

Report On

*Palmal Group of Industries Ltd*

Operational Practices and Managerial Learning in the Ready-Made Garment Industry: An  
Internship Experience

By

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

Executive Development Center, BIGD  
Brac University  
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## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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**Md Mahfuzul Huq**  
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**Academic Supervisor's Full Name & Signature:**

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**Md. Karimul Islam**  
**Senior Research Associate**  
**BRAC Institute of Governance and Development (BIGD), BRAC University**

## Letter of Transmittal

Md Karimul Islam  
Senior Research Associate,  
BIGD, Brac University  
66 Mohakhali, Dhaka-1212

Subject: Submission of Industry attachment report on Palmal Group

Dear Sir,

This is my pleasure; I would like to submit my industrial attachment report based on my internship experience at Palmal Group. This report has been prepared as a part of academic requirements for completing the PGD-KIM program.

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

I trust that the report will meet the desires.

Sincerely yours,

---

Md Mahfuzul Huq  
ID :1000055586  
Batch: 5 Intake: 2  
Executive Development Center, BIGD  
Brac University  
March, 10th ,2026

## **Non-Disclosure Agreement**

This agreement is structured and collaborated with Palmal Group of Industries Ltd. and Md.

Mahfuzul Huq, the signed contract student of Brac University to undertake the industrial

attachment internship project elaborated in this report regarding Industrial Management of this organization.

**Student's Full Name & Signature:**

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**Md Mahfuzul Huq**  
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**Industry Supervisor's Full Name & Signature:**

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**Ali Ahsan Md Mashum**  
Manager, Merchandising & Marketing  
Palmal Group of Industries Ltd

## Acknowledgement

First of all, I am deeply thankful to Almighty Allah. Without that strength, patience, and guidance, completing this internship report would not have been possible.

I am sincerely grateful to the management of Palmal Group of Industries Ltd. for welcoming me into their organization and providing me with the opportunity to gain practical experience.

I would like to express my special thanks to **Mr. Ali Ahsan Md. Mashum**, Manager of Merchandising & Marketing, who served as my industrial supervisor and guided me throughout my internship. He not only supervised my work but also shared detailed practical knowledge and real-life experiences on a daily basis. I would also like to thank the team members of the respective departments, as well as all the department heads. Their cooperation, support, and willingness to share their professional experiences greatly contributed to my learning. I will always remember their friendly guidance and support.

At the same time, I would like to express my sincere gratitude to the Executive Development Center at BRAC Institute of Governance and Development (BIGD), BRAC University, for giving me the opportunity to pursue the PGD course and for arranging this industrial attachment as an essential part of the program. The well-structured curriculum and practical approach of the course have significantly enhanced my professional skills and confidence. I would also like to express my heartfelt gratitude to my academic supervisor, **Mr. Md. Karimul Islam**, Senior Research Associate at BIGD, BRAC University. He supported me throughout the entire process by providing valuable advice, constructive feedback, and continuous encouragement whenever I needed it most. His insights played a significant role in shaping this report.

Finally, I express my sincere gratitude to my family members and well-wishers for their constant encouragement and support throughout this journey

## **Executive Summary**

This report adopts an academic analytical approach of analysis based on a three-month internship training at Palmal Group, a leading export-oriented ready-made garment manufacturer located in Dhaka, Bangladesh.

This internship program provided cross-functional exposure across eight departments — Marketing & Merchandising, Design & Innovation, Production Management, Supply Chain Management, Quality Management, Compliance & Sustainability Human Resource Management Audit & Central Costing. Working across these diverse departments enabled the development of analytical, operational, and managerial competencies.

The internship report begins with an introduction that includes the report overview, formatting details, and objectives of the internship. The second section describes the organization where the internship was conducted, providing background information on the identity, journey, and achievements of the Palmal Group as one of Bangladesh's leading exporters.

The third section outlines my internship activities and learning experiences across eight departments of the Palmal Group, through which I developed professional skills and collected data for this report. The fourth section presents analysis, evaluation, and critical observations made during the internship period. The fifth section summarizes the overall experience and key findings in the conclusion, and includes references.

The report describes that the internship program enabled me to successfully link theoretical academic knowledge learned from a post-graduate diploma in knitwear industry management (PGD-KIM) with industry practice strengthening professional readiness and strategic understanding of Bangladesh RMG operations.

**Keywords:** RMG, PGD-KIM, Internship, Buyer satisfaction, Critical Assessment, Manufacture.

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## **List of Acronyms**

|       |                                                                      |
|-------|----------------------------------------------------------------------|
| RMG   | Ready-Made Garments                                                  |
| HRM   | Human Resource Management                                            |
| SCM   | Supply Chain Management                                              |
| TQM   | Total Quality Management                                             |
| AQL   | Acceptable Quality Level                                             |
| ERP   | Enterprise Resource Planning                                         |
| PLM   | Product Lifecycle Management                                         |
| CM    | Cost of Making                                                       |
| SOP   | Standard Operating Procedure                                         |
| TPM   | Total Productive Maintenance                                         |
| CAD   | Computer-Aided Design                                                |
| GSM   | Grams per Square Meter                                               |
| ISO   | International Organization for Standardization                       |
| BSCI  | Business Social Compliance Initiative                                |
| WRAP  | Worldwide Responsible Accredited Production                          |
| GOTS  | Global Organic Textile Standard                                      |
| REACH | Registration, Evaluation, Authorization and Restriction of Chemicals |

## **Glossary**

| <b>Term</b>       | <b>Definition</b>                                                           |
|-------------------|-----------------------------------------------------------------------------|
| Mood Board        | A visual presentation of design ideas, colors, fabrics, and trends.         |
| Line Balancing    | Allocation of tasks evenly across a production line to optimize efficiency. |
| Work Study        | Technique to improve productivity by analyzing work methods and time.       |
| Lead Time         | Total time from order confirmation to final shipment.                       |
| Pre-Costing       | Cost estimation before production to determine price and profitability.     |
| Post-Costing      | Cost analysis after production to evaluate actual profitability.            |
| AQL               | Statistical quality control method to determine acceptable defect levels.   |
| Capacity Planning | Determining production capability to meet order requirements.               |
| Backward Linkage  | Local sourcing of raw materials to reduce import dependency.                |
| Value Addition    | Enhancing product features to increase competitiveness and buyer appeal.    |

# **Chapter 1**

## **About Organization**

### **1.1 Overview of the Industry**

The Palmal Group is one of the leading Bangladeshi RMG manufacturing Industries established in 1984 by the late Engr. Nurul Haque Sikder. The group is currently led by his son Nafis Sikder, Managing Director.

