Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) Program
BRAC Institute of Governance and Development
BRAC University

The PGD-KIM has been developed to deliver key skills and knowledge to managers working in knitwear industries and the fresh graduates in relevant disciplines from various public and private universities. The programme will emphasize the latest business technologies, implementing hands-on knitwear business applications for executives who have to master their abilities today to successfully lead their industries in the ever-changing economy. After the completion of PGD-KIM, the graduates will be able to integrate and apply the key competencies required for each of the functional areas of knitwear industry in Bangladesh. With the added knowledge, skills and other competencies, the trained people will manage and lead the industry efficiently and competently towards sub-sectoral development.

Program objectives:

The course will

- Improve the performance of mid to high level managers as well as Provide opportunities to fulfil their career aspirations by broadening their network
- Prepare fresh graduates for employment in the knitwear industries and other RMG Subsectors
- Stimulate creativity and innovation in leaders of the future through generic skill development
- Broaden the awareness and understanding of management under emerging market environment and providing techniques how to fit in a global market
- Prevent obsolescence of executives by exposing them to the latest concepts and techniques in their respective areas of specialisation
- Improve the thought processes and analytical abilities of participants
- Understand the problems of human relations and improve human relations skills to develop a deeper understanding of the knitwear sector to enhance the ability to drive this sector forward international level.
Students’ selection criteria

Differentiated selection criteria have been set to select the trainees for the PGD-KIM. For admission into the PGD-KIM, the candidates must meet the following requirements:

**Fresh graduates**

- The candidates must have a bachelor's degree preferably in technical or business disciplines with CGPA 2.5 on a 4.0 scale or a second class from a recognized public or private university.
- The applicant must demonstrate keen interest in serving the RMG sector and have sound health and stamina.
- The candidate must be able to attend all classes and fulfil all academic requirements including the internship over the nine-month period.
- The candidate must pass the admission test consisting of a written, oral and aptitude test.

**Existing knitwear managers**

- Active and talented mid and high-level managers with at least three years of working experience in knitwear industries who plan to continue their professional career in the RMG sector.
- Academic qualifications will be relaxed in case of existing industry managers. In this case, their performance, efficiency and length of service will be evaluated for enrolment. A certificate from their employers in this effect will be considered for their selection.
- Participants need to have firm aptitude to stay committed to a nine-month long course in the evenings/weekends and simultaneously at the office.
- Commitment to attend all classes and fulfil all academic requirements including the internship over the nine-month period.
- Pass the admission test consisting of a written, oral and aptitude test.

**Faculty members**

As stated, the courses will progress from generic to industry specific, and then to an internship in the industry. The classroom courses intend to deliver the competencies based on multi-disciplinary aspects, theoretical analysis and practical exposure. Hence, a mixture of academicians and professionals will be appropriate to deliver the competencies intended in the PGD-KIM. Accordingly, a pool of faculty from universities and industries has been selected on the basis of high academic qualifications and extensive teaching and work experiences in specific courses of PGD-KIM.
Logistics, facilities for the students

Classrooms and computer lab will primarily be used as facilities for students. Four furnished classrooms of BIGD, BRAC University, located at Mohakhali, Dhaka will be dedicated for this course. A 30 student user capacity computer lab established at BIGD specially dedicated for the PGD-KIM students.

Students will be provided with necessary learning materials, including handouts and reading documents related to course curriculum suggested by the respective course faculty. These learning materials will be distributed in the classes and sent to the students electronically. Overall, each student will have a comprehensive set of handouts, reading documents and other learning materials on each course. In addition, every student will have full access to BRACU’s library and be entitled to enjoy its facilities.

Class time

The implementation of the 9-month long PGD-KIM is split into three regular semesters (i.e. summer, spring and fall) in a year. The duration of each class will be 3 hours. One evening session will be held on Sunday and Wednesday from 6.00 PM to 9.00 PM and two sessions will be held on Friday from 9.30 AM to 12.30 PM and from 3.00 PM to 6.00 PM respectively. Thus, every week there will be four sessions for four courses at each level for each batch.
Academic Information

The PGD-KIM is a postgraduate diploma of 30 credits, divided into 3 terms namely, generic courses, Industry specific and industry attachment.

