



Competency Based Learning Material (CBLM)

Mid-Level Management for RMG

Level-4

Module: Interpreting organizational structure

Code: CBLM-RMGT-MLM-01-L4-EN-V1



**National Skills Development Authority
Prime Minister's Office
Government of the People's Republic of Bangladesh**

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The CBLM on “Interpreting organizational structure” is developed based on NSDA approved Competency Standards and Competency Based Curriculum under Mid-Level Management Level-4 Occupation. It contains the information required to implement the Mid-Level Management Level-4 standard.

This document has been prepared by NSDA with the help of relevant experts, trainers/professionals.

All Government-Private-NGO training institutes in the country accredited by NSDA can use this CBLM to implement skill-based training of Mid-Level Management Level-4 course.

Approved by
---th Authority Meeting of NSDA
Held on -----

How to use this Competency Based Learning Material (CBLM)

The module, Maintaining and enhancing professional & technical competency contains training materials and activities for you to complete. These activities may be completed as part of structured classroom activities or you may be required you to work at your own pace. These activities will ask you to complete associated learning and practice activities in order to gain knowledge and skills you need to achieve the learning outcomes.

1. Review the **Learning Activity** page to understand the sequence of learning activities you will undergo. This page will serve as your road map towards the achievement of competence.
2. Read the **Information Sheets**. This will give you an understanding of the jobs or tasks you are going to learn how to do. Once you have finished reading the **Information Sheets** complete the questions in the **Self-Check**.
3. **Self-Checks** are found after each **Information Sheet**. **Self-Checks** are designed to help you know how you are progressing. If you are unable to answer the questions in the **Self-Check** you will need to re-read the relevant **Information Sheet**. Once you have completed all the questions check your answers by reading the relevant **Answer Keys** found at the end of this module.
4. Next move on to the **Job Sheets**. **Job Sheets** provide detailed information about *how to do the job* you are being trained in. Some **Job Sheets** will also have a series of **Activity Sheets**. These sheets have been designed to introduce you to the job step by step. This is where you will apply the new knowledge you gained by reading the Information Sheets. This is your opportunity to practise the job. You may need to practise the job or activity several times before you become competent.
5. Specification **sheets**, specifying the details of the job to be performed will be provided where appropriate.
6. A review of competency is provided on the last page to help remind if all the required assessment criteria have been met. This record is for your own information and guidance and is not an official record of competency

When working though this Module always be aware of your safety and the safety of others in the training room. Should you require assistance or clarification please consult your trainer or facilitator.

When you have satisfactorily completed all the Jobs and/or Activities outlined in this module, an assessment event will be scheduled to assess if you have achieved competency in the specified learning outcomes. You will then be ready to move onto the next Unit of Competency or Module

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Module Content

Unit Title: Interpret organizational structure

Unit Code: OU- RMGT-MLM-01-L4-V1

Module Title: Interpreting organizational structure

Module Description: This module covers the knowledge, skills and attitude required to interpret organizational structure. This covers competencies on identifying production and non-production departments within an organization.

Nominal Duration: 30 Hours

Learning Outcomes:

Upon completion of this module the trainees must be able to:

1. Identify production departments
2. Identify non-production departments

Assessment Criteria:

1. Production departments are identified.
2. Activities of production departments are described.
3. Non-production departments are identified.
4. Activities of non-production departments are described

Learning Outcome 1: Identify Production Departments

Assessment Criteria	<ol style="list-style-type: none"> 1. Production departments are identified. 2. Activities of production departments are described
Conditions and Resources	<ol style="list-style-type: none"> 1. Real or simulated workplace 2. CBLM 3. Handouts 4. Laptop 5. Multimedia Projector 6. Paper, Pen, Pencil, Eraser 7. Internet facilities 8. White board and marker
Contents	<ol style="list-style-type: none"> 1 Production departments 2 Activities of production departments
Training Methods	<ol style="list-style-type: none"> 1. Discussion 2. Presentation 3. Demonstration 4. Guided Practice 5. Individual Practice 6. Project Work 7. Problem Solving 8. Brainstorming
Assessment Methods	<ol style="list-style-type: none"> 1. Written Test 2. Demonstration 3. Oral Questioning

Learning Experience 1: Identify Production Departments

In order to achieve the objectives stated in this learning guide, you must perform the learning steps below. Beside each step are the resources or special instructions you will use to accomplish the corresponding activity.