The Group supplies to major global brands such as Old Navy, GAP, Walmart, H&M, Zara, Levi's offering knitwear, menswear, ladieswear, and kids' wear. It operates advanced and large-scale manufacturing facilities that serve key markets across North America, Europe, Australia, and Asia

In the last financial year, the Group achieved export earnings of USD 425 million reflecting a growth of 2.94% compared to the previous year. The Group has set a target to reach USD 500 million in exports by 2030 and is currently very close to achieving this goal.

The group emphasizes quality, ethical practices, and sustainability, supported by vertically integrated facilities including an in-house 44 Sewing unit two knitting mills, four dyeing, two printing with advanced machines, two embroidery, two advanced washing plant and a trims house. In addition, the organization operates an in-house design studio equipped with 3D technology and AutoCAD, supported by a protocol-driven supply chain management system. Its operations are reinforced by sustainable infrastructure, including compliance-certified buildings, up to 10 MW of solar power generation capacity, and a biological effluent treatment plant. Furthermore, the company is committed to promoting inclusive worker welfare and providing supportive community facilities. By prioritizing employee well-being and

forecasting a welcoming work environment, the organization set a high standard for workplace care and hospitality.

The Group holds internationally recognized certifications (ISO, BSCI, WRAP, and GOTS, implements strong workplace safety (fire safety, childcare), and aims for eco-friendly processes) for compliance and sustainability

## **1.2 Vision & Mission**

### **Vision**

The vision of Palmal Group is to become the premier supplier to our global customers by consistently delivering high-quality products that are manufactured in a socially responsible, ethically sound, and environmentally sustainable manner. They are committed to achieving excellence through a highly efficient, eco-friendly, and vertically integrated manufacturing process that ensures product quality and reliability without compromise. By prioritizing sustainable practices across every stage of their operations from responsible sourcing and supply-chain management to production and on-time delivery.

### **Mission**

Palmal Group's mission is to become a leading global RMG supplier by delivering quality, fashionable apparel at competitive prices. The Group strives to exceed customer potential through modernization, cost efficiency, ethical practices, and reliable service, while fostering teamwork, employee growth, and sustainable evolution.

