

Internship Report On
Disari Industries (Pvt) Ltd
Production, QMS, Procurement, Marketing and Merchandising and
Human Resource Management Department

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 referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

James W. Khakshi

Program Coordinator,

BIGD, Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on Disari Industries (Pvt.) Ltd.

Dear Sir,

This is my pleasure to display my internship regarding' production, QMS, procurement, marketing and merchandising and Human Resource Management of Dishari Industries Pvt Ltd., which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Sifatul Mehbuba Shoily

Student ID: 24281042

Executive Development Center, BIGD

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Date: November 14, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Disari Industries (Pvt) Ltd. and the undersigned student at EDC, BIGD, Brac University.

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S. M. Sultan Pritom

Manager, Sustainability

Goldstar Group of Industries

Acknowledgement

First and foremost, I would like to express my heartfelt gratitude to the Almighty Allan for granting me the patience and determination to successfully complete my internship and this report as part of the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) program at BRAC University.

I would like to extend my sincere appreciation to my academic supervisor, James W. Khakshi, Program Coordinator, BIGD, BRAC University, for his valuable guidance, continuous support and insightful feedback throughout the preparation of this report. His encouragement and constructive suggestions have greatly contributed to enhancing the quality of my work and understanding of the practical aspects of the knitwear industry.

My deepest gratitude also goes to the management of Disari Industries (Pvt.) Ltd., a sister concern of the Goldstar Group for granting me the opportunity to complete my internship in their esteemed organization. I am particularly thankful to S.M. Sultan Pritom, Manager, Sustainability, Goldstar Group, and all the respected officials and colleagues from the QMS, Production, Procurement, Marketing and Merchandising and Human Resource Management departments for their kind cooperation, guidance and cordial assistance during my training period. Their practical insights and willingness to share knowledge made this internship a truly enriching learning experience.

I would also like to acknowledge the efforts of BRAC University PGD-KIM program coordinators and faculty members for designing such a comprehensive and industry-oriented curriculum that effectively bridges academic concepts with real-life industrial practices.

Finally, I am thankful to my family and friends for their continuous encouragement, moral support and understanding throughout my academic journey and internship period.

This internship has been a significant milestone in my academic and professional development, allowing me to integrate theoretical knowledge with practical experience and gain a deeper understanding of the knitwear manufacturing industry of Bangladesh.

Executive Summary

This report has been prepared as part of the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) program at BRAC University. It is based on my internship experience at Disari Industries (Pvt.) Ltd., a 100% export-oriented knit garment manufacturer and a sister concern of the Goldstar Group.

During the internship period, I worked across five key departments- Quality Management System (QMS), Production, Marketing and Merchandising, and Human Resource Management (HRM). This cross-departmental exposure provided me with a comprehensive understanding of the entire garment production process, covering order negotiation, raw material coordination, production control, quality assurance, and shipment procedures. It also enabled me to apply theoretical concepts learned from the PGD-KIM coursework in real industrial environments and observe the interdependence among different functional areas in achieving organizational objectives.

This report presents an overview of each department's functions, highlights my practical learning experiences, and identifies areas for improvement, including efficiency enhancement, digital system integration, and workforce development initiatives.

Overall, the internship was a highly valuable professional experience that strengthened my technical knowledge, analytical thinking, and communication skills, effectively preparing me for a successful career in the textile and apparel industry.

Keywords: QMS; Production; HRM; Marketing and Merchandising; Efficiency; Digital Integration.

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List of Acronyms

ACCORD	Accord on Fire and Building Safety in Bangladesh
AQL	Acceptable Quality Level
BEFTN	Bangladesh Electronic Funds Transfer Network
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BSCI	Business Social Compliance Initiative
CSR	Corporate Social Responsibility
EDC	Executive Development Center
ERP	Enterprise Resource Planning
HR	Human Resources
HRM	Human Resource Management
IE	Industrial Engineering
KIM	Knitwear Industry Management
LC	Letter of Credit
MD	Managing Director
PGD-KIM	Post Graduate Diploma in Knitwear Industry Management
PO	Purchase Order
QMS	Quality Management System
RMG	Ready-Made Garments
RTGS	Real Time Gross Settlement
SCM	Supply Chain Management
TNA	Time and Action Plan