Learning Steps	Resources specific instructions
1. Student will ask the instructor about interpret organizational structure	1. Instructor will provide the learning materials identify production departments
2. Read the Information sheet/s	2. Information Sheet No:1 identify production departments
3. Complete the Self-Checks & Answer key sheets.	3. Self-Check No: 1- identify production departments Answer key No. 1- identify production departments
4. Read the Job/ Task sheet and Specification Sheet	4. Job/ task sheet and specification sheet Task Sheet No:1-1: Identify the material flow in garments production department

Information Sheet 1: Identify Production Departments

Learning Objective:

After completion of this information sheet, the learners will be able to explain, define and interpret the following contents:

- 1.1 Production departments
- 1.2 Activities of production departments

1.1 Production departments

In the apparel industry, production departments are responsible for the manufacturing and assembly of garments and other textile products. These departments play a crucial role in converting raw materials into finished goods, ensuring that the production process is efficient, cost-effective, and meets quality standards. Here are some common production departments in the apparel industry:

1.1.1 Pattern and Sample Section:



The section in the garment industry is a crucial part of the product development process. It is responsible for creating samples and pattern of garments based on the approved specifications. The samples serve as prototypes that allow designers, manufacturers, and buyers to evaluate and make necessary adjustments before proceeding with mass production. Here are some key details about the sample section of garments:

1.1.2 Sample Development:

The Pattern and sample section receives the patterns and design specifications from the merchandising department. Using these references, the sample makers bring the designs to life by creating physical samples of the garments. They have expertise in garment construction techniques and work closely with pattern makers, designers, and other stakeholders to ensure the samples accurately reflect the desired design.

1.1.3 Materials and Trims:

Sample makers carefully select the appropriate materials and trims for the samples. These materials should match the intended fabric and quality of the final product. They may work closely with sourcing teams to procure the required fabrics, buttons, zippers, labels, and other trims.

1.1.4 Sample Cutting and Sewing:

Using the approved patterns, the sample makers cut the fabric into individual pieces. They follow the specific cutting layout and ensure precision to achieve accurate sample construction. Then, they use sewing machines and other tools to assemble the garment pieces. The sample makers pay close attention to stitch quality, seam finishes, and overall construction techniques to create high-quality samples.

1.1.5 Fit and Evaluation:

Once the initial samples are produced, they undergo thorough evaluation. Designers, merchandisers, and other stakeholders assess the samples for various factors, including fit, style, proportions, functionality, and overall aesthetics. Fit models or mannequins may be used to evaluate the fit and drape of the garments.

1.1.6 Sample Iterations:

Based on the evaluation feedback, the sample makers make necessary adjustments to the samples. These iterations can involve modifying the patterns, adjusting the fit, improving the design details, or addressing any production-related issues. The process of creating multiple iterations continues until the final sample meets the desired standards.

1.1.7 Approval and Production:

Once the final sample is approved, it serves as a reference for mass production. The sample section provides the approved sample, patterns, and other relevant information to the production department. The production team follows the approved sample as a benchmark to ensure consistency and quality during the bulk manufacturing process.

The sample section is a critical stage in the garment production cycle, as it allows for evaluation, refinement, and confirmation of the design and fit before proceeding with large-scale production. It helps identify and address any issues or improvements needed, ensuring that the final products meet the desired standards and customer expectation.

1.1.8 Cutting Section:



The cutting section in the garment manufacturing process is responsible for accurately cutting fabric according to the patterns that will be used to construct the garments. This section plays a vital role in ensuring that the fabric pieces are cut precisely and efficiently. Here are some key details about the cutting section of garments:

1.1.9 Fabric Preparation:

- **Fabric Inspection:** The fabric is received and thoroughly inspected for any flaws, defects, or inconsistencies. This step ensures that only high-quality and defect-free fabric is used in the production process.
- **Spreading:** The fabric is spread out in layers on a large cutting table or cutting machine. The layers are carefully aligned to ensure the fabric is flat and free from wrinkles or distortions.

1.1.10 Sewing Section



The sewing department, also known as the sewing section, is a crucial department in the apparel industry. It receives planning sheets from the planning department and fabric pieces from the cutting department. Based on instructions provided by the Industrial Engineering department, the sewing department sets up the layout for the sewing

process. It plays a central role in converting fabric into garments using various sewing machines and processes.

The sewing department is considered the primary department in the garments industry due to its significance. It follows the instructions provided in the mockup and carries out the sewing operations accordingly. Throughout the sewing line, quality inspection is a critical checkpoint. At the end of the line, a 100% inspection of the garments takes place. If any part of a garment is found to be defective, it is separated and placed in different baskets based on the type of issue. Rejected parts go in the red basket, garments with oil spots go in the yellow basket, and garments requiring alterations go in the green basket. Only the altered garments are sent back to the production line, while garments with oil spots are sent to the oil spot removal room.