### **1.3 Goals & Objectives**

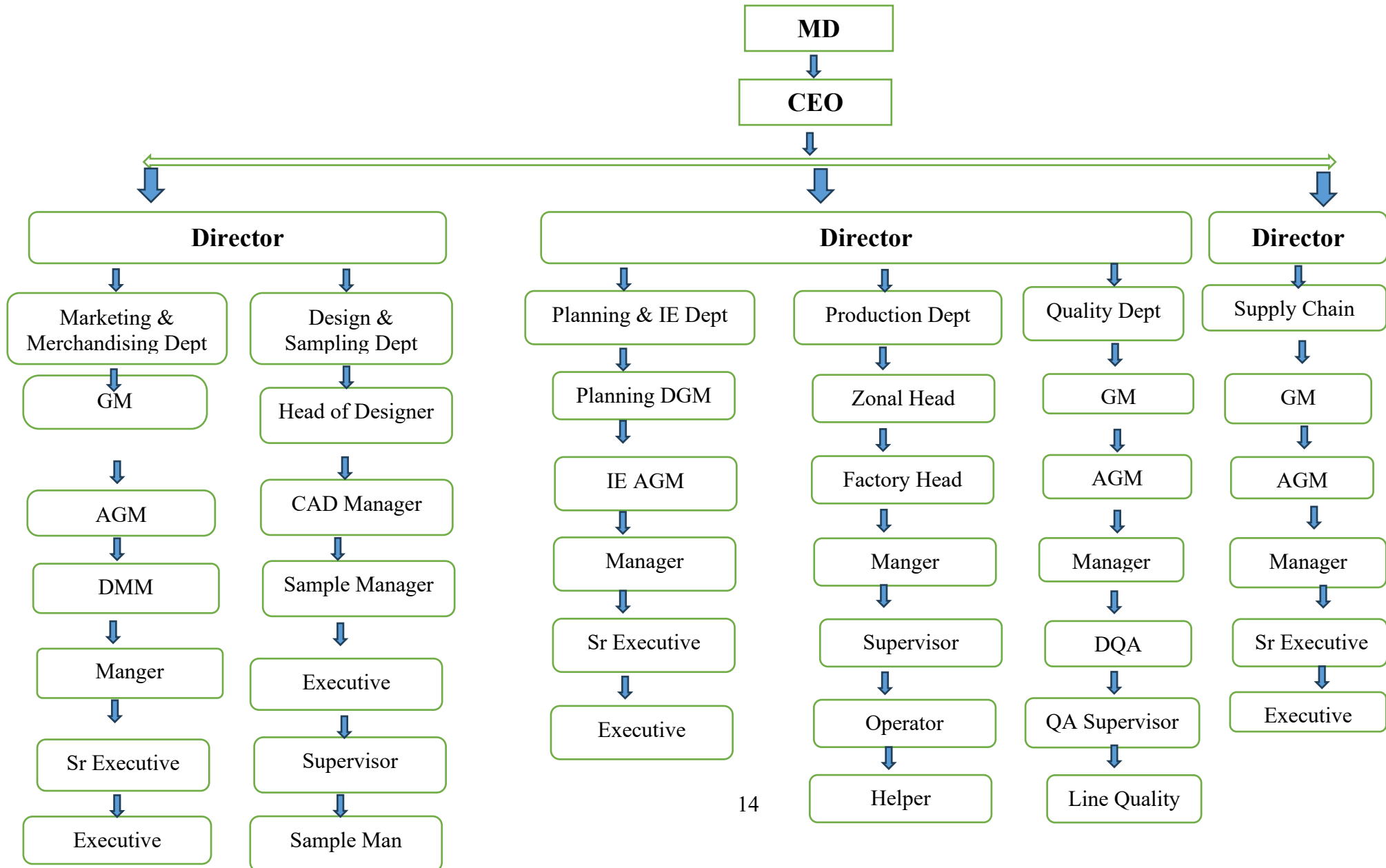
**Goal:**

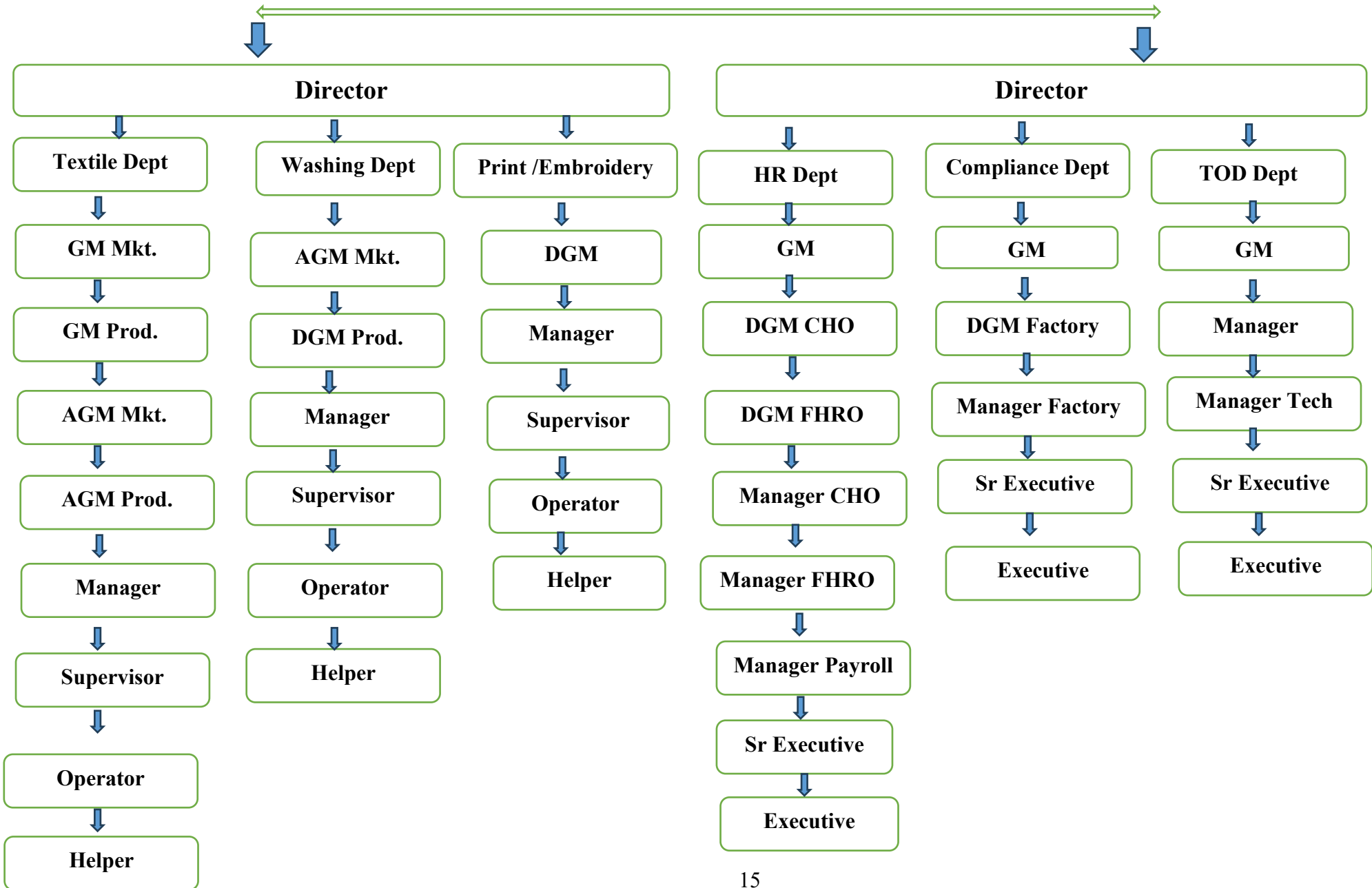
- I. The Group's main goal is to significantly contribute to the national economic growth by exporting quality, ethical and sustainable readymade garments and strengthening the sector
- II. to create a large source of employment generation.
- III. to ensure long term development of the RMG industries through efficient backward linkage and value addition.
- IV. Committed to upholding Bangladesh's reputation as a trusted and competitive hub in the global apparel manufacturing industry.

