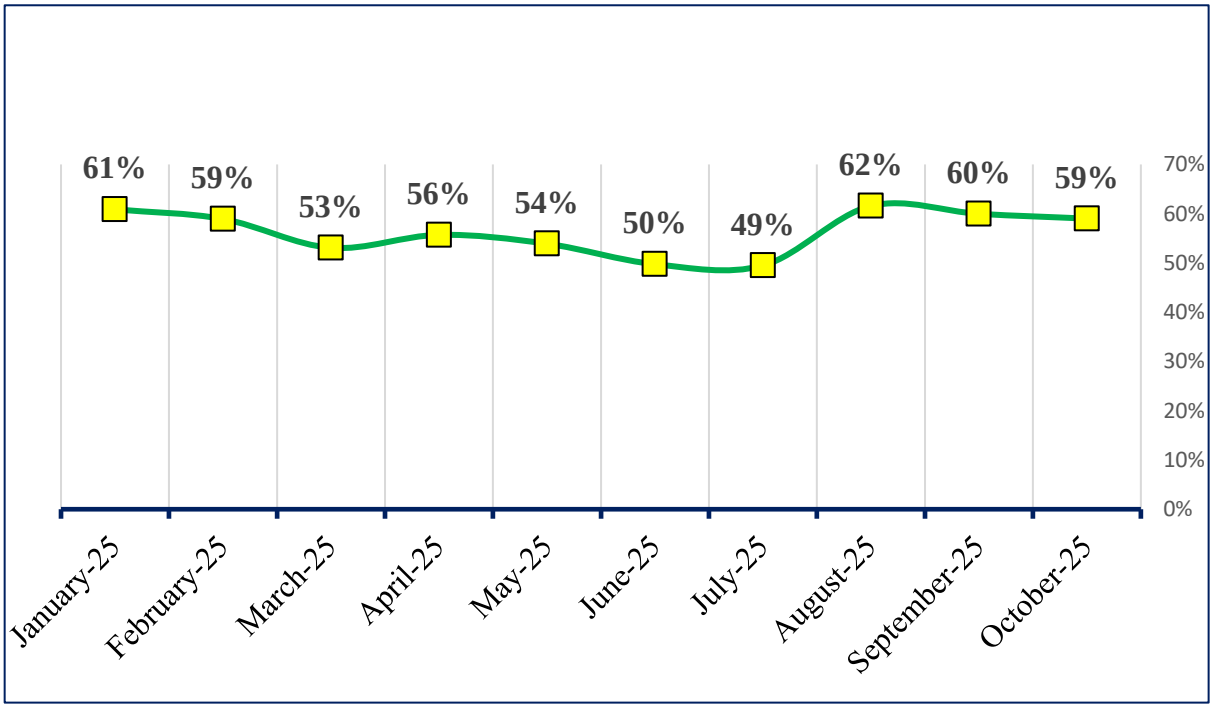

Figure 16: PKCL Month Wise efficiency%

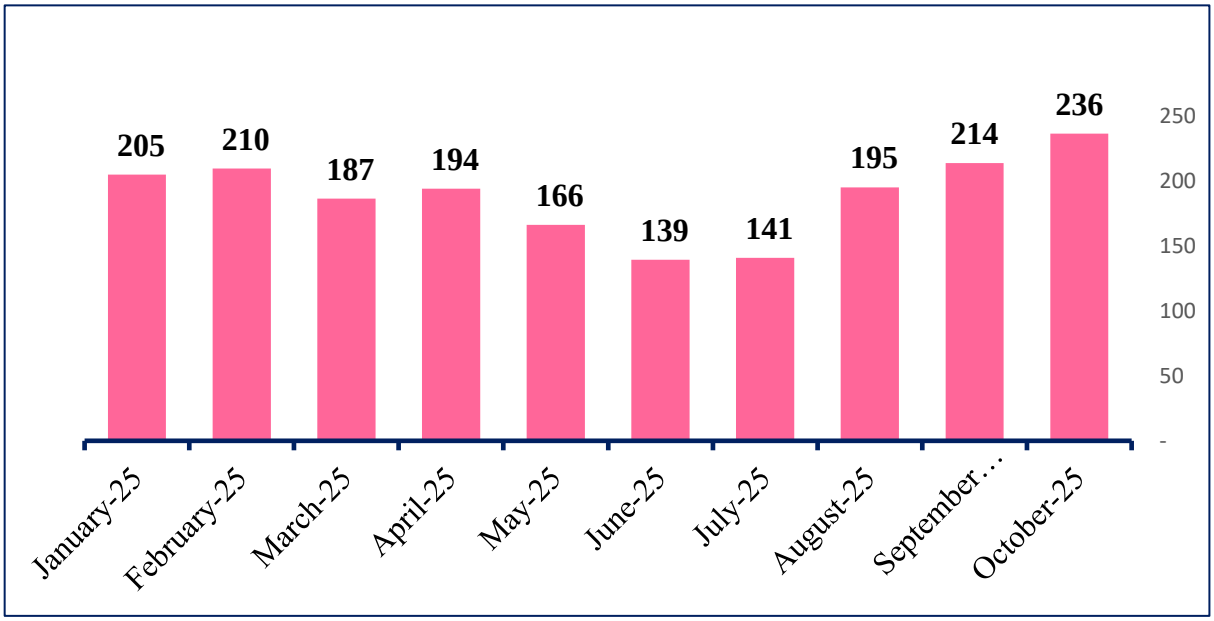