After the quality inspection is completed, the bodies (garments) are counted and bundled. If washing is required, the bodies are sent to the wash department; otherwise, they are sent to the finishing department for further processing.

The Sewing department in an apparel industry performs various functions that are crucial for the production of garments. Here are further elaborations on the functions mentioned:

- **Collecting Input Material:** The Sewing department receives the cut fabric pieces from the Cutting section and ensures that they are properly organized and ready for the sewing process. They carefully handle and transport the materials to the sewing line.
- **Sewing Operations:** The Sewing department is responsible for carrying out the sewing process of the entire garment. They follow the line layout and operation bulletin, which provides instructions on the sequence of sewing operations, machine settings, and stitching techniques to be used.
- **Ensuring Material Accuracy:** The department ensures that the correct sewing thread, labels, and shade are used during the sewing process. They verify that the materials being used align with the specifications and requirements set by the production and quality control teams.
- **Overall Responsibility:** The Sewing department is accountable for all sewing operations within the garment. They ensure that the stitching is done accurately, seams are aligned correctly, and any additional sewing details, such as pockets or decorative elements, are properly incorporated.
- **Production Reporting:** The department fills up daily production targets based on the planning provided by the production management. They report the achieved production numbers, helping to track progress and ensure that the planned targets are being met.

- **Sending Garments to Next Process:** After completing the sewing processes, the Sewing department is responsible for ensuring that the garments are ready to be sent to the next department, such as Washing or Finishing. They prepare the garments for the subsequent processes, ensuring they are properly sorted, bundled, and labeled.

- **Quality Inspection:** Before the garments leave the Sewing department, a 100% quality inspection is conducted. This involves examining each garment for defects, ensuring proper stitching, alignment, and overall quality. Any garments that do not meet the specified quality standards are identified and separated for rework or further evaluation.

- **Operator Efficiency and Productivity Improvement:** The Sewing department focuses on improving the efficiency and productivity of individual sewing operators as well as the overall department. They may implement techniques such as time studies, training programs, or workflow optimization to enhance sewing efficiency and achieve higher productivity levels.

- **Maintaining Good Quality:** The Sewing department diligently follows up on every individual sewing process, paying attention to detail and maintaining good quality throughout the production line. They adhere to the quality standards set by the company and work towards minimizing defects or errors.

- **Handover to Next Section:** Once the quality inspection is completed, the Sewing department hands over the sewn garments to the next section, whether it is the washing department for cleaning or the Finishing department for final touches, such as pressing, ironing, or attaching buttons.

- **Department Management:** The Sewing department takes care of the overall operations within the department, ensuring the availability of necessary resources, maintaining sewing machines and equipment, and managing the workflow. They are responsible for overseeing the department's performance and addressing any issues that arise.

1.1.11 Finishing and Packing section



In the finishing section of a garments factory, the focus is on adding the final touches to garments to ensure they meet the desired standards of appearance and quality. This section is responsible for the meticulous inspection of garments, checking for any imperfections or flaws that may have occurred during the production process.

Skilled workers in the finishing section carefully examine each garment, paying attention to details such as stitching, seams, buttons, zippers, and overall construction. Any defects or irregularities found are addressed, such as loose threads being trimmed or re-stitched, buttons or fasteners being securely attached, or minor adjustments being made to ensure a proper fit.

The garments then go through a pressing or ironing process to remove any wrinkles or creases, providing a clean and polished look. Different types of pressing equipment and techniques are used depending on the fabric type and garment style.