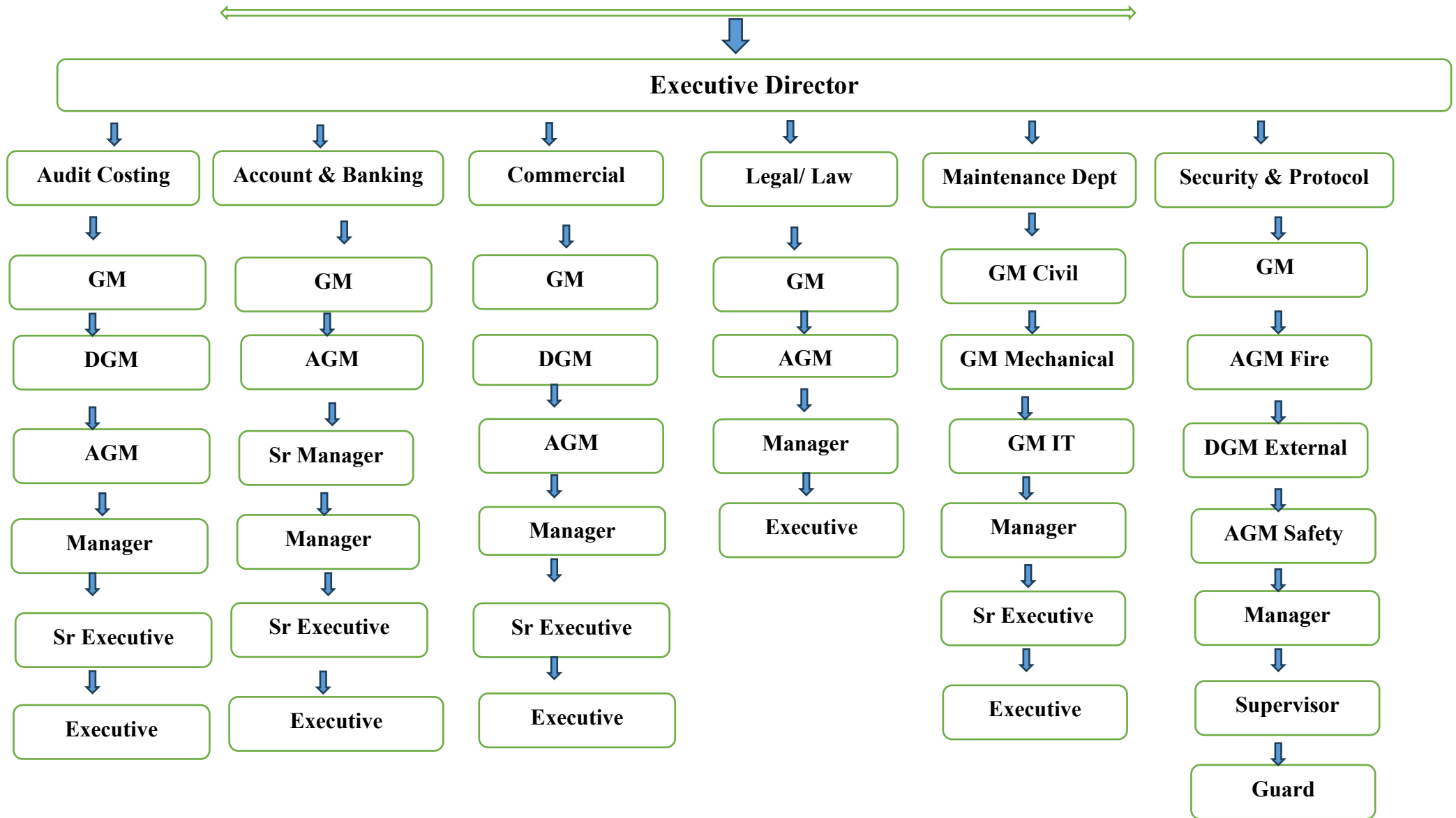
**Objective:**

The group is dedicated to build a highly capable and productive workforce through continuous training and effective employee development programs. It is committed to utilizing best use of local resources and strengthen backward linkage industries, helping to reduce dependency on imported goods. At the same time, the group is dedicated to improve the quality of life of employees through providing firm employment, fair wages, and a safe & caring working environment. Through these efforts, it aims to promote sustainable industrial growth that creates long-term benefits for worker, suppliers and the wider community.

## 1.4 Organizational structure, Organogram, Branches and Departments







## 1.5 Products/Services Produced by the Industry:

Palmal group offers a wide range of knitted apparel designed to meet the diverse demand of the global competitive market. The group is renowned for producing various knitted product such as T-shirt, Polo shirts, tank top, henleys, joggers, sweatpants, shorts, leggings, truck pants, activewear and sleepwear. In addition to these, Palmal Group has good manufacturing expertise on outerwear including hoodies, Pop over sweatshirts, pullover and knit fancy jackets.

The group also offers a dedicated and designed collection of baby and kids wear which includes romper, baby suits, sleepsuits, t-shirt and varieties shorts and knitted trouser. The large product portfolio demonstrates the group's strong expertise and capability to server multiple customer segments while maintaining high standard of quality, versatile and flexibility.

**Tabel 1: Products/ Services:**

| Category                | Product Types                                                        |
|-------------------------|----------------------------------------------------------------------|
| Tops                    | T-Shirt, Polo Shirt, Tank Top, Henley, Crop Top, Long Sleeve T-Shirt |
| Bottoms                 | Joggers, Sweatpants, Shorts, Leggings, Track Pants                   |
| Sleepwear               | Pajamas, Night Suits, Robe, Sleep Shorts                             |
| Activewear / Sportswear | Sports T-Shirt, Gym Vest, Compression Wear, Yoga Pants               |
| Outerwear (Knitted)     | Hoodies, Sweatshirts, Pullovers, Knit Jackets                        |
| Baby & Kids Knitwear    | Rompers, Bodysuits, Sleepsuits, Baby T-Shirts, Kids Shorts           |

## Chapter 2

### Description about Task Accomplishment

The chapter present an overview of the scope and activities carried out during my industrial internship program. The internship was designed to provide inclusive practical insight to key functional areas that are important for mid-management of the RMG industry. In context, Palmal Group have numerous departments that offer a great opportunity for the practical learning and professional improvement.

During the training period, I had the opportunities to work closely with eight selected departments. These department were selected because of their relevance to improving the knowledge and skills that important for my future leadership role in these industries. The following section gives a detailed overview of these departments along with the duration of my involvement in each

**Table 2: Department-wise Internship Duration:**

| SL No | Department Name                 | Duration |
|-------|---------------------------------|----------|
| 1     | Marketing & Merchandising       | 9        |
| 2     | Design & Innovation             | 9        |
| 3     | Production Management           | 9        |
| 4     | Supply Chain Management         | 8        |
| 5     | Quality Management              | 8        |
| 6     | Compliance & Sustainability     | 8        |
| 7     | Human Resource Management (HRM) | 8        |
| 8     | Costing & Central Audit         | 9        |
| Total |                                 | 68 Days  |

## **2.1 Marketing and Merchandising:**

In the context of the RMG industries of Bangladesh's the entire process of order taking from buyer and its subsequently delivery is under the direct control and monitoring of the Marketing and Merchandising department. Hence this department plays a pivotal role in the business sustainability and success of business. The role of marketing and merchandising is significant in the context of Palmal Group.

Among the various activities of marketing and merchandising department the export and import data analyzed is an important responsibility. During my internship, through the analyzed data of export & import and meetings with my industrial supervisor, I gained a practical insight into the entire scenario of Palmal Group's business strategic. Through daily observation and support of ongoing orders, I learned the complete order lifecycle, from buyer negotiation to final shipment.

In addition, regular interaction with buyers and senior team members helped me understand effective buyer communication and price negotiation, buyer pricing structures, accurate budgeting and margin control, as well as efficient sampling and critical path management.

In my daily work, I also focused on cross-functional coordination with production, supply chain, quality, banking, and commercial teams. This helped me understand how different departments work together to ensure on-time delivery while maintaining buyer quality and compliance standards. I believe this experience strengthened my decision-making, problem-solving, and leadership capabilities.

## **2.2 Design & Innovation:**

The Design and Innovation Department plays a vital role by supporting product development, trend analysis, and value creation to product. It helps factories to meet the buyer's necessities improve competitiveness, reduce lead time, and introduce to sustainable and cost-effective solutions. This department improves the company's market position by enhancing customer trust and satisfaction.

During my internship period, I worked closely with this department and learned how a design or mood board is created based on buyer requirements and market trend analysis. Through regular discussions with team members, I gained practical knowledge of how they select fabric, color, GSM, and sustainable materials for different garments according to seasonal needs. During this time, I also observed the product development and sampling process, including design clarification, fit development, and 3D design applications. I learned how even minor changes can add significant value to a product. In addition I had a opportunity to take part of sourcing meeting with buyer and the design team, where I got to observe how buyer evaluate specific features of a products. This experience helped me understand how innovation adds value, improves efficiency, and strengthens competitiveness.