Glossary

Audit Compliance	The process of ensuring factory operations meet buyer, legal, and social compliance standards.
Buyer	The international client or retailer who places orders for garments.
Cutting Section	The department responsible for cutting fabric according to pattern and size specifications.
Efficiency	The ratio between actual production and planned production capacity, indicating productivity performance.
Industrial Engineering (IE)	A department that optimizes production systems for efficiency and cost reduction
Inspection	Quality checking at different stages of production to ensure compliance with buyer requirements.
Lead Time	The total time required from order placement to shipment delivery.
Line Balancing	Distributing work evenly across production lines to achieve maximum efficiency.
Merchandising	The process of managing buyer orders, from sample development to shipment.
Procurement	The process of sourcing and purchasing raw materials and accessories needed for production.
Production Planning	Scheduling and coordinating production activities to meet deadlines and buyer requirements.
Quality Control (QC)	Systematic process of checking product quality at each stage of production
Sample Development	Creation of prototype garments based on buyer specifications before bulk production.
Sustainability	Operating in an environmentally and socially responsible manner to ensure long-term viability.
Work Study	A method used by industrial engineers to measure and improve worker productivity.

Chapter 1: About Organization

1.1 Overview of the Industry

The readymade garment (RMG) industry has long been the backbone of Bangladesh's economy, contributing the largest share of export earnings and employing millions of workers. Within this sector, the Goldstar Group has established itself as a prominent player since its inception in 1992. Starting with only two production lines, the group has expanded steadily over the last three decades into a vertically integrated business encompassing five garments production units, a washing plant, a carton and poly manufacturing facility, and a logistics unit. Currently operating with 47 production lines, the group produces over 18 million pieces of garments annually and has achieved a strong global presence through partnerships with reputed international retailers.

Disari Industries (Pvt.) Ltd., a sister concern of Goldstar Group, is a 100% export-oriented knit garment manufacturer. The company specializes in the production of a wide variety of knitwear items including T-shirts, panties, briefs, boxers, retro shorts, pyjama sets, leggings, swimwear, tank tops, nightwear, bras, vests, shirts, and pants. Through consistent performance, Disari has become a trusted supplier for globally recognized buyers such as ALDI, KIK, COSTCO, and Lidl.

The competitive strength of Disari Industries lies in its modern manufacturing facilities, skilled workforce, and efficient sourcing network, which together enable it to meet buyer requirements in terms of quality, lead time, and cost competitiveness. The company places strong emphasis on compliance and sustainability, being a proud member of the Bangladesh Garment Manufacturers and Exporters Association (BGMEA) and successfully audited by ACCORD and BSCI. These credentials reflect adherence to international standards in workplace safety, workers' rights, and environmental responsibility.

With an annual turnover exceeding 33 million US dollars, Disari Industries (Pvt.) Ltd. continues to expand its presence in the global apparel market. Its focus on innovation, operational excellence, and ethical practices positions it not only as a significant contributor to the Goldstar Group's growth but also as a noteworthy participant in the broader development of Bangladesh's RMG industry. (Al Mamun, 2022)

Vision and Mission

Every organization sets specific visions, missions, and goals to define its direction and purpose. Similarly, Disari Industries (Pvt.) Ltd. has established a clear strategic framework that reflects its long-term aspirations, operational philosophy, and core values. The following statements outline the company's vision, mission, and goals, which collectively guide its actions and business practices.

Vision: At Disari, we endeavor to become a market leader through the pursuit of high productivity, advanced technological innovation and absolute customer satisfaction by leveraging on the strengths of our core business while staying true to our universal social and environmental standard. (htt)

Mision: Disari is committed to supporting its customers, fulfilling and exceeding their expectations, and enabling them to be more competitive in the marketplace.

The company is committed to being a safe and healthy work place that provides its employees with the opportunity to grow and develop as a family. (htt3)

The company is committed to continue to grow and evolve considering our corporate social and environmental responsibilities throughout the process.

Goals of Disari Industries (Pvt.) Ltd.

The primary goals of Disari Industries (Pvt.) Ltd. are centered on achieving sustainable growth, ensuring product excellence, and strengthening its global competitiveness within the knit garment sector. The key goals are as follows:

The primary goals of Disari Industries (Pvt.) Ltd. are centered on achieving sustainable growth, ensuring product excellence, and strengthening its global competitiveness within the knit garment sector. The company aims to achieve sustainable growth through continuous improvement in productivity, efficiency, and innovation while ensuring superior product quality that consistently meets international buyer standards and enhances customer satisfaction. It seeks to strengthen global competitiveness by expanding market reach and building long-term partnerships with renowned brands such as ALDI, KIK, COSTCO, and Lidl. Furthermore, Disari promotes technological advancement in production processes to

achieve higher accuracy, reduced lead time, and cost optimization. The company also upholds corporate social responsibility (CSR) through ethical labor practices, environmental sustainability, and community welfare initiatives. In addition, it strives to create a safe and inclusive workplace that empowers employees and encourages professional development. Disari Industries focuses on enhancing operational flexibility to meet diverse buyer demands and adapt to rapidly changing market trends while contributing to the national economy by increasing export earnings and maintaining Bangladesh's positive image as a leading apparel exporter.