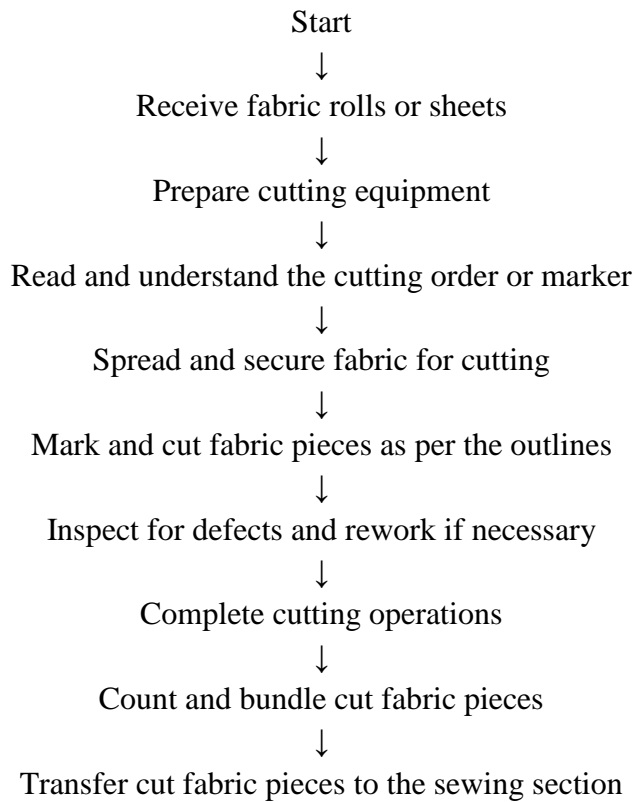
Quality control is a critical aspect of the finishing section. Garments are closely inspected to ensure they meet the desired standards of quality, including measurements, color consistency, and overall appearance. Any garments that do not meet the required standards are either reworked or rejected.

Once the garments pass the quality control checks, they are carefully folded, hung, or packaged according to specific customer requirements. Labels, tags, and other branding elements may be added during this stage to provide the final branding touch.

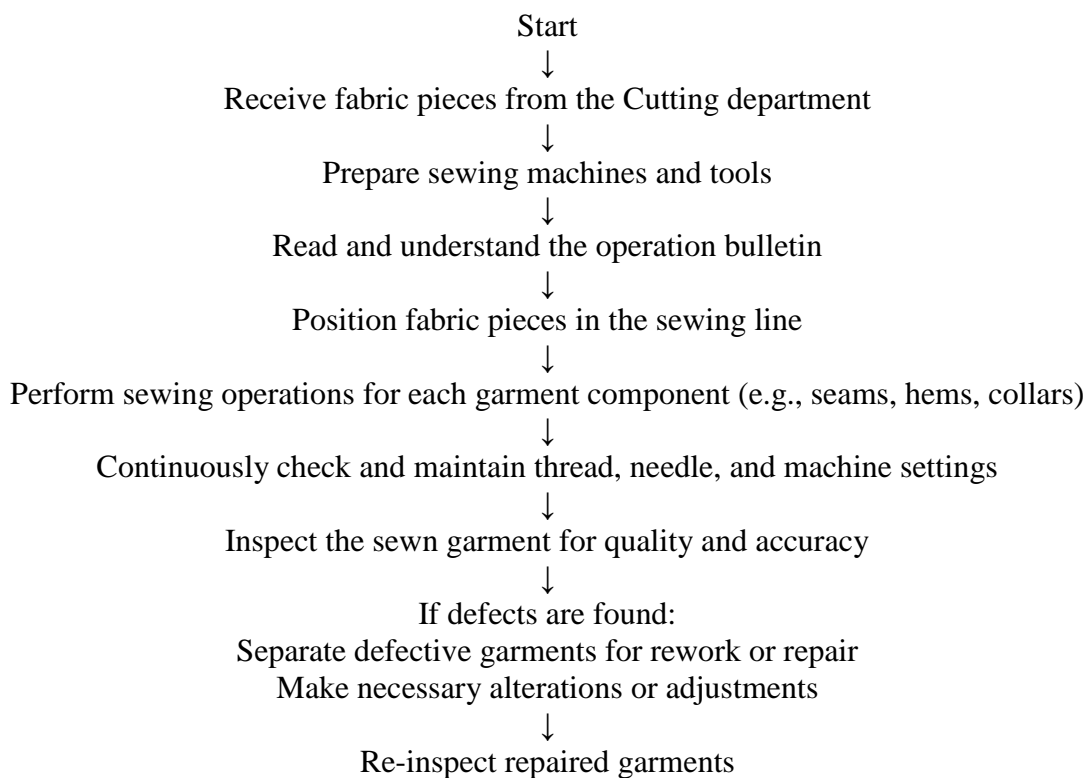
The finishing section also plays a role in maintaining documentation related to the garments, such as production records, quality control reports, and specific customer instructions or requirements. This documentation helps track and ensure consistency in the finishing processes.