## **2.3 Production Management:**

The Production Management Department is one of the important departments in the RMG factory that ensures smooth planning, efficient resource utilization and management, and timely execution of orders. This department creates a bridge for manpower, machinery, and materials to achieve target productivity while maintaining quality standards. Today's competitive advantage of RMG industry depends on the ability to improve the efficiency and

effectiveness of resource utilization through proper adoption of management techniques (Bongomin,2022)

I gained an inclusive hands-on experience in the entire production process during my internship in Palmal Group's Production Management Department. The Planning Team, IE Team, and Execution Team were the three production teams with which I collaborated closely. I learned how production planning and line allocation are developed considering order quantity, lead time, and capacity analysis through conversations with the team member and examination of their planning charts. I closely observed and learned how the IE team create line layouts, allocate the workforce, and balances workflows to achieve maximum productivity through daily monitoring and team support. Together with the Execution Team, I also learned about performance analysis through production report analysis, target setting, and daily production monitoring.

Moreover, form the Pre-production meeting during internship with all team I learned how production teams coordinate with merchandising, quality, IE, and supply chain departments to address bottlenecks, control costs, and ensure on-time delivery while maintaining required quality standards.

#### **2.4 Supply Chain Management:**

The supply Chain department plays an important role in ensuring steady and continuous operation in the industry. It connects customer, buyer, raw material supplier, production units and logistic support team. The efficient implementation of Supply Chain Management (SCM) is imperative for this industry to remain competitive in the global market. (Chowdhury,2017).

During my internship in the supply chain Department of Palmal Group, my primary focus was on understanding the strategic framework of supply chain management. I learned about how

Palmal Group design the supply chain network how they do supply planning, critical analysis of forecasting, identify forecasting error and planning for sales & operation.

During this period, I also obtained knowledge about effective inventory management, warehouse planning, and transportation management through the team collaboration and lesson form industrial supervisor and learned how efficient supply chain management directly contribute to cost saving and enhance the company's competitiveness in the global market.

## **2.5 Quality Management:**

The quality department is another key department that plays a important role in a RMG industries. It ensures that garments are produced in line with buyer specification, quality standard and compliance requirement form starting to end process. Appropriate quality procedure plays a vital role in any production process for improving the quality of the final product. (Moin, 2018)

During my internship my primary focus was on learning about SOP of quality system which Palmal Group practice for its customer. During this period, I leaned and participated in various quality-related activities including fabric inspection, trims and accessories inspection, cutting quality control, inline and end-line inspection in sewing lines, finishing quality checks, different type of test on product and final inspection based on the AQL system which processes ensure that garments meet buyer requirements and international quality standards. Through the team collaboration and engagement on daily work I also learned effective quality management helps to reduce defects, minimize rework, lower production costs, and ensure timely shipment.

## **2.6 Compliance & Sustainability**

The compliance and sustainability department adhere to a prescribed set of criteria or guidelines to operate a garment factory (Chowdhury,2013). The department focuses on safe workplace, labor laws, buyer requirements, and safety standards. The compliance and sustainability initiative aims to reduce environmental impact, improve structural safety, reduce wastage, promoting ethical practice. Together these effort helps to build buyer trust and support the long-term growth and global acceptance of the Bangladesh RMG industry. During my internship I learned about the national labor laws, international buyer codes of conduct, and recognized social, ethical, and environmental standards. Through active involvement and on-site observation, I developed an understanding of work place safety, measure fire safety and building compliance requirements. I also acquire practical insight on employes welfare practice and audit documentation process through the team collaboration and participation of pre-audit activities.

Furthermore, I learned about the initiatives undertaken Palmal groups in areas such as for waste management systems, energy and water conservation practices, chemical compliance, renewable energy. I also observed the organization's efforts to reduce environmental impact through the analysis and monitoring of recorded operational data.

## **2.7 Human Resource Management**

The RMG industry is the largest employment sector in Bangladesh, where Human Resource Management (HRM) plays a critical role in managing a large workforce and ensuring compliance with labor laws and buyer requirements. (Amos, 2009) I completed my internship in the HRM department of Palmal Group and where I gained practical knowledge of human resource activities and labor management.

During my internship I assisted with the requirement support, file management of employee, attendance, leave management and payroll coordination. In addition, I supported training programs, worker welfare activities and compliant management. Through the internship I learned about the HR operations, national labor laws, employee retention and workplace disciplines which directly impact on efficient production outcome and positive stakeholder-employee relationship.

## **2.8 Costing & Central Audit**

To sustain in the highly competitive RMG market the costing and audit department is another is playing vital role in ensuring accurate costing, budgeting, transparency and complying with the internal police. However, the sector faces various challenges, including fierce competition, increasing production costs, and the need to maintain high-quality standards. Effective costing and audit management practices can be crucial in addressing these challenges and improving the financial performance of RMG companies in Bangladesh. (Begum,2023)

During my internship, I learned about pre-costing and post-costing and their related factors. And I gained practical knowledge about financial transparency, cost control of each process of purchasing and manufacturing the garments through active involvement and close on-site observation. I prepared a garments budget sheet by analyzing fabric, trims, CM, overhead cost and commercial cost with the assistance of team member.

I also assisted in audit activities such as checking bills and voucher, reviewing purchase records, and maintain daily factory expense record. In addition, I observed how this department ensure sustainable profit through the internal audit system, post costing of a product.

## **Chapter 3 Critical Assessment of Internship Work**

### **Marketing & Merchandising:**

In the RMG sector marketing and merchandising function is core driver of business growth, buyer satisfaction and global compositeness. Effective merchandising in ensuring the success of each order and maintaining strong relation with buyer. (Debnath,2025).

The key responsibilities of this department are to set strategic and upcoming business goal, as these plans support accurate forecasting of buyer demand, capacity utilization and revenue target. Strategic planning ensures long-term business sustainability and buyer relationships, while current and future planning allows factories to prepare resources, maximize capacity utilization and remain competitive in the global market. Another important function is export and import data analysis which helps merchandisers understand cost structure, lead times, and dependency on imported raw materials. This analysis also supports better sourcing decisions, price negotiation and upcoming risk management.

Negotiation, costing, and ensuring profit are other important responsibilities of this department. Strong negotiation skills enable merchandiser to secure favorable prices, realistic lead time, suitable payment terms while balancing buyer expectation and protecting long run business relationships. Furthermore, accurate knowledge of full order cycled from inquiry to shipment is essential to executing the order while ensuring delivery and quality compliance. Effective coordination with cross functional department ensures the minimize error, avoid rework, identify potential challenges at the early stage, and ensures smooth operational execution.

During my internship, I was able to apply the theoretical knowledge gained from my academic courses to practical workplace activities. Knowledge related to the merchandising and marketing objectives, demand forecasting, merchandiser responsibilities, efficient utilization

of 5Ms, capacity planning, TNA making, costing was primary learned from the industry specific course Production Management and Merchandising (KIM-202), Introduction of Garments Industries- Knitwear (KIM-201). Additionally, Competence in business management, strategic plan, effective negotiation, and data analysis were developed through the generic courses Business Operation Skills (KIM-104), Analytical Skills and Competencies (KIM-102), and Communication Skills (KIM-103).