Objective of Dishari Industries Pvt Ltd.

To fulfill its mission and vision, Disari Industries has set the following key objectives:

The company aims to maintain consistent product quality that meets international standards through effective quality control and continuous process improvement. It ensures on-time delivery to strengthen buyer confidence and maintain long-term business relationships while adopting modern technologies to enhance production efficiency and reduce environmental impact. Disari promotes worker welfare by providing safe working conditions, fair wages, and continuous training programs to enhance employee skills. It also seeks to expand market presence by exploring new global buyers and maintaining a strong reputation with existing clients such as ALDI, KIK, COSTCO, and Lidl. Furthermore, the company implements sustainable practices that reduce waste, conserve resources, and comply with international environmental and social audit requirements such as ACCORD and BSCI. Through these strategic goals and objectives, Disari Industries (Pvt.) Ltd. continues to contribute significantly to the growth and reputation of Bangladesh's RMG sector as a sustainable and globally competitive industry.

Through these strategic goals and objectives, Disari Industries (Pvt.) Ltd. continues to contribute significantly to the growth and reputation of Bangladesh's RMG sector as a sustainable and globally competitive industry.

1.2 Organizational structure, Organogram, Branches and Departments

Structure of Disari

Disari Industries (Pvt.) Ltd. follows a hierarchical organizational structure designed to ensure efficient coordination and smooth communication among different functional areas. The structure reflects a top-down management approach, starting from the Managing Director and extending to department heads, line managers and operational staff. This systematic distribution of responsibilities supports effective decision-making, accountability across the organization.

At top of the hierarchy, the Managing Director oversees the overall operations, strategic planning and organizational performance. The Executive Director works directly under the Managing Director and coordinates the activities of the three major divisions- Marketing, Production and Commercial- ensuring that all departments function harmoniously to meet buyer requirements and organizational goals.

The Organogram of Disari

The organizational structure of Disari Industries (Pvt.) Ltd. reflects a well-defined hierarchical framework that facilitates efficient management, coordination, and communication across all functional departments. The following organogram illustrates the reporting relationships and distribution of responsibilities within the organization. It encompasses key departments such as Marketing, Industrial Engineering (IE), Production, Commercial, and Accounts, all operating under the strategic supervision of the Managing Director and Executive Director to ensure smooth operational performance and goal alignment.