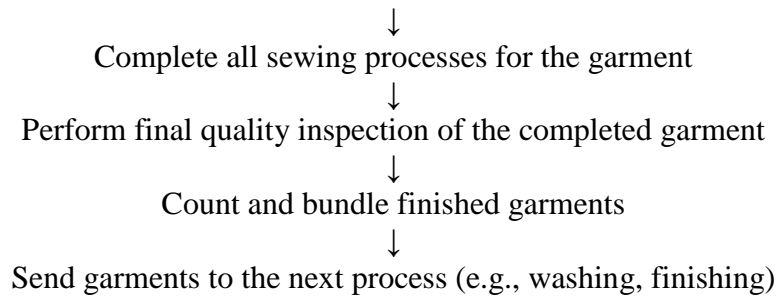
1.2 Activities of production departments

1.2.1 Flowchart outlining the process in Cutting Section:

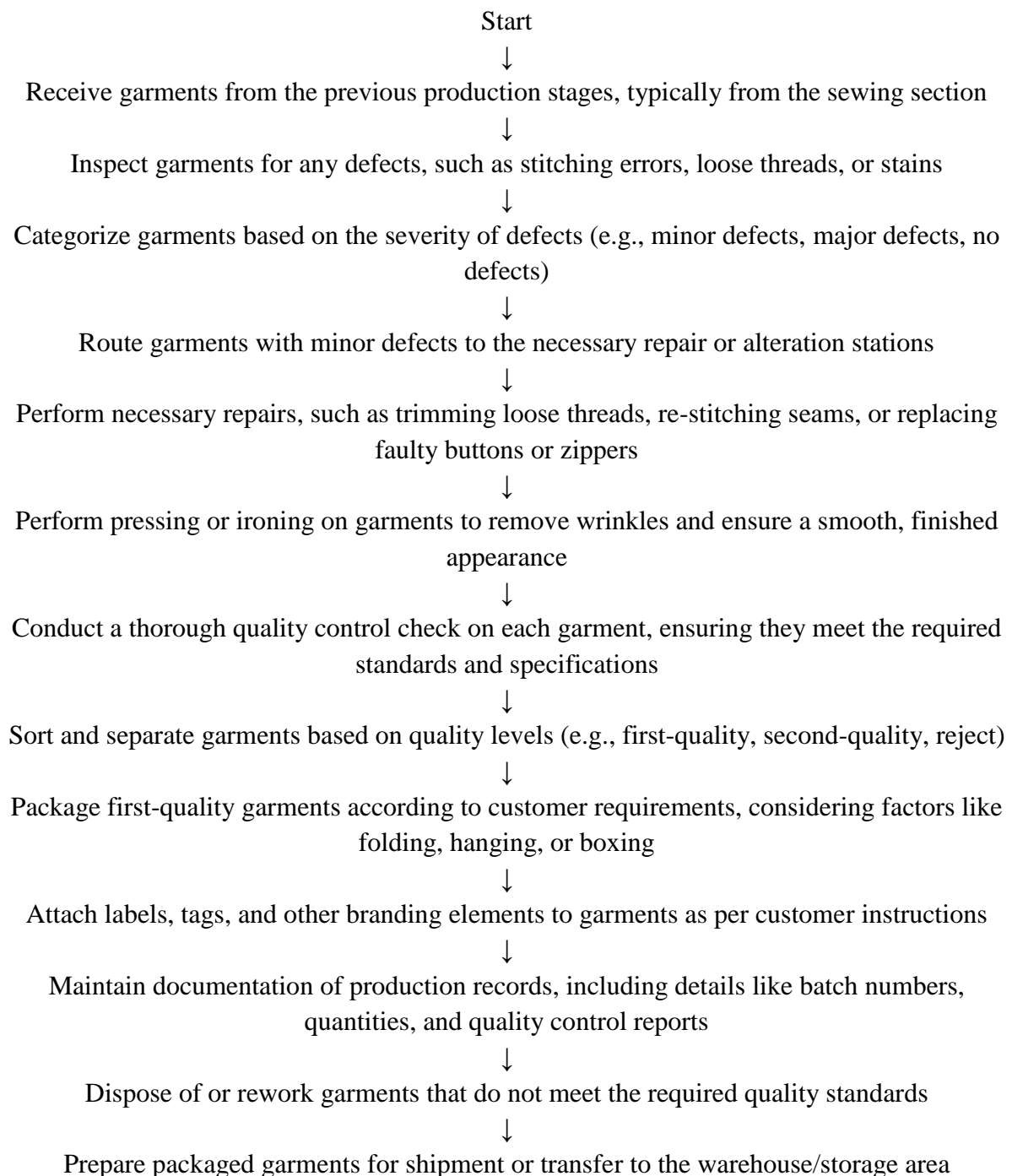


1.2.2 Flowchart outlining the process in Sewing Section:





1.2.3 Process flowchart of finishing section is as following-



Self-Check Sheet - 1: Identify Production Departments

Questionnaire:

1. What is the purpose of the garments cutting department?

Answer:

2. What is the primary purpose of defining the organizational structure of a production department?

Answer:

3. What are some common elements typically found in the organizational structure of a production department?

Answer:

4. How does the organizational structure of a production department impact decision-making within the department?

Answer:

5. What is the purpose of the finishing department?

Answer:

6. What tasks are typically performed in the finishing department?

Answer:

7. How does the size and complexity of a company influence the organizational structure of its production department?

Answer:

8. How does communication flow between the cutting, sewing, and finishing departments?

Answer:

Answer Key - 1: Identify Production Departments

1. What is the purpose of the garments cutting department?
Answer: The garment's cutting department is responsible for cutting fabric according to the pattern to create garment components
2. What is the primary purpose of defining the organizational structure of a production department?
Answer: The primary purpose of defining the organizational structure of a production department is to establish clear lines of authority, responsibility, and communication to optimize efficiency and productivity in the manufacturing process.
3. What are some common elements typically found in the organizational structure of a production department?
Answer: Common elements in the organizational structure of a production department include positions like production managers, supervisors, quality control personnel, and production workers, as well as the hierarchy and reporting relationships among these roles.
4. How does the organizational structure of a production department impact decision-making within the department?
Answer: The organizational structure of a production department can significantly impact decision-making by determining who has the authority to make various decisions. For example, production managers may have authority over resource allocation, while supervisors may make decisions about daily operations.
5. What is the purpose of the finishing department?
Answer: The finishing department is responsible for adding final touches to the garments, such as attaching buttons, zippers, labels, and performing quality control checks.
6. What tasks are typically performed in the finishing department?
Answer: Tasks in the finishing department include button attachment, hemming, pressing, quality inspections, and packaging the garments for shipping.
7. How does the size and complexity of a company influence the organizational structure of its production department?
Answer: The size and complexity of a company often influence the organizational structure of its production department. Larger companies may have more layers of management and specialized roles, whereas smaller companies may have a simpler, more streamlined structure
8. How does communication flow between the cutting, sewing, and finishing departments?
Answer: Communication flows through various channels, such as production orders, job tickets, and direct coordination between department supervisors or team leaders to ensure smooth workflow and timely completion of garments.

Task Sheet-1.1: Identify the Material Flow in Garments Production Department

Objectives:

1. Understand the interrelation of garments production department as a mid-level manager.
2. Identify the material flow from start to end within the garments production department.

Precautions:

1. Use appropriate tools and documents for data collection and analysis.
2. Maintain health and safety precautions throughout the process.

Working Procedure:

1. Collect the task sheet and specification sheet for reference.
2. Read and thoroughly understand the task sheet and specification sheet to gain insights into the project requirements.
3. Create a visual representation, such as a flowchart or process map, to depict the garments production process.
4. Measure lead times for materials at each production stage to identify areas where improvements can be made.
5. Document the identified material flow patterns, highlighting the sequence of operations, material handoffs, and storage areas.
6. Maintain health and safety standards throughout the process, ensuring the proper handling of materials and adherence to safety protocols.
7. Restore the workplace to its original condition, ensuring cleanliness and organization.

Learning Outcome 2: Identify Non-Production Departments

Assessment Criteria	<ol style="list-style-type: none"> 1. Non-production departments are identified. 2. Activities of Non-production departments are described
Conditions and Resources	<ol style="list-style-type: none"> 1. Real or simulated workplace 2. CBLM 3. Handouts 4. Laptop 5. Multimedia Projector 6. Paper, Pen, Pencil, Eraser 7. Internet facilities 8. White board and marker
Contents	<ol style="list-style-type: none"> 1 Non-production departments. 2 Activities of Non-production departments
Training Methods	<ol style="list-style-type: none"> 1. Discussion 2. Presentation 3. Demonstration 4. Guided Practice 5. Individual Practice 6. Project Work 7. Problem Solving 8. Brainstorming
Assessment Methods	<ol style="list-style-type: none"> 1. Written Test 2. Demonstration 3. Oral Questioning

Learning Experience 2: Identify Non-Production Departments

In order to achieve the objectives stated in this learning guide, you must perform the learning steps below. Beside each step are the resources or special instructions you will use to accomplish the corresponding activity.