Following is the structure of the program:

<table>
<thead>
<tr>
<th>Course Type</th>
<th>No. of courses</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generic courses</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Industry specific courses</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>industry attachment</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>30</strong></td>
</tr>
</tbody>
</table>

A. **Generic courses**: Four (4) Courses $4 \times 3 = 12$ Credits hours

- KIM 101 HR Skills and Competencies
- KIM 102 Analytical Skills and Competencies
- KIM 103 Communication Skills
- KIM 104 Business Operation Skills

B. **Industry specific courses**: Four (4) Courses $4 \times 3 = 12$ Credits hours

- KIM 201 Introduction to Garments Industry – Knitwear
- KIM 202 Industrial Engineering
- KIM 203 Production Management and Merchandising
- KIM 204 Quality Management

C. **industry attachment**: One (6) Courses $1 \times 6 = 6$ Credits hours

- KIM 300 Industry Attachment – Knitwear
Courses description

A. Generic courses: Four (4) Courses $4 \times 3 = 12$ Credits hours

KIM 101: HR Skills and Competencies

The knitwear industry now recognize that a critical course of competitive advantage often comes from having the most ingenious product design, the best marketing strategy, or the most state-of-the-art production technology, but rather from having an effective system for obtaining, mobilizing and managing the organization’s human assets. The demographic changes in the labor force, increased global competition, public policy reforms have made human resources competency the most important skill that a mid-level manager should possess in the knitwear industry.

Learning Outcomes

- Engage in leadership level critical thinking and increase self-awareness for development and personal growth
- Incorporated decision making skills that impact on individuals, organizations, and the world at large
- Understand the importance of good interpersonal relationship, good leadership and followership
- Have an overall idea of organizational approaches that fit to knitwear industry
- Explain group dynamics and demonstrate skills required for working in groups (team building)
- to explain organizational culture and describe its dimensions and to examine various organizational designs

Readings

- Relative reading materials and lecture notes will be provided

KIM 102: Analytical Skills and Competencies

Most of the fundamental skills that one needs as a foundation for analytical thinking that revolve around many different aspects of the discipline. Analytical thinking must be developed as a foundation for many professionals. Findings have suggested that many of our mid-level knitwear managers have learned to use one or more data analysis tools without first learning the concepts, principles, and practices of analytical thinking that must be developed before these tools can be used effectively. Organizations cannot make up for this lack in thinking skills by throwing technology at the problem.
**Learning Outcomes**

- Construct logical reasoning
- Able to connect analytical aptitudes to managerial skills
- Have better attention and path strategy
- Understand the value of information; information storage and retrieval system – database and data structure- knowledge based system
- Apply advanced skills and concepts in creating solution to information problems

**Readings:**


**KIM 103: Communication Skills**

Communications skills are what make us effective in sharing ideas, thoughts, information and feelings with diverse internal and external audiences, often in cross-cultural situations, in order to develop two-way understanding between the audience and the communicator. Aims to help the Knitwear professionals develop the proficiency needed to succeed in today's technologically enhanced workplace by focusing on the development of professional oral and written communication skills needed in the sector. Memo, letter, email, report, policy and proposal writing, presentation skills, participation in and chairing if meetings; and job application strategies.

**Learning Outcomes**

- Identify communication styles and manage multidimensional communication in office
- Demonstrate the knowledge to overcome barriers in communication
- Outline the skills needed to clearly communicate with direct reports
- Improved listening and questioning skills
- Dealing with difficult situation/people

**Readings:**

- Denny, Richard; Speak for yourself: tested techniques for improving your communication and presentation skills; Publisher Kogan Page; 2002.
- Adair, John Eric, The effective communicator; Publisher Industrial Society, 2002
KIM 104: Business Operation Skills

The knitwear industry now recognize that a critical course of competitive advantage often comes from having the most ingenious product design, the best marketing strategy, or the most state-of-the-art production technology, but rather from having an effective system for obtaining, mobilizing and managing the organization’s human assets. It is of essential need for the managers to understand business and all the basic dimensions of business.