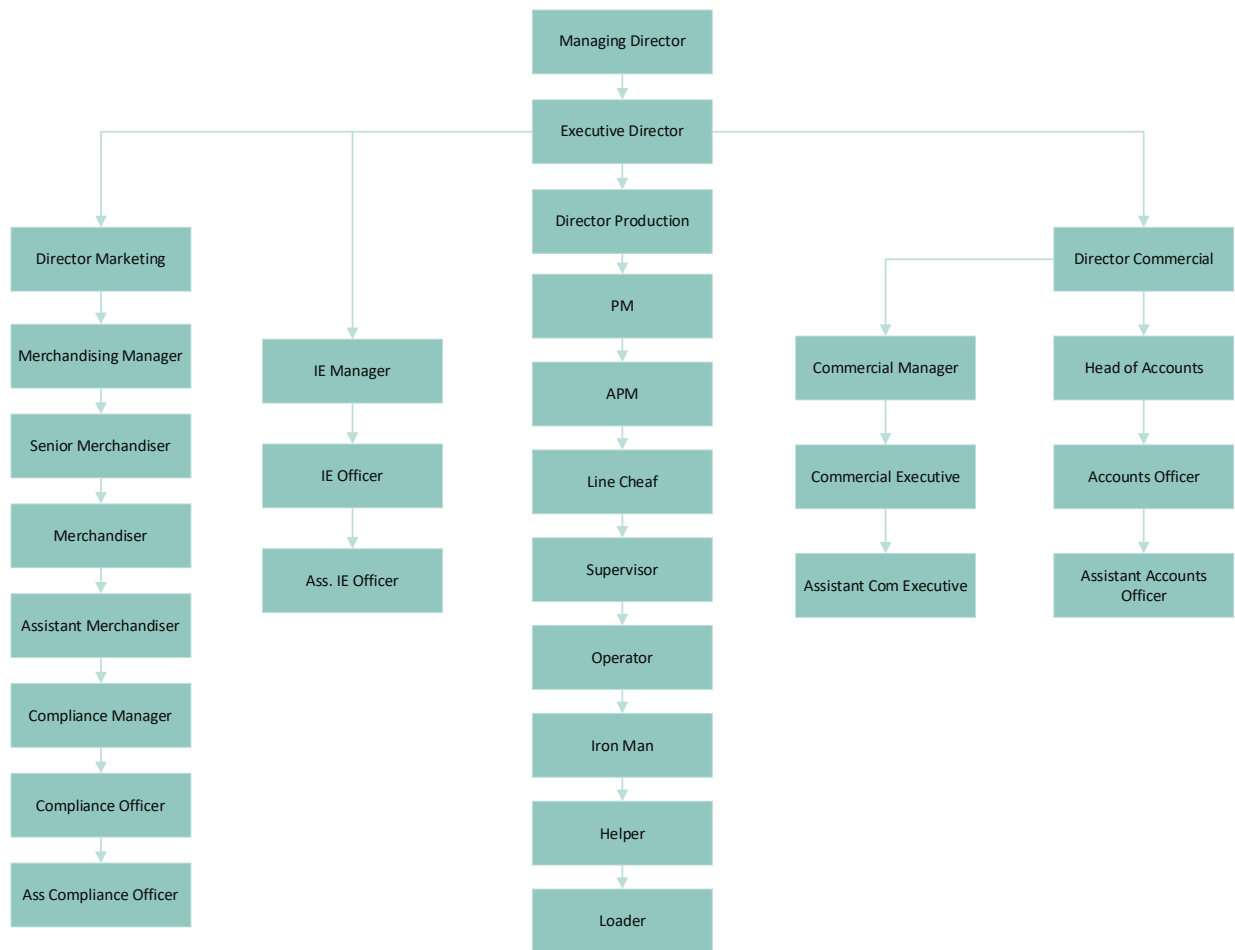


Figure 1: Organogram of Disari.

Branches of the Organization

Disari Industries (Pvt.) Ltd. operates as a sister concern of Goldstar Group, one of Bangladesh's well-established apparel manufacturing conglomerates. The company's head office and factory are located at B-193, BSCIC Industrial State, Tongi, Gazipur, from where all its major administrative, production and export operations are managed.

While Disari does not have multiple factory branches, it operates under the umbrella of Goldstar Group, which includes several associated units such as:

1. Five garments production units under different sister concern.
2. One washing plat supporting pre and post- production garment finishing.
3. One carton and poly manufacturing plant ensuring packaging supply.
4. One logistics unit for shipping and distribution management.

Through this integrated network of facilities, Disari Industries efficiently manages its production and export operations to serve international buyers. (htt4)

Departments of the Organization

The organizational framework of Disari Industries (Pvt.) Ltd consists of several interdependent departments that collectively ensures smooth business operations, quality assurance and customer satisfaction. Each department has specific responsibilities and functions as part of the company's value chain.

The departments of Disari are as follows:

1. Compliance and Human Resource Department
2. Accounts and Finance Department
3. Maintenance and Utility Department
4. Production Department
5. Quality Management System Department
6. Marketing and Merchandising department
7. Procurement Department
8. Commercial Department
9. Industrial Engineering Department
10. Store Department

1.3 Products/services produced by the Industry

Major Products

Disari Industries (Pvt.) Ltd. specializes in the development and production of a wide variety of knitwear products for men, women, and children. The major products manufactured by the company include:

Table 1: Major products of Disari Industries (Pvt.) Ltd. and reasons for their manufacturing

Product Name	Reason of Manufacturing
T-shirts	High global demand, easy to produce in bulk, suitable for all age groups and offers consistent export order from major buyers like ALDI and Lidl.
Panties	Essential innerwear product with continuous year-round demand in global retail markets, especially for women and children.
Briefs	Stable demand in men's and children's apparel markets efficient use of knit fabric and high production efficiency
Boxers	Popular in export markets due to comfort and casual wear trends; provides better profit margins in knitwear.
Retro Shorts	Lightweight and versatile product; in high demand both leisure and sportswear collections among global retailers.
Payjama Sets	Growing global markets for sleepwear; ideal for value-added production and design diversity.
Leggings	Increasing demand in women's fashion and activewear segments; utilizes stretch knit fabrics that the company specializes in.
Tank Tops	Simple design, fast production cycle and steady global demand across genders and age groups
Nightwear	Popular in European markets for comfort and design variety; allows for higher value addition through styling and fabric finishing.
Bras	Specialized product with consistent demand; reflects the company's capability in precision sewing and quality control
Vests	High consumption product flow throughout the year.
Shirts and Pants	Diversifies product portfolio; caters to both casual and semi-formal wear segments, strengthening buyer relationships and export opportunities.