Learning Steps	Resources specific instructions
1. Student will ask the instructor about interpret organizational structure	1. Instructor will provide the learning materials identify non- production departments
2. Read the Information sheet/s	2. Information Sheet No:2 identify non-production departments
3. Complete the Self-Checks & Answer key sheets.	3. Self-Check No: 2- identify non-production departments Answer key No. 2- identify non-production departments
4. Read the Job/ Task sheet and Specification Sheet	4. Job/ task sheet and specification sheet Task Sheet No:2-1: Identify the information flow in garmnets non-production department

Information Sheet 2: Identify Non-Production Departments

Learning Objective:

After completion of this information sheet, the learners will be able to explain, define and interpret the following contents:

- 2.1 Non-Production departments
- 2.2 Activities of non-production departments

1.1 Non-Production departments

Non-production departments in a garment factory are crucial for supporting the overall operations and ensuring the smooth functioning of the factory. While they may not directly participate in the physical production of garments, their activities are essential for the efficient management and success of the factory.

1.1.1 The Industrial Engineering (IE) department:

The Industrial Engineering (IE) department in a garment factory performs various activities to support and optimize production processes.

1.1.2 Quality assurance/ control department:

Quality assurance and quality control are critical and complex aspects of the textile, garment, and accessories industries. In these industries, quality is evaluated at different stages, including pre-production, production, and post-production. Before garment construction begins, materials like fabric, accessories, and sewing threads undergo testing. Throughout the production process, from cutting to finishing, garments are continuously assessed for quality. Sampling plans are often developed for final inspections. After production, wear testing and simulation testing are conducted to evaluate quality.

Emerging trends in quality assurance in the garment industry encompass environmentally friendly textile testing, sustainability, and the exploration of new nanotechnology applications in textiles. Implementing a robust quality assurance program in a garment company can enhance product quality and contribute to higher customer satisfaction.

1.1.3 Merchandising department

The Merchandising department serves as an intermediary between the factory and buyers, playing a vital role in the company. It acts as the heart and soul of the organization by

facilitating communication and coordination with buyers. The department liaises with buyers to handle orders, sends garment samples for approval, and receives feedback and approvals from buyers. Merchandisers are responsible for preparing the bill of materials, creating garment costing sheets, and closely monitoring production activities.

1.1.4 Supply chain department

Supply chain management has become a crucial element for the success of the apparel industry. Therefore, top management places significant emphasis on developing an efficient supply chain management system. Supply chain management involves overseeing the management of resources and their movement from one party, place, department, or section to another. The primary objective is to ensure the availability of the appropriate resources in the correct location, at the right time, and in sufficient quantities, all while minimizing process costs.

1.1.5 Procurement/ Purchase department:

The procurement department is a crucial part of a garments factory, responsible for obtaining the right materials in terms of quality, timing, and pricing. It works closely with the operations manager to align material requirements with production schedules. The department's key responsibilities include supplier selection, negotiation, contract management, procurement order processing, inventory management, quality assurance, cost control, and budgeting. It collaborates with the inventory management team to maintain optimum stock levels and ensures that procurement materials meet quality standards through inspections and quality checks. The procurement department reports to the operations manager, along with the raw materials store, while the management of finished goods falls under the responsibility of the warehouse department, which typically reports to the marketing department. This reporting structure ensures effective coordination between the procurement department, operations, and marketing teams to meet production and sales objectives. Overall, the procurement department plays a vital role in maintaining an efficient and reliable supply chain for the garments factory.

1.1.6 Store department

The store department in the apparel industry serves as a centralized unit for receiving, auditing, and storing fabric before it is distributed to other departments. In an export-oriented and bulk production garment industry, maintaining an efficient and well-equipped inventory system is crucial. The primary responsibility of the store department is to store all the necessary raw materials for garment production. The department is typically divided into three sections, and the storekeeper follows a well-defined working procedure.

The workflow of the store department in the garment industry begins with receiving and storing the required amount of fabric before the start of garment production. The stored fabric is then utilized in subsequent processes such as spreading, cutting, sewing, and

more. The store department plays a vital role in ensuring the smooth flow of production by providing the necessary fabric and materials to other departments.

1.1.7 Human Resource Department

The textile industry is a significant source of employment for millions of individuals. To ensure the availability of skilled workforce in the sector, it is crucial to provide proper training programs that can supply well-qualified professionals. As a result, the role of Human Resource Development (HRD) has gained momentum in recruiting manpower that meets the professional requirements and possesses the necessary skills. This has led to collaborations between multinational companies and educational institutions.