Learning Outcomes

- Understand and use fundamental terms and concepts relating to management skills, functional roles and ethics
- Develop analysis, cooperation, problem-solving and communication skills within small-group activities that look at and discover solutions to business situations and problems
- Apply knowledge and skills covered in class discussions to practical, hands-on, individual and/or team exercises
- Demonstrate ability to engage effectively in team-building and group-work activities
- Transfer skills learned in this class to other life and career situations – for example, learning concepts and skills related to communications and marketing can be used to promote an idea in any field

Readings:


B. Industry specific courses: Four (4) Courses 4×3=12 Credits hours

KIM 201: Introduction to Garments Industry – Knitwear

Students gain a brief concept about readymade garments sector of Bangladesh including history, value chain, distribution of garments, SWOT analysis, reasons of growth of RMG sector in Bangladesh, backward linkages of RMG sector. They also learn about different sections of RMG industry including hierarchy of RMG industries. Not only that they also acquire a brief knowledge on pattern making, marker making, fabric spreading, cutting, and interlining. This course is
designed to cater to the basic understanding on the industry that will serve the knowledge gap of the experienced as well as the fresher.

**Learning Outcomes**

- Understand the status and development of Bangladesh Apparel Industry in recent years
- Be aware of job opportunities within the industry at different levels
- Understand trade in terms of domestic, retail, export and import of Bangladesh Industry
- Describe major domestic and international brands of apparels
- Describe relationships and applications of elements and principles of design in fashion, apparel, and textile design.

**Readings:**

- Mohammad Yunus and Tatsufumi Yamagata, The Garments industry in Bangladesh, chapter 6 (Online)
- The Global Textile and Clothing Industry; 1st Edition; Technological Advances and Future Challenges; Imprint: Woodhead Publishing; 18th July 2012
- Hafiz G. A. Siddiqi; The Ready-made Garment Industry of Bangladesh; University Press Limited, 2004 - Clothing trade

**KIM 202: Industrial Engineering**

A comprehensive course designed to increase the knowledge on structure and properties of engineering materials and applications; effect of strain, strain rate etc. Reliability, availability and maintainability, distribution of failure and repair times; determination – reliability models system reliability determinants – preventive maintenance and replacement, total productive maintenance and concept and application. Upon successful completion, students will be better adapted to the engineering competency needed for the job and also will appreciate those who are now performing the role.

**Learning Outcomes**

- Understand classification, methods construction and uses of fabric weaves
- Explain classification meaning and advantages of fabric finishes
- Have an overall idea of organizational approaches that fit to knitwear industry

**Readings:**

KIM 203: Production Management and Merchandising

This course has been designed to inflict basic production and merchandising knowledge and application for mid-level managers of knitwear industry and fresh graduates that wish to pursue their career in the RMG sector. The aim is to provide a thorough knowledge on basic manufacturing that leads to confident merchandisers.

Learning Outcomes

- Apply basic principles of merchandising to manage and control inventory in the knitwear industry
- Contribute positively to the retail environment for profit maximization
- Predict fashion trends and sales figures
- Develop and analyze a simulated retail merchandizing plan
- Evaluate and critique a knitwear company’s merchandising strategy

Readings:


KIM 204: Quality Management

A supply chain is a network of partners who collectively convert a basic commodity (upstream) into a finished product (downstream) that is valued by end-customers, and who manage returns at each stage. It is of utmost importance that the mid-level managers of knitwear sectors values the knowledge needed to perform the quality of the production of the merchandise at its best. The course will build their much needed confidence in challenging the global production and supply chain.

Learning Outcomes

- Describe concept, and importance of quality and quality control
- Understand fabric quality assurance
- Understand production sequence in garment manufacturing
- Understand various assembly line options in garment manufacturing units and unite production system
- Have an overall idea of organizational approaches that fit to knitwear industry
Readings:

C. Industry attachment: One (6) Courses 1×6=6 Credits hours

KIM 300: Industry Attachment – Knitwear

A three month internship under a supervisor to reflect on the generic courses and industry affiliation.

Readings:
✓ Zoe Robinson and Stuart Pedley; A student’s guide to Writing Business Reports -Smith Kaplan Publishing, 2010
✓ Michael Netzley and Craig Snow; Guide to Report Writing (Guide to Business Communication Series) 2002; Pearson