These products are manufactured in compliance with international quality standards and are exported to reputed global buyers such as ALDI, KIK, COSTCO, and Lidl.

Services

Apart from garment production, Disari Industries provides a comprehensive range of professional services that enhance its value proposition to international clients. These services include:

Merchandising involves efficient coordination between buyers and production teams to ensure product accuracy and timely delivery. Product development focuses on designing and developing new styles according to buyer specifications and prevailing market trends. Quality assurance ensures product consistency and compliance through rigorous inspection and testing at every stage of production. Production management oversees the entire manufacturing process to maintain efficiency and meet lead time commitments. Logistics support involves managing shipment documentation, packaging, and delivery in coordination with buyers and freight forwarders. Through its strong manufacturing capacity, skilled workforce, and integrated service approach, Disari Industries (Pvt.) Ltd. has established itself as a reliable partner for leading international retailers. Its commitment to quality, ethical practices, and sustainability continues to strengthen its position in the global knitwear industry.

Chapter 2: Description about task accomplishment

2.1 Scope of Internship

The internship program at Dishari Industries (Pvt.) Ltd. Was designed to provide comprehensive exposure to different operational areas of knit garments industry. Over a total period of 66 working days, practical experience was gained in five key departments as below:

Table 2: Department wise internship schedule

Department Name	Days Spent	Key Learning Focus
Production Department	20 Days	Fabric cutting, sewing operations, line balancing, production planning, and finishing.
Quality Management System	15 Days	Quality control process, inline and final inspection, buyer quality standards, audit compliance.
Procurement Department	11 Days	Sourcing raw materials, supplier communication, purchase order processing, and inventory tracking.
Marketing and Merchandising Department	16 Days	Buyer communication, order confirmation, costing, sampling, and shipment follow-up.
Human Resource Management (HRM)	4 Days	Learned about HR policies, employee welfare and safety compliance programs.

2.2 Learning Experience

During internship at Dishari Industries (Pvt.) Ltd., I had the opportunity to work across five major departments: Production, Quality Management System (QMS), Procurement, Marketing and Merchandising and HRM. Each department offered a unique learning experience that enhanced my technical understanding, managerial knowledge and professional skills. The detailed experiences are described below:

The **production department** is the heart of the manufacturing process where raw materials are transformed into finished garments. My time in this department provided valuable insights into the factory's operational workflow, coordination and efficiency control

Contribution: I actively assisted in maintaining daily production records and monitoring progress across multiple sewing lines. I supported supervisors by noting line output, identifying production bottlenecks and ensuring smooth coordination between operators and helpers. I also helped observe cutting, sewing, finishing and packing activities to understand the sequential flow of garment production.

Active Learning: I gained hands-on knowledge of the entire production cycle- from fabric cutting and sewing to finishing and packing. I learned how production planning is formulated based on buyer orders and how line balancing improves efficiency. Additionally, I developed an understanding of how target setting, time studies and machine maintenance contribute to overall productivity.

Observation and Learning: I closely observed how production supervisors coordinate with workers to maintain efficiency and meet shipment deadlines. I learned the teamwork, time management and communication are essential for maintaining quality and meeting buyer expectations. Observing real-time problem solving on the production floor helped me understand the importance of adaptability in manufacturing operations.

The **QMS department** is responsible for ensuring product quality, compliance and buyer satisfaction. This department helped me understand the importance of maintaining quality standards throughout every stage of production.

Contribution: I participated in both in-line and final inspections, helped record measurement deviations and identified common defects such as stitching errors and shade mismatches. I also assisted quality inspectors in preparing daily inspection reports and participated in internal audit sessions for compliance checking

Active Learning: Through practical exposure, I learned about various inspection stages and AQL system. I became familiar with the techniques used for fabric checking, defect classification and documentation of audit findings. I also learned about buyer-specific quality requirements and how corrective actions are implemented to maintain compliance.