### **Design & Innovation:**

The design and innovation department plays a significant role ensuring in buyer satisfaction, enhancing company brand value and adding value to product. In today's highly competitive market, without this department, sustaining core value in RMG industry would be challenging.

During my internship, I gained practical insight about market and fashion trends analysis, forecasting, fashion show analysis and how this data helps to create a complete mood board. And mood board creation is a primary and important responsibility of the design team. The mood boards considered to be a vital part of the design process that facilitate creative and innovative thinking and application and those associated with marketing also serve to help buyer can easily understand the company's innovation capability, market awareness, and fashion forecasting ability which enhances buyer satisfaction. (Ünay,2012).

Selection of suitable fabrics, GSM, and sustainable materials also increases buyer trust. Product development is essential as it transforms buyer ideas into actual garments through material selection, design finalization and cost estimation. Sampling allows buyer to verify design, construction, fit and quality before bulk production. 3d support accelerates products development by enabling virtual garments visualization, reducing both time and cost. Furthermore, the design team adds value through embellishments improve styling,

functionality and enhanced visual appeal. Creative design fabric selection, color coordination, and detailing enhance product uniqueness and market competitiveness.

During my studies, I learned about fashion trends, principals of design, design elements, mood board creation, printing, embroidery, wash effect sampling types, pattern making, grading and 3D application form production management and Merchandising (KIM-203).

This knowledge greatly supported my understanding of design development and product sampling activities. Additionally, the generic course Analytical Skills and Competencies (KIM-102) helped me develop the ability to analyze the data.

### **Production Management:**

The Production Management Department plays a vital role in the RMG industry as it is directly responsible for converting raw materials into finished products. The overall profitability and sustainability to industry largely depend on the production performance and operational efficiency.

Among various learnings gained through the internship, the Production planning was one of the most significant tasks for this department. It ensures smooth and timely manufacturing through the efficient utilization of resources. It includes order analysis, capacity planning, line loading, and target setting based on order volume and delivery deadlines.

Work study analysis, Product feasibility, motion study, line balancing, TPM, automation, efficient plant layout are important practices used to reduce wastage and improve efficiency. These practices contribute to the cost saving and enhanced buyer satisfaction. Furthermore, daily production monitoring, target setting, and performance evaluation through production reports are essential for maintaining operational efficiency and support timely managerial decision-making. (Jain,2011)

My industrial-specific academic course Industrial Engineering (KIM-202) concept provided functional knowledge about production planning, work study, line balancing, and efficient improvement techniques, which helped me understanding the practical activities of this department. In addition, the generic courses Business Operation Skill (KIM-104), and Communication Skills (KIM-103) supported my ability to analyze production data, understand

### **Supply Chain Management:**

The supply chain department is another essential function in the RMG industry, ensuring the smooth flow of raw material, uninterrupted production processes, and on time delivery of finished goods to buyer. Without an efficient supply chain system, industries cannot effectively control cost, managed lead times, prevent production delays or maintaining quality standards. In summary, the supply chain department strongly supports on overall profitability and buyer satisfaction.

Supply chain network, strategic framework, demand and supply planning, forecasting and forecasting error analysis, sales and operation planning is the most important responsibilities of this department. Effective network designing ensure optimal sourcing, transportation, and distribution of material. Accurate demand and supply planning, together with forecasting error analysis helps reduce cost, maximum resource utilization, minimum delays, improve coordination among suppliers and manufacturers and enhance delivery reliability. Additionally, effective inventory management, warehouse planning, and transportation management prevent stock shortages and overstocking, optimize space utilization, and maintain a smooth flow of raw material.

From my academic coursework in Quality Management (KIM-204) and supporting generic courses such as Business Operation Skills (KIM-104) and Analytical Skills and Competencies (KIM-102), I gained theoretical knowledge related to operational planning, process

management and analytic decision-making. The academic foundation significantly supported my practical understanding of supply chain activities during internship.

### **Quality Management:**

Quality is characterized by high product quality along with reliable and transparent manufacturing process, low scrap and rework rates, strong delivery capability including on time delivery (Rahman, Q). in addition, an effective quality management enhance brand value, increases buyer satisfaction and reduce the production costs.

I learned about the quality management roadmap followed by the Palmal Group including various inspection stages and the application of AQL, OQL standards at each level. For example, fabric inspection verifies the shade consistency, accurate GSM, dimensional stability, and color fastness according to the buyer specifications. Accessories inspection ensures the quality of trims and components thereby reducing potential production risks. In line and end line inspections evaluate workmanship, appearance, and measurement accuracy which help reduce rework cost and improving product quality at an early stage. Laboratory and performance testing ensure product standardization and safety compliance. And final inspection certifies that finished product meet all quality requirements before shipment.

Academic learning form Quality management (KIM -204), Introduction to Garments Industries -Knitwear (KIM-201) along with generic course Analytical Skill (KIM-102) strongly supported my understanding of inspection system, TQM Principles, defect identification and textile testing methods used in industrial practice.

### **Compliance & Sustainability:**

The Compliance and Sustainable department currently plays a critical role in ensuring factories operate ethically, safety, and responsibly.

It aligns operations with international standards, enhancing global competitiveness and buyer confidence.

I gained knowledge about the national labor laws, international buyer codes of conduct and recognized social ethical and environmental standards. I also developed as understanding of workplace safety, fire and building compliance requirements, wastage management system energy and water conservation, chemical compliance and environmental impact reduction through the internship. These practices help protect worker's right, prevent accidents, reduce operational costs, minimize pollution and carbon emissions, and strengthen buyer trust.

During my academic studies, I learned about nation labor law, International buyer code of conduct from the generic course Introduction to HR Practices (KIM -101). Additionally, topics such as sustainable consumption and production, Eco labeling for textile industries, different type of product compliance, fire and building safety, ecofriendly production, renewable energy uses, reduce water consumption and environmental pollution were covered in the industry-specific course Quality management (KIM -204), Introduction to garments industries - Knitwear (KIM-201). The academic knowledge significantly supported my understanding of practical compliance and suitability practices in the factory

### **Human Resource Management:**

For managing workforce requirement, maintaining, training, performance evaluation and employee welfare human resource department (HRM) plays a vital role in a RMG industry. It ensures skill and disciplines of worker, maintain employee satisfaction, safe and ethical workplace in line with buyer requirement. Without an effective HR department an industry cannot improve labor retention, improve productivity, reduce workplace conflict. It's also helps to build strong worker-management relationship which helps company's brand value as well as buyer satisfaction.

