



Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)  
Skills for Employment Investment Programme (SEIP)

# PGD-KIM Review Workshop and Course Completion Ceremony Report (Batch 17-21)



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(Batch 17-21)

September 2023

Executive Development Centre (EDC)  
BRAC Institute of Governance and Development (BIGD), Brac University

# Contents

1. Background	3
2. PGD-KIM Review Workshop and Course Completion Ceremony	4
3. Event Proceedings	4
3.1 PGD-KIM Curriculum Review Workshop	4
3.2 Panel Discussion and Open Floor	8
3.3 Completion Ceremony	9
4. Conclusion	11
5. Photo Gallery	12



## 1. Background

The Executive Development Centre (EDC) at the BRAC Institute of Governance and Development (BIGD), Brac University, in collaboration with SEIP, has been successfully delivering the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) since its inception in 2018. This esteemed programme, accredited by the University Grants Commission (UGC), is designed to cultivate a cadre of highly skilled managers capable of addressing the evolving needs of the knitwear industry by producing adept mid and high-level executives. One of its primary objectives is to reduce reliance on foreign managers, fostering self-sufficiency in the sector. Additionally, the programme establishes a vital bridge between academia and industry,

ensuring that the university can proactively meet the evolving demands of the knitwear sector. The PGD-KIM is structured over three terms, encompassing generic skills development courses in Term 1, industry-specific courses in Term 2, and culminating in a comprehensive internship in Term 3. Notably, the programme has witnessed the graduation of 463 students in Tranche 2 and a further 330 individuals are slated to complete their training in Tranche 3 by December 2023. Among the Tranche 3 cohort, 152 students have successfully completed the PGD-KIM, marking a significant milestone in the programme's ongoing success. Details are given below.

Batch	Enrollment			Graduation			Dropout	Certified
	Total	Male	Female	Total	Male	Female		
17	35	26	9	27	20	7	8	January 2023
18	34	25	9	31	22	9	3	
19	35	29	6	33	27	6	2	
20	34	29	5	33	28	5	1	July 2023
21	35	29	6	28	25	3	7	
Total	173	138	35	152	122	30	21	
Percentage		80%	20%		80%	20%	12%	



## 2. PGD-KIM Review Workshop and Course Completion Ceremony

We arranged a comprehensive day-long event on Friday, 15 September 2023 at the BRAC Centre Inn Auditorium in Mohakhali, Dhaka. The event encompassed a curriculum review workshop involving graduates, a panel discussion where factory owners and sector leaders moderated and participated, and the celebratory graduation of 152 students. The primary objectives of the day were as follows:

- i. Curriculum Review: Evaluate the PGD-KIM course curriculum, its delivery, and the effectiveness of industry attachments.
- ii. EDC Operations Assessment: Scrutinise the operations of the Executive Development Centre (EDC), focusing on the management of student affairs and course administration.
- iii. Skills Utilisation Exploration: Understand the utilisation of acquired skills during and post programme, providing valuable insights into the professional growth of graduates.
- iv. Graduation Celebration: Celebrate the successful completion of the PGD-KIM programme by 152 students from Intake 7 and 8.

By structuring the day around these objectives, we aimed to holistically assess the programme's

impact, ensuring its continued effectiveness and relevance for future cohorts.

## 3. Event Proceedings

The day-long event unfolded through three distinct segments, outlined as follows:

### 3.1. PGD-KIM Curriculum Review Workshop

A total of 37 students from Batch 17-21 actively participated in the curriculum review workshop. To ensure a focused and constructive discussion, participants were grouped into three groups—Doel, Eagle, and Mayur—based on their gender and employment status. Leading the workshop were esteemed facilitators, Dr Md. Sanwar Jahan Bhuiyan, Deputy Executive Project Director at SEIP; Ms Syeda Shaila Ashraf, Corporate



HR Head at Renaissance Group; and Mr. Mohammed Showket Iqbal, General Manager, HR, at Epyllion Group. These facilitators played a pivotal role in steering discussions, orchestrating group activities, and overseeing presentations.

Participants were tasked with delving into critical aspects of the PGD-KIM programme, guided by the following questions:

- What aspects of the coursework, internship, or interactions with EDC did you find most valuable and should be continued?
- Which areas of the coursework, internship, or interactions with EDC need improvement?
- What initiatives should be considered in the areas of coursework, internship, or interactions with EDC?
- The objective was to extract valuable insights from the participants' experiences and perspectives, providing a foundation for refining and enhancing the PGD-KIM programme in the future.