Observation and Learning: I observed how the QMS team collaborates with production supervisors to identify and correct defects in real time. I learned that maintaining quality is a continuous process that starts from the raw material stage. I also understood how certifications such as ACCORD and BSCI ensure compliance with international safety and ethical standards.

The **procurement department** plays a vital role in sourcing materials and ensuring smooth supply chain management. This department provided me with an understanding of how material availability and supplier coordination directly affect production schedules.

Contribution: I assisted in preparing purchase orders, updating supplier database and communicating with local and foreign suppliers regarding delivery timelines. I also verified raw material requirements against production plans and updated material tracking sheets in coordination with the merchandising team.

Active Learning: I learned how procurement officers manage sourcing based on cost, quality and lead time. I became familiar with the procedures for LC, RTGS and BEFTN payments. Additionally, I learned how proper documentation and supplier communication help minimise material shortages and delays. (Ahad, 2022)

Observation and Learning: I observed how the procurement department maintains close coordination with production and merchandising teams. I also noticed how global market trends influence fabric sourcing decisions and how negotiation skills are essential in achieving cost efficiency. This department deepened my understanding of supply chain management within the apparel industry.

The **marketing and merchandising department** serves as the bridge between buyers and the factory. Working here gave me a comprehensive view of how international orders are handled- from product development to shipment.

Contribution: I assisted merchandisers in sample tracking, order follow-up and buyer communication. I helped prepare cost sheets, updated order status reports and supported coordination with production teams for sample approvals and shipment planning.

Active Learning: I gained detailed knowledge of the merchandising process, including product development, pricing, order confirmation and shipment follow-up. I learned how merchandisers communicate with buyers, manage time -sensitive orders and use ERP systems to monitor progress.

Observation and Learning: I observed how professional communication, negotiation and time management are key to maintaining buyer satisfaction. I also learned how merchandisers handle multiple buyers such as ALDI, KIK, COSTCO and Lidl simultaneously, ensuring all requirements are met. Observing this department helped me realize how critical merchandising is to success of a garments factory.

The **HRM department** plays a vital role in ensuring a productive, safe and compliant workplace environment. During my time in this department, I gained insight into how functions as the backbone of an organization by managing employee welfare, compliance and communication between management and workers.

Contribution: I assisted the HR team in maintaining attendance records, updating employee database and organizing training and awareness sessions on workplace safety and compliance. I also helped in preparing daily manpower reports, supported recruitment documentation and participated in meeting related to worker grievances and welfare programs.

Active Learning: Through my involvement, I learned about key HR activities such as recruitment and selection, payroll management, leave and attendance tracking, performance evaluation and compliance reporting. I also gained understanding of how HR ensures adherence to labor laws, factory rules and buyer compliance standards such as BSCI and ACCORD.

Observation and Learning: I observed how the HR department maintains harmony between workers and management by addressing issues promptly and fairly. The team's on worker safety, motivation and welfare reflects the company's strong commitment to corporate social

responsibility (CSR). Working in this department helped me realize that effective human resource management directly influences employee satisfaction, productivity and the overall sustainability of the organization.

Chapter 3: Critical Assessment of Internship Work

3.1 Application of Generic and Industry-Specific Course During Internship

The Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) program at BRAC University is designed to bridge theoretical knowledge and practical application within the apparel sector. During my internship at Disari Industries (Pvt.) Ltd., I worked across five major departments- Quality Management System (QMS), Production, Procurement, Marketing and Merchandising and HRM- where I applied various concepts learned from course.

Quality Management System (QMS) Department

In the QMS department, I was engaged in various activities such as inline inspection, final inspection, audit preparation and maintaining buyer compliance documentation.

KIM 101: HR Skills and Competencies enhanced my understanding of teamwork, communication and motivation in managing inspectors and line operators effectively.

KIM 102: Analytical Skills and Competencies helped me analyze defect data, identify root causes and recommend preventive actions.

KIM 103: Communication Skills supported me in preparing audit reports, filling quality checklists and interacting with buyers and auditors.

Production Department

In this department, I observed and participated in key production activities such as line balancing, sewing operations, work study and production planning.

KIM 103: Communication Skills allowed me to clearly report production progress and coordinate with supervisors.

KIM 104: Business Operation Skills provided a framework for understanding how production integrates with quality and merchandising functions.

KIM 202: Industrial Engineering gave me the analytical foundation to observe motion studies, line efficiency and layout optimization.