During my Internship I gained hand-on knowledge regarding recruitment process attendance and leave management, personal file maintenance, payroll management, and labor law application. These are primary work of HRM department that ensure worker satisfaction, labor turnover as well as worker management relationship. Proper uses of labor law, employee welfare are enhancing an industries reputation and higher productivity. In addition, learned about worker safety, ensuring different work benefit and maintaining strategic disciplines and rules are improving buyer satisfaction and brand value.

I obtained knowledge about HR Practices in organization, recruitment employee and managers, organizational culture, team building, leadership sustainability and gender form the academic generic course of HR Practices (KIM -101). During my internship I realized that this knowledge is closely related with practical industrial practice.

### **Costing & Central Audit:**

Costing and central audit department is an important department who ensure efficient costing, budget management, transparency and control the financial management in line with company policy which directly related to the company profitability.

Through my internship I acquire practical insight about pre costing and post costing process where pre costing is important for pricing the product, profit planning, budget outline, reduction the risk and control the expense on the other hand post costing ensure profit evaluation, future improvement and set a strategic planning. I obtained practical knowledge about the budget sheet preparation by putting correct consumption and price of fabric trims and correct feasibility (CM) data which give accurate cost idea and outline the profitability. I also learned about bill and voucher checking and purchase order record checking system where bill & voucher checking is important for authentication, match with budget sheet, and purchase approval and purchase order checking is important for properly recorded the purchase order

and timely receive the raw material that ensure the supplier performance, lead time consistency and price uniformity.

I learned about yarn costing, fabric costing, product costing and overhead costing of these industries from industries specific course Introduction to garments industries -Knitwear (KIM-201) and that experience is highly effective for understanding the industries operational activities

### 3.2. Suggestion for Industry Improvement

**Merchandising & Marketing:** To the best of my understanding, this department is currently performing its responsibilities effectively. However, this does not indicate that there are no opportunities for further improvement. During my internship I identified some areas where further improvements can be made. Firstly, greater adoption of digital tools and data-driven systems like ERP, PLM, and order-tracking software can enhance demand forecasting, costing accuracy, and order cycle monitoring. This will reduce errors, improve efficiency, and support better decision-making. Secondly, marketing and merchandising professionals need stronger market research capabilities. Improved understanding of global fashion trends by attending different fashion show, direct buyer meeting will help to reduce dependency on a limited number of buyers and increase market diversification. Another important area is costing and pricing accuracy for improvement can utilized AI driven digital tools and enhance for participating different market visiting, attending different textile tread fair which can be improved a merchandiser capability to know about all raw material best lowest possibility price which would be effective for doing best competitive price.

Furthermore, skill development is equally important for continuous improvement and expertise of multi task. It is suggested that proper and continuous training program should be arranged to improve negotiation skills, communication skill, soft skills, costing skills and contract management. This will benefit the merchandiser to strike a proper balance between the buyer and expectation with the capabilities of the factory's as well as maintaining sustainable business relationship.

Finally, a greater emphasis needs to be placed on sustainability and compliance practices. It is essential that merchandisers are knowledgeable about the compliance standard of their buyer as well as environmental and ethical requirements that are increasingly having an impact on buyer sourcing decisions.

**Design & Innovation:** During my internship I observed that the industry is mostly focused on production improvement rather than design and innovation. However, by investing in creative designers as well as by providing effective trends analysis through advanced technology, the industry can improve its overall buyer satisfaction as well as enhance its global competitiveness.

An example of this can be found at Palam Group which has two wings of design team, and both of these wings are led by foreigners. Even most of the executives there are foreigners as well. From the context, this highlights that developing a skilled local workforce through effective training and development programs is very important.

Another finding was the use of advanced technology through adoption that can improve the accuracy of market analysis, market forecasting and even CAD systems. Furthermore, the limited use of 3D technology slows down the product development.

Lastly, product diversification in many factories remains limited, as companies often stay within their comfort zones. Diversifying the styling, functionality, and detailing can make products more unique, competitive and attractive to international customers.

**Production Management:** Based on my observation, integrating automation and with skilled workforce development can significantly improve production efficiency in RMG industries. The introduction of automated and semi-automated machinery increases output of the work, provides consistency in product quality, and reduces lead time.

Digital monitoring and performance analysis allow for real-time performance tracking, faster error identification and to make decision quickly.

Continuous training and multi-skill development program for worker allow them efficient operate of more advance technology, make fewer error, and keep production continuity. In summary a balanced approach that combines technological advancement with human skill development is crucial for achieving cost efficiency, operational excellence and long-term sustainability in the industries.

### **Supply Chain Management:**

The department I had had the pleasure to internship some time at seems to play a increasingly important role in today business environment, these help to improve operational efficiencies and lower production cost.

Form my observation I realize that using of more digital tools (ERP and analytical software), better forecasting tools, efficient inventory management modules, effective logistic planning tools can significantly reduce lead time, operational costs, and production disruption.

I also noticed that stronger collaboration with suppliers and continuous workforce skill development can improve reliability and minimize operational error. Overall, continuous modernization and professional management of the supply chain department are essential for the maintaining competitiveness, ensuring sustainability and supporting the long-term growth of RMG sector.

**Quality Management:** Essential quality revolves around continuous improvement as businesses should focus on implementing advanced digital tools, automated defect detection system, as well as having real-time quality tracking of defect data. Although established transparent and ethical SOPs on each inspection phase fabric, accessories inline and final garments along with ongoing training on AQL and quality international standard will help industries offer best quality of product. Furthermore, upgrading in-house facilities for physical, chemical, and safety testing, strengthening collaboration with suppliers and motivating workers through reward systems can help reduce rework, wastage and production delays. These improvements ultimately enhance buyer satisfaction ultimately enhance buyer satisfaction and strengthen the industry's ability to compete the global market.

### **Compliance & Sustainability:**

During my internship, I observed areas for improvement, including the usages of digital tracking for environmental metrics, chemical use, and labor compliance. Investing into renewable energy sources, water recycling system, and energy-efficient equipment, ensuring the chemicals are handled, stored, and adhere to international safety regulation such as OEKO-TEX and REACH. Providing employees with frequent training on environment responsibilities, safety and sustainable practices.

To satisfy customer expectations, conduct routine internal audits, seek international certification and collaborate closely with buyers, governmental organization and NGOs can to align sustainability initiatives with international standard.