The workshop commenced with an inaugural session led by Sirajul Islam, Deputy Director of EDC-BIGD, who provided a comprehensive overview of the event's purpose and structure. Emphasising the significance of constructive feedback, he highlighted the invaluable role of graduates in enhancing the programme curriculum. Graduates were encouraged to critically assess the PGD-KIM course curriculum, internship experiences, and EDC management, identifying both strengths and weaknesses. Mr. Islam urged participants to consider what aspects are strong and should be sustained, where improvements are needed, and what might be missing from the current curriculum, emphasising their unique perspective as recipients of the course. Underscoring the

importance of student feedback, he stressed that their insights would play a pivotal role in shaping the overall curriculum and refining EDC management practices.

Mr. Islam requested brief speeches from the facilitators. Ms. Shaila Ashraf emphasised thoughtful reflection on PGD-KIM learnings, while Mr. Showket Iqbal highlighted the importance of constructive feedback for continuous improvement which would benefit future batches and enhance the programme. Dr Sanwar Jahan Bhuiyan emphasised the PGD-KIM objectives, aiming to empower graduates to become a vital force in their organisations and gradually replace foreign counterparts. He stressed the need to assess the programme's effectiveness for participants' careers and highlighted the workshop's role in gathering feedback. He added that the insights from recipients will guide improvements, addressing any shortcomings or gaps. Dr Bhuiyan underscored the importance of evaluating graduates' learning outcomes and their practical application in the workplace, as this information is crucial for achieving the goals of the PGD programmes.

Mr. Islam expressed gratitude to both facilitators and participants, urging everyone to proceed to their assigned parallel session venues.

Group	Facilitator	Venue
Doel	Dr Sanwar Jahan Bhuiyan	Meeting Room 1
Mayur	Ms Syeda Shaila Ashraf	Meeting Room 2
Eagle	Mr Mohammed Showket Iqbal	Meeting Room 3

In the concurrent group discussions facilitated by the three esteemed leaders, graduates from the PGD-KIM programme engaged in a constructive dialogue, evaluating the effectiveness and suggesting potential improvements for the PGD-KIM. Each group prepared presentations

focusing on the course curriculum, internship, and EDC management. Subsequently, representatives from each group collaborated with facilitators, to synthesise their insights into a final presentation. This collective effort resulted in a comprehensive presentation during the course completion ceremony, showcasing the workshop findings.

### 3.1.1. Workshop Findings

Participants assessed the course curriculum's relevance to the current apparel industry, discussing strengths such as internship opportunities, course content, and EDC management.

A standout feature of the curriculum was the cultivation of leadership skills among programme participants. The curriculum proved instrumental in providing knowledge and a profound understanding of organisational hierarchies, equipping students with the finesse to navigate corporate structures effectively. Additionally, the programme's emphasis on industry-specific expertise was a noteworthy outcome, significantly enhancing the graduates' preparedness for the professional world.

Interacting with industry experts was a valuable aspect of the programme. Students gained insights from experienced professionals who

shared successful strategies, ranging from market penetration to innovative product development. This practical understanding of industry dynamics is considered a strength of the course, and participants recommend that EDC continues to bring industry experts to share their experiences with early career executives in the RMG industry.

The course familiarises participants with essential professional skills, including formal communication, negotiation, and presentation techniques applicable in various business contexts. These skills are integrated throughout the curriculum, ensuring that graduates become proficient in effectively communicating and advocating for their ideas. It emphasises the significance of sustainable business practices through Cost-Benefit Analysis (CBA) and imparts knowledge about business and investment strategies in the RMG sector. Graduates emphasised that the PGD-KIM coursework equipped them with skills to analyse product costs, enabling competitive pricing and maximising profitability.

The programme highlighted environmental sustainability in industry processes, covering engineering tools like Industrial Engineering, Motion Economy, and Cost Analysis for industry-based products. It also provided knowledge about various merchandising channels.





A key impact of the programme was the practical exposure gained through internships in the RMG industry. Students observed the inner workings of various industry departments, fostering a holistic understanding of operations. The formal report writing aspect received praise as a valuable outcome of internships within the programme. Graduates demonstrated excellence in crafting comprehensive reports, showcasing a skill highly valued in professional settings.

The contributions of special guest teachers were acknowledged as significant factors in enhancing the programme's learning experience. Their expertise and insights further enriched the curriculum, offering students a well-rounded education.

The PGD-KIM programme offered complimentary study materials. Graduates commended the overall management of EDC.

Graduates also evaluated the application of skills acquired during the programme and assessed growth potential. While their professional experience was limited to a single functional department, this course provided a comprehensive understanding of the entire industry. Additionally, the internship allowed them to work in diverse functional areas, broadening their professional exposure.

Participants recommended the following for enhancing the curriculum and course offerings:

- Participants emphasised the need for addressing subject-specific limitations and improvements. Notably, they highlighted the absence of topics related to practical compliance issues, knowledge about audit documentation, and understanding of labour and employee laws.
- The curriculum should be enriched by incorporating additional courses on market analysis, trend analysis, production management, merchandising, and fashion design. Considering their extensive content, these topics could be organised separately to

ensure a more focused and comprehensive approach.