KIM 203: Production Management and Merchandising helped me understand order allocation, style scheduling and resource utilization to meet shipment deadlines.

Procurement Department

In the Production Department I learned how raw materials and accessories are sourced, evaluated and approved for production.

KIM 102: Analytical Skills and Competencies helped me assess supplier quotations and compare cost-effectiveness.

KIM 104: Business Operation Skills allowed me to grasp how procurement supports timely production and inventory control.

KIM 201: Introduction to Garments Industry- Knitwear helped me identify types of knit fabric, trims and accessories during material verification.

KIM 203: Production Management and Merchandising connected material availability with production scheduling, emphasizing coordination between procurement and production teams.

Marketing and Merchandising Department

In the Marketing and Merchandising department, I engaged in buyer communication, sampling, costing and order tracking.

KIM 101: HR Skills and Competencies supported me in maintaining professional conduct and collaboration with internal teams and buyers.

KIM 103: Communication Skills guided me in drafting emails, preparing sample status reports and maintaining buyer correspondence.

KIM 104: Business Operation Skills helped me understand the workflow of order processing, from sampling to shipment.

KIM 201: Introduction to Garments Industry-Knitwear gave me insights into fabric types, garment styles and buyer preferences for knitwear products.

KIM 203: Production Management and Merchandising enhanced my ability to understand costing, lead time management and order follow-up processes.

Human Resource Management Department

In the Human Resource Management (HRM) department, I was involved in employee attendance monitoring, recruitment support, compliance documentation, and welfare activities.

This department provided me with practical exposure to how workforce management, motivation, and compliance contribute to factory efficiency.

KIM 101: HR Skills and Competencies helped me apply professional ethics, teamwork, and interpersonal skills while dealing with employee queries and maintaining proper communication with supervisors.

3.2 Suggestion for Industry Improvement

During my internship at Disari Industries (Pvt.) Ltd., I observed that the organization operates with a well-structured system, management commitment and a skilled workforce. The company maintains high standards in product quality, compliance and timely delivery. However, there are still opportunities for further enhancement in operational efficiency, communication and technological integration across departments.

In the QMS department, the existing inspection process is largely dependent on manual documentation which increases the possibility of human error and data loss. Implementing a digital quality monitoring system could significantly improve the accuracy of inspection data, allow faster reporting and ensure traceability for buyer audits. Moreover, periodic training programs for quality inspectors would help improve consistency in inspection procedures strengthen their understanding of international quality standards. Regular coordination meetings between QMS, production and merchandising departments could also help reduce recurring quality issues by identifying root causes collaboratively.

In the Production Department, the workflow is well-organized, but efficiency can be further increased by adopting real-time production tracking software. Such digitalization would help supervisors monitor line output, identify bottlenecks and reduce downtime effectively. Additionally, practical training sessions for sewing operators focusing on skill enhancement and error minimization could contribute to improved productivity and reduced wastage. Proper synchronization between the industrial Engineering and production teams is also essential for optimizing line layout and ensuring smoother workflow transitions.

In the Procurement department plays a vital role in maintaining uninterrupted production through timely material sourcing. However, the department can further improve by developing a structured supplier evaluation matrix that prioritizes vendors based on quality, lead time and cost performance. Introducing a small buffer stock of essential trims and fabrics would help mitigate unexpected delays in the supply chain. Strengthening communication channels with

the production team through regular coordination meetings would ensure better alignment between material availability and production schedules, minimizing idle time and last-minute bottlenecks.

In the Marketing and Merchandising Department, the overall buyer communication and order management process are effective but integration with production and procurement could be improved through ERP-based systems. This would enable real-time tracking of order status and enhance transparency across departments. The use of data analytics tools for trend forecasting and buyer behavior analysis could help the company stay ahead in a competitive market. Furthermore, arranging regular workshops on negotiation skills, costing methods and buyer relationship management would improve merchandisers' strategic and communication capabilities, ultimately leading to better buyer satisfaction and profitability.

Based on my observations, the HRM department could enhance efficiency by introducing digital HR systems for payroll and attendance, arranging regular employee training programs, and improving communication and engagement initiatives to boost worker motivation and satisfaction.

Overall, Disari Industries (Pvt.) Ltd. demonstrates strong operational performance, but with targeted technological advancements, interdepartmental coordination and employee development initiatives, the company can achieve even greater efficiency, competitiveness and sustainability in the global apparel market.