Figure 17: Month Wise Factory Hourly Production

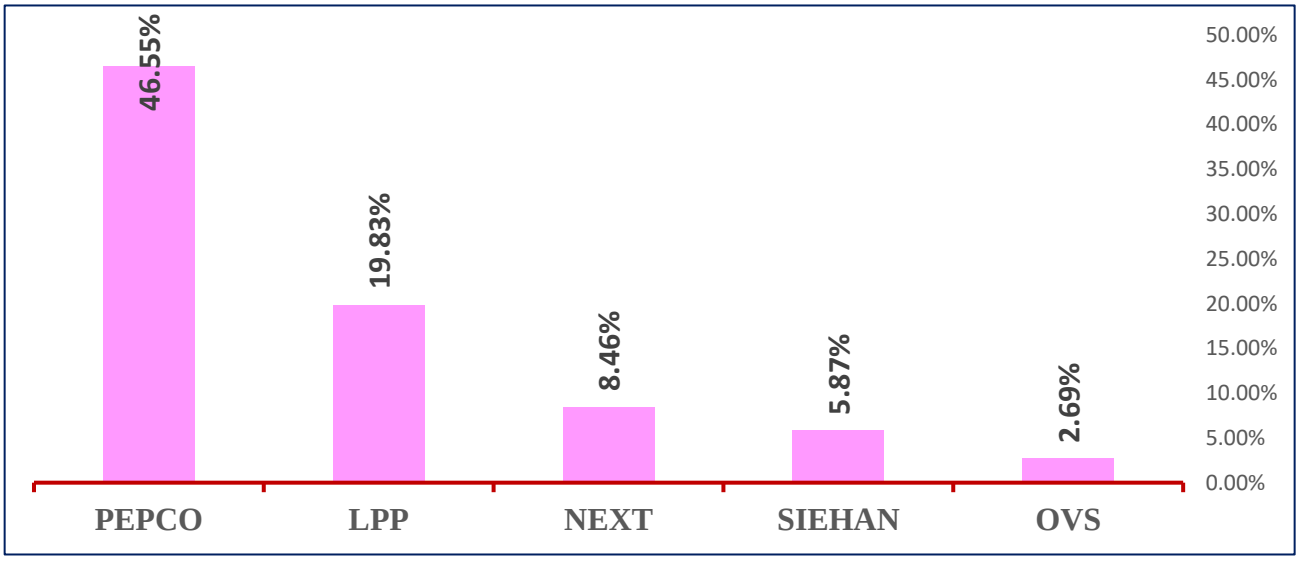

Figure 18: Top 5 Buyers by Order Quantity