- Internships can be redesigned as a thesis programme, addressing specific problems proposed by industry experts. Furthermore, a shift towards group-based internships, as opposed to individual placements, is recommended. Participants also suggested that daily internship hours could be six instead of eight hours to align with practical industry expectations. Standardised guidelines for the content of internship reports are essential. Additionally, fostering collaboration between academic and industrial supervisors is crucial for a more integrated learning experience.
- Participants proposed transforming the existing nine-month PGD programme into a one-year master's programme by incorporating additional relevant courses. They recommended that candidates with industry experience are given preference over freshers during cohort selection.
- EDC could provide guidance to facilitators to ensure a consistent understanding of the course outline. Regular networking sessions should be organised, and improvements are needed in course timing and evaluation. It is crucial to strictly adhere to the overall course duration.
- Lastly, EDC should enhance programme promotion among top management and factory owners to stimulate professional participation. The programme title should be revised to PGD in Apparel Industry Management – PGD-AIM, thereby highlighting its applicability across diverse product ranges
- In conclusion, the workshop offered invaluable insights into the PGD-KIM Graduates Programme, shedding light on its strengths and areas for enhancement. It underscored the crucial role of industry-academia collaboration in effectively meeting the evolving needs of the RMG sector in Bangladesh.

### 3.2. Panel Discussion and Open Floor

The panel discussion on Emerging Issues and Challenges of Knitwear Management: Learning from Industry Leaders was moderated by Mr. Fazlee Shamim Ehsan, Vice President of BKMEA. The session featured discussants Mr. Mohammad Rashed, Vice-President of BKMEA; Ms. Nahian Rashid Urbee, Executive Director of Pawla Knitwear (Pvt) Ltd; Mr. M. I. Siddique (Selim Mahbub), Director of Bay Creation; and Mr. Mahbub Milton, Executive Director of Masco Industries. Ahead of the panel discussion, the graduate representatives presented a summary of the workshop findings.

The panel discussion focused on challenges within the knitwear industry and stressed the crucial collaboration between academia and industry. Various topics were explored, including global competitiveness, productivity, employee welfare, automation (4IR), and environmentally sustainable business practices. Mr. Fazlee Shamim directed the panellists to share insights on managerial innovation, skills enhancement, and the influence of green industrial practices on Bangladesh's textile sector reputation. Participants underscored the importance of eco-friendly industrialisation in Bangladesh. The discussion also delved into the role of automation in boosting productivity, the industry's

preparedness for technological advancements, the impact of green factories on workers' welfare, and marketing as well as branding strategies. Audience questions prompted additional discussions among the panellists. In essence, the event covered a broad spectrum of topics related to challenges faced by the textile industry in the global market.

#### **Sustainable Policies**

Mr. Milton underscored the vital role of embracing sustainable and environmentally friendly practices. He emphasised the importance of sustainability, highlighting its impact on both social and environmental factors within the supply chain. Additionally, he stressed the crucial role of management in effectively implementing sustainable policies.

#### **Readiness for Automation**

Ms. Urbee emphasised the necessity of equipping workers with the essential skills and knowledge to navigate the Fourth Industrial Revolution (4IR). She recommended integrating subjects like automation, artificial intelligence (AI), and 4IR into the curriculum to prepare managers for dynamic shifts in the business landscape.

#### **Enhancing Productivity**

Mr. Mahbub noted that the Bangladesh garments industry is actively working towards



environmental sustainability. However, their commendable efforts have not been sufficiently communicated, impeding their overall progress. An advantageous outcome of this green initiative is the creation of a healthier and more comfortable work environment for workers. Mr. Mahbub stressed the pivotal role of CEOs in effectively directing managers and developing a culture of continuous learning. He proposed that comprehensive training programmes and enhanced collaboration between businesses and academia could significantly contribute to these objectives. This underscores a focus on implementing strategies and technologies aimed at increasing efficiency and output within the industry.

### **Resolving Branding Issues**

Mr. Rashed observed that despite improvements in productivity and quality, the textile sector grapples with branding challenges. He called upon policymakers and institutions to tackle the issue while striking a balance between environmental considerations and costs.

### **Cost Control**

The audience expressed concerns regarding cost management within the industry, indicating a strong interest in optimising resource allocation, reducing expenses, and maintaining profitability. Panellists underscored the value of lifelong learning, highlighting the importance of continuous skills development and adaptation to remain relevant in a rapidly evolving industry. Suggestions were put forth to create a portfolio of the cost matrix for the industry.

**Diversification of Backward-Linkage Factories:**  
The audience sought information regarding the diversification of factories within the supply chain, with a specific focus on backward-linkage factories. Mr. Minhaz highlighted the significance of creating a decentralised industry, emphasising talent development and bridging the generational gap.