3.3 Learning for Self- Improvement

The Internship at Disari Industries (Pvt.) Ltd. served as a transformative learning experience that helped me develop a diverse set of professional, technical and interpersonal skills essential for career growth in the apparel industry. Through working across five departments- HRM, QMS, production, procurement and marketing and merchandising- I gained a holistic understanding of how each function contributes to the overall efficiency of a garment manufacturing organization.

Departmental Knowledge: Through direct exposure to different departments, I developed holistic understanding of the overall operations of a 100% export-oriented knit garments industry. The QMS department enhanced my knowledge of quality inspection procedures, buyer compliance standards and audit documentation. In the production department, I gained insights into workflow planning, line balancing and efficiency improvement techniques. The

procurement department taught me about sourcing strategies, supplier coordination and inventory control. From the Marketing and Merchandising department, I learned about buyer communication, order confirmation, costing and shipment follow-up. Additionally, the HRM department allowed me to understand employee management practices, recruitment and training processes and the importance of maintaining worker relations and compliance with labor standards.

Communication Skills: Throughout my internship, I learned how to communicate effectively across different levels of the organization-from operators and line chiefs to department heads and buyers. I observed the importance of clear communication in ensuring operational accuracy and coordination among departments. Writing reports, emails and audit summaries improved my professional writing ability, while participating in meetings and discussions enhanced my verbal communication and confidence.

Negotiation Skills: My involvement in procurement and merchandising activities gave me practical exposure to negotiation process with supplier and buyers. I learned how to compare quotations, evaluate cost benefits and conduct discussions professionally to reach mutually beneficial outcomes. These experiences improved my understanding of how negotiation impacts cost control, lead time and long-term supplier relationships.

English Writing and Documentation: Working in multiple department required extensive reporting and documentation. Preparing inspection checklists, audit summaries, buyer correspondence and internal memos significantly improved my English writing proficiency. I learned to write concise, error-free and formal business documents following standard corporate formats. This also helped me develop the habit of maintaining accuracy and professionalism in all written communications.

Analytical Skills: Analyzing production efficiency data, quality defect rates and supplier performance helped me strengthen my analytical and critical-thinking abilities. I learned to identify causes of inefficiency, evaluate process gaps and recommend practical improvements. This skill became particularly useful during quality audits and production performance reviews, where I could apply theoretical problem-solving frameworks from my coursework.

Technical and Operational Skills: The internship experience allowed me to connect technical theories from PGD-KIM program with real world industrial operations. I became familiar with fabric inspection, AQL-based quality control, line layout observation and production workflow systems. Additionally, I learned about ERP-based order tracking and compliance

documentation, which provided me with practical knowledge of how technology supports production efficiency and transparency in the garment industry.

Teamwork and Professional Discipline: Working closely with cross-functional team taught me the value of collaboration, adaptability and mutual respect. I learned how to work under pressure, meet deadlines and support team members to achieve common goals. Observing the professionalism of my supervisors inspired me to adopt better time management habits, punctuality and workplace discipline.

Leadership and Human Resource Insight: My brief involvement with the HRM department enhanced my understanding of employee management, organizational hierarchy and compliance-related policies. I learned how the HR professionals handle workforce motivation, conflict resolution, attendance tracking and employee welfare activities. The experience improved my leadership qualities by teaching me the importance of empathy, fairness and effective people management. (Matsuura, Understanding the gender composition and experience of ready-made garment (RMG) workers in Bangladesh (Issue Brief), 2020)

Chapter 04: Conclusion

The internship at Disari Industries (Pvt.) Ltd was a valuable opportunity to transform theoretical knowledge from the PGD-KIM program into real industrial practices. During the 66 days training, I worked in four major departments-Production, QMS, Procurement, Marketing-Merchandising and HRM -which gave me a holistic understanding of how different functional areas operate and interconnect within a knit garments factory.

Through this experience, I gained insights into production planning, quality control, compliance, sourcing and buyer communication. I also learned the importance of interdepartmental coordination, time management and effective communication in ensuring smooth workflow, product quality and timely shipment. The internship helped me develop essential professional competencies such as analytical thinking, teamwork, documentation and problem-solving which are critical in the dynamic apparel industry.

Beyond technical learning, this internship enhanced my appreciation of ethical business practices, workplace safety and sustainability-core values that contribute to the long-term growth of Bangladesh's ready-made garment (RMG) sector. Overall, my internship at Disari Industries (Pvt.) Ltd. was a transformative experience that broadened my industrial perspective and strengthened my confidence to pursue a successful career in the textile and apparel industry. (Tasneem, 2024)

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