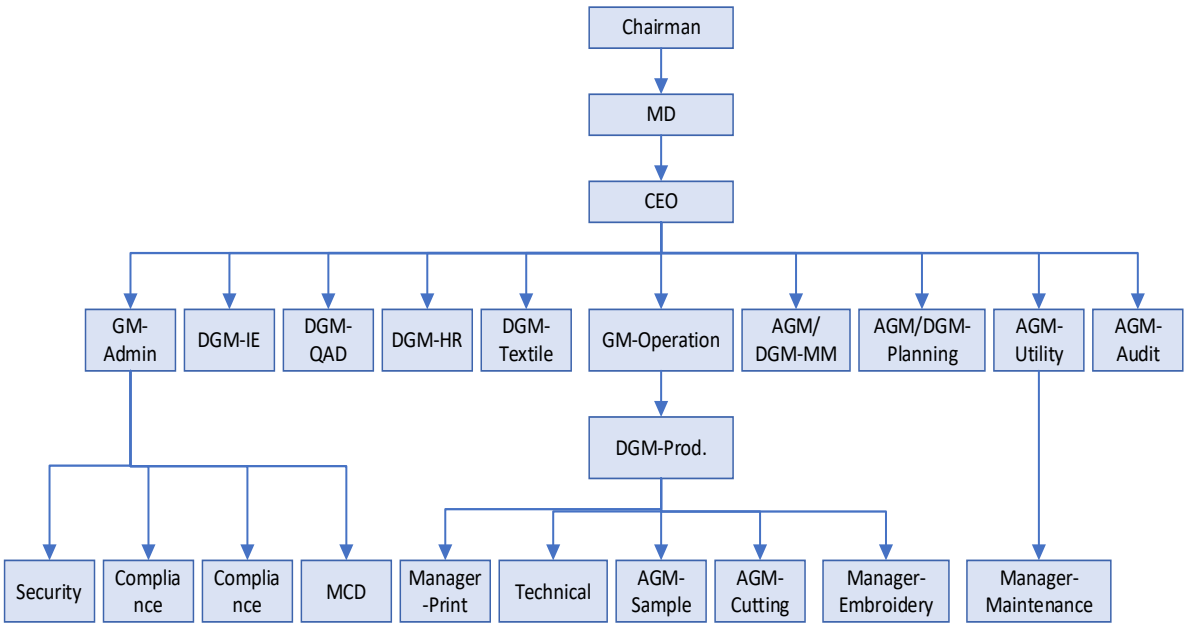

Figure 19: Organogram of Pakiza Knit Composite Ltd. (PKCL)