Audiences' inquiries and the ensuing discussion among the panellists centred on pivotal facets of the industry, encompassing cost management, supply chain diversification, automation readiness, prospects, challenges, productivity enhancement, and branding. This signifies a dynamic and forward-thinking approach to addressing industry-related issues.

## **3.3. Completion Ceremony**

The ceremony began with a welcome speech by Dr Imran Matin, Executive Director of BIGD and Advisor of the Executive Development Center (EDC). Dr Matin highlighted a commendable achievement, noting a 10% increase in female enrollment in the programme compared to the previous period. He attributed this success to collaborations with industry organisations and SEIP. Emphasising the crucial relationship between industry and academia, Dr Matin underscored the knitwear industry's critical position in Bangladesh's economy. He delved into the sector's role in addressing various challenges, including payment crises, foreign exchange pressures, and sustainability concerns related to climate change. Dr Matin stressed that the programme's primary objective is to enhance managerial skills in the RMG sector, asserting that this is essential for increasing productivity through the adoption of technology and skills.

Speeches by Guests

Mr. Anarul Kabir emphasised the crucial role of skills development in fostering the overall growth of Bangladesh. He expressed his hope that the graduates would contribute to the industry with the knowledge acquired from PGD-KIM. Mr. Fazlee Shamim Ehsan extended his gratitude to everyone and reiterated the importance of cross-cultural knowledge sharing. He also emphasised the significance of skills enhancement for the continued development and growth of the sector.

Chief Guest Ms. Fatima Rahim Veena, Executive Project Director of SEIP, underscored the



longstanding aspiration for Bangladesh—to meet the existing skills gap across different industries—that commenced in 2014 and the substantial investment of BDT 3,712 crore in training initiatives through SEIP’s effective interventions. The overarching goal is to cultivate a professional workforce in alignment with the unified objective of achieving a “smart Bangladesh” by 2041, with a particular focus on the knitwear industry, where 4,000 mid-level managers have undergone training.

Ms. Fatima emphasised the importance of developing both young talent and mid-level managers, particularly as the country transitions toward an industry-based economy. She highlighted SEIP’s collaborations with various institutions and asserted its commitment to all-round skills development. Ms. Fatima referenced significant research from Bangladesh Institute of Development Studies (BIDS) to support this commitment while expressing concerns about the underrepresentation of female trainees and high dropout rates. Consequently, she sought BIGD’s counselling assistance.

Acknowledging SEIP as a government flagship project, Ms. Fatima expressed hope for future endeavours. She congratulated the graduates on their success and offered her best wishes for their continued achievements.

### **The Crest Handover**

Dr Imran Matin presented crests to the special guests and chief guests as tokens of appreciation for their inspiring contributions to the EDC-BIGD programme.

### **Concluding Remarks**

Dr Imran Matin delivered the closing remarks. He expressed gratitude to Ms. Fatima Rahim Beena, the graduating students, the distinguished panellists, and the chief guest. Dr Matin emphasised the importance of incorporating the creative suggestions made by the graduates in the planning of the next SEIP programme. He highlighted the need for a comprehensive report summarising the comments and issues raised during the panel discussion.

Dr Matin shared insights into the focus of the upcoming SEIP programme, centred on competitiveness and the significance of emotional intelligence in addressing challenges posed by artificial intelligence. He advocated for closer relationships between the garment sector and academia to tackle the challenging issue of introducing a cost matrix. He proposed the establishment of an executive-level knowledge-sharing forum, with universities serving as neutral knowledge bodies to encourage information exchange.



## 4. Conclusion

The PGD-KIM review workshop and completion ceremony served as a convergence point for graduates, students, and professionals in the knitwear industry, fostering discussions on the sector's potential and challenges. The event underscored the importance of robust industrial-academic collaboration, a more comprehensive curriculum, and the pivotal roles of automation and sustainability in shaping the future of Bangladesh's textile and apparel industry. Acting

as a crucial platform, it facilitated the exchange of viewpoints among stakeholders, contributing to the cultivation of a skilled and competitive workforce within the RMG industry. The event emphasised the necessity for continuous learning and adaptation to industrial evolution for sustained growth and global competitiveness in the knitwear sector, accentuating the importance of heightened cooperation between industry and academia.





# Photo Gallery

## Registration



# Curriculum Review Workshop





## Panel Discussion



# PGD-KIM Completion Ceremony









## Cultural Performance









BIGD is a social science research and post-graduate teaching institute of Brac University.

বিআইজিডি ব্র্যাক বিশ্ববিদ্যালয়ের একটি সামাজিক গবেষণা এবং স্নাতকোত্তর শিক্ষাদানকারী প্রতিষ্ঠান।

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