**Human Resource Management:** Efficient HR department is very important for higher productivity, compliance, worker satisfaction which ensure long term suitable business. During my internship I observed HR department should implement digital payroll system for attendance tracking, leave management even overtime calculation. HR department should introduce upgraded requirement system and skill mapping system which ensure higher skill of employee and higher productivity. Worker migration rate and absenteeism rate are too high in RMG sector which causes significantly production disruption so HR department have opportunities to solve this issue by fair wages, attendance bonus, profit share, health & service insurance, provident fund and mental counseling which reduce turnover and increase productivity and smooth operation. RMG industries is facing very competitiveness due to productivity so train the labor of IE awareness, automated machine handling, and leadership training for mid-level employee which ensure smooth productivity. For avoiding labor disputes HR should develop compliance mechanism, worker committees and arrange regular interaction between worker and management. Now a days buyer looking for sustainable and ethical sourcing. need to develop social sustainability through factory police, gender equality, anti-harassment action, and ensuring safe working condition which improve the brand value and long-term relation with buyer.

**Costing & Central Audit:** My primary observation during the internship audit and costing plays an important role which related with company finance and police so improvement is vital form confirming financial control and minimizing accounting inaccuracy. Improvement by making standard procedure, implementation automation by using updated costing and accounting software and skill development by training employee is very essential.

Strengthening these areas will improve cost capability, transparency, and strategic decision-making, ultimately educating profitability and global competitiveness of the sector.

### **3.3 Learning for Self-Improvement**

**Marketing & Merchandising:** By this internship I achieved valuable knowledge that will help significantly to my self-improvement, current professional development and in preparation for a future mid-level management position. Through the internship this experience really improves my understanding of business planning, forecasting for future, communication, costing, and effective coordination with cross functional team. In addition, I earned knowledge about trends of market, buyer requirements, and the importance of on time delivery and quality assurance. These learnings enhanced my negotiation, and communication skills, as well as analytical skill which strengthening me to better contribute to merchandising and marketing functions and prepare for greater managerial responsibilities in the future.

**Design & Innovation:** During my internship, I gained practical knowledge in mood board creation, product development, sampling, 3D designs, and value addition, that are totally new which strengthened my understanding of the design and innovation process

which directly impact the buyer satisfaction as well as prove industries capability. I believe my experience and practical knowledge help me in future for serving mid management role in the industries and enabling me to contribute effectively to buyer satisfaction, product competitiveness, and overall organizational growth.

**Production Management:** I believe my learning and practical experience is highly valuable for future mid-level management position. I developed practical knowledge in production planning, work study, line balancing, and performance monitoring, which strengthened my experience, analytical and decision-making abilities. I also improve my understanding of resource utilization, cost efficiency, and problem -solving within real production environments. Observing cross functional coordination also improved my leadership responsiveness and communication skills. In a future mid-management position, I will be able to manage task efficiently make data-driven decisions, and support organizational productivity and strategic growth because to solid professional foundation these learning experiences have given me.

**Supply Chain Management:** Through this course and my internship experience, I learned many practical skills that were new to me and will support my future role in mid-management. I gained knowledge about balancing supply and demand, monitoring inventory levels, communicating with suppliers, and supporting delivery planning to ensure smooth operational processes.

The experience improved my problem-solving ability, teamwork skills and capacity to make decision based on data and operational needs. I also learned the importance of time management, responsibility and the ability to adapt quickly in fast-place work environment. These lessons have prepared me to take on greater responsibilities and manage task more effectively in my future career.

**Quality Management:** Throughout the internship, I acquired a clear understanding how the Quality Management department ensures garments are in compliance with the expectation of buyer, adhere to international standards and safety regulation. I had the opportunity to perform different types of inspection, according to established standard operating procedures (SOPs).

During my time in this department, I observed how effective quality control contributes to reducing defects, reducing rework and lead times, while satisfying the buyer. In addition, I developed some fundamental knowledge and skills related to the textile testing and quality evaluation.

The experience has also improved my overall problem-solving abilities, my analytical thinking skills and my knowledge of process management, which will benefit my future career as a mid-level manager in the RMG Industry.

**Compliance & Sustainability:** Through the internship I learned about the practical knowledge of this department makes sure that operations are ethical, safe and environmentally friendly. From the learning about waste management systems, energy and water conservation practices, chemical compliance, and methods to reduce environmental impact. I gained knowledge how these measures improve operational efficiency, maintain regulatory compliance, and build buyer trust. This experience enhanced my awareness of sustainable practices, strengthened my problem-solving skills, and prepared me to contribute effectively to sustainability and compliance initiatives in a future mid-management role in the RMG industry.

**Human Resource Management:** Through my internship in HR department of Palmal Group I achieved practical knowledge about, worker selection, training and development process, file maintaining system, worker migration and absenteeism which are directly impacted on productivity. In addition, learned about basic national labor law, worker welfare, safety and ethical practice and handle conflict in work station. this practical knowledge is very helpful for my current and future carrier. Even It will be significantly helpful for preparing myself for managerial position where management skill and problem-solving capability and decision-making responsibility is highly important.

**Costing & Central Audit:** Though my internship and study in course I acquired practical experience about pre and post costing and how it is directly work for company profitability. I also gained hand on experience on preparing budget sheet which ensure control of cost and improve financial health. Form checking different bill and voucher and purchase record I gained practical insight of accountability, ethical practice of police. That learning improves my analytical and management skill which is essential for my current position even in preparing myself for future mid managerial position and allow me to contribute industries growth.

## **Chapter 4**

### **Conclusion:**

The valuable experience acquired through the internship as well as theoretical expectation I had before starting it, has been highly beneficial in understanding my potential fit with the globally competitive RMG market. Through the internship, I realized that in the RMG industry the work of different department is closely interconnected. Task are not performed individually, rather, they involve collaboration among the multiple departments.

Nowadays the RMG business market is extremely competitive, where several competitors are constantly challenging market position. At the same time, the industries face various operational and market-related obstacles on the daily basis. Therefore, to remain competitive in this environment, significant technological upgradation is necessary. However, many still consider the availability of workforce as the primary strength of the industries, while competitors are moving ahead by effectively using of advance technologies. Needless to say, without adoption of modern technologies, investment in skilled workforce development, using data- driven decision making, strengthening quality control and gradually implementation of artificial intelligence in operations, it will be very challenging to sustain in this market.

In conclusion, the internship helped me acquire several practical skills that will be essential for my current and future career, such as production engineering, demand forecasting, cost control, negotiation and communication, supply chain management, HR practice and leadership skill. I believe this internship experience has also enabled me to think more analytically and strengthen my managerial understanding of the RMG Industries.

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