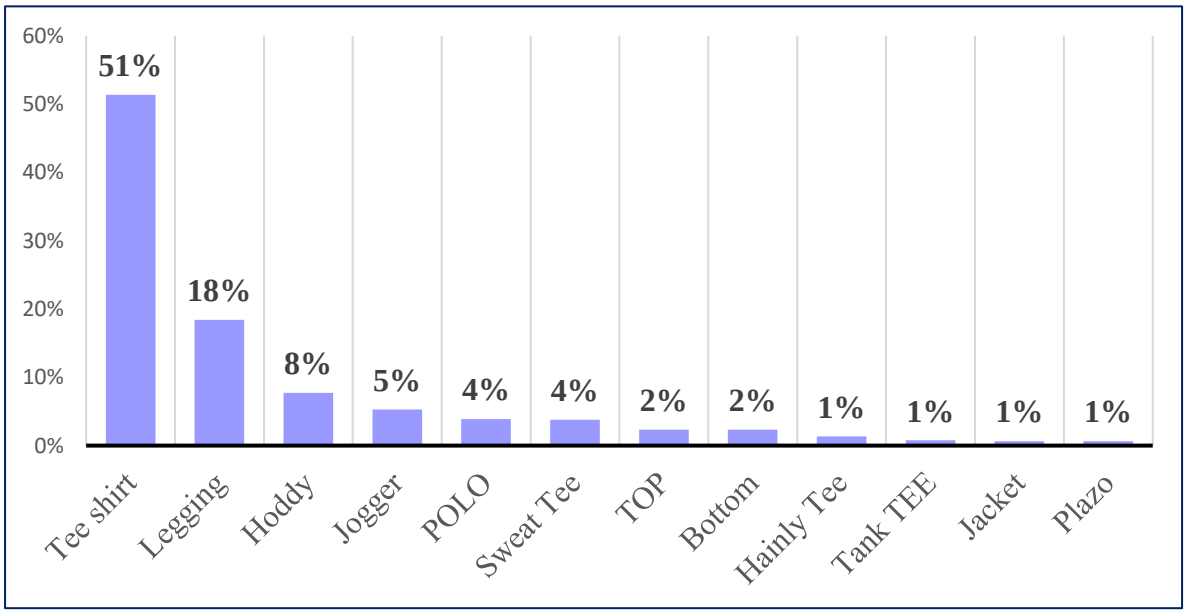

Figure 20: Product Type-wise Production Quantity %

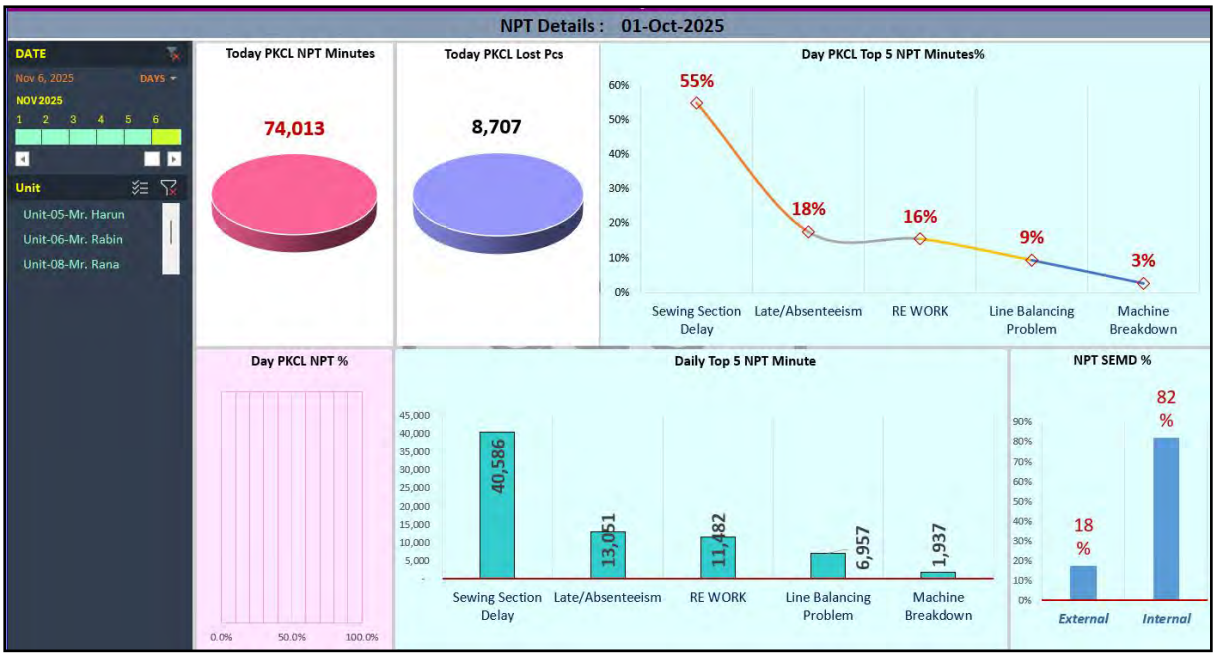

Figure 21: PKCL Daily NPT (Non-Productive Time) Dashboard

Buyer	Finishing WIP Qty.
PEPCO	493670
OVS	56058
RAGNO	12932
ERNSTING FAMILY	7920
LPP	7813
PREMIER	5363
YOLO ROLLAR	4778
NEXT	4180
REISS	3003
REPORTER YOUNG	2858
ADMIRAL	1716
SIEHAN	1527
ALPINE PRO	595
VERY GROUP	378
Grand Total	**602791**

Figure 22: PKCL Finishing WIP Quantity for accessories delay analysis chart