The HRD department plays a crucial role in the recruitment of skilled workers and executives, as well as in the allocation and planning of work. It also monitors the workforce and conducts performance appraisals. Additionally, the HRD department is responsible for organizing educational workshops or seminars to enhance the skills of the workforce in a timely manner. When HRD activities are carried out in a professional manner, they can lead to cost and waste reduction, effective recruitment of qualified personnel, increased company stability, adaptability to future developments, and, most importantly, maximized production.

1.1.8 Compliance department:

The Compliance Department in a garments factory is responsible for ensuring that the company adheres to all applicable laws, regulations, and industry standards. It plays a critical role in promoting ethical practices, maintaining social responsibility, and ensuring a safe and healthy working environment for employees. The primary objective of the Compliance Department is to ensure that the factory operates in compliance with local labor laws and international labor standards.

1.2 Activities of non-production departments

Non-production departments in the apparel industry play a vital role in supporting the overall operations of the company and ensuring its smooth functioning. While production departments are directly involved in the manufacturing process, non-production departments focus on various administrative, managerial, and supportive functions. Here are some of the key activities of non-production departments in the apparel industry:

1.2.1 Activities of Industrial Engineering (IE) department:

The Industrial Engineering (IE) department in a garment factory performs various activities to support and optimize production processes.

Calculate sewing thread requirements: The IE department calculates the amount of sewing thread needed to produce a shipment. This calculation is based on factors such as the garment's design, size, and stitching requirements. Accurately determining thread requirements helps in efficient planning and procurement.

Analyze and provide solutions for orders: When an order is received, the IE department analyzes its specifications and requirements. They assess the production feasibility, identify potential challenges, and propose solutions to ensure smooth execution and timely delivery of the order.

Optimize machine and workforce utilization: The IE department identifies the most efficient ways to allocate machines and workforce for each operation. They consider factors such as machine capabilities, skill levels of workers, and production targets. By optimizing resource allocation, they aim to maximize productivity and minimize bottlenecks.

Improve factory efficiency through method studies: The IE department conducts method studies to analyze and improve production processes. They examine each operation's steps, identify potential inefficiencies or bottlenecks, and suggest process improvements to enhance overall factory efficiency.

Coordinate production lines: Production line coordination is a key responsibility of the IE department. They ensure smooth flow of work by balancing the workload across different operations, arranging operations in a logical sequence, and minimizing idle time or waiting time between operations.

Calculate labor and operating costs: The IE department calculates labor costs by considering the number of workers, their wages, and the time spent on each operation. They also analyze operating costs associated with machinery, energy consumption, and other resources utilized during production.

Research and develop production methods: The IE department is responsible for researching and developing detailed production methods. This involves studying different techniques, technologies, and equipment to identify the most efficient and effective approaches for garment manufacturing.

Store information about production methods: The IE department maintains a database or documentation system to store information about approved and optimized production methods. This helps in standardizing processes, training new employees, and ensuring consistent quality and efficiency in garment production.

Control production: The IE department plays a crucial role in production control. They monitor production progress, compare it against planned targets, identify any deviations or issues, and take corrective actions to keep production on track.

1.2.2 Activities of Quality assurance/ control department:

Here is a brief overview of the QC/QA department's responsibilities and activities:

- **Incoming Material Inspection:** The QC/QA department inspects the quality of incoming raw materials, such as fabrics, trims, buttons, zippers, and other components.

They check for compliance with specified standards, conduct tests, and verify that the materials meet the required quality criteria before they are used in production.

- **In-process Quality Control:** The QC/QA team monitors and controls the quality at various stages of the production process. They conduct regular inspections to ensure that the garments are being produced according to the approved specifications, including measurements, stitching quality, labeling, and adherence to design details.
- **Final Product Inspection:** Before the garments are packed and shipped, the QC/QA department conducts a final inspection to verify that the finished products meet the required quality standards. They examine each garment for defects, including stitching flaws, color discrepancies, fabric irregularities, and overall appearance. Any substandard garments are identified and rejected.
- **Quality Audits:** The QC/QA department performs regular quality audits to assess the effectiveness of the quality control processes and procedures implemented in the factory. They review the production methods, documentation, and adherence to quality standards to identify areas for improvement and implement corrective actions.
- **Statistical Process Control (SPC):** SPC techniques are used by the QC/QA department to monitor and control the quality of production processes. They collect and analyze data on critical quality parameters, such as defect rates, to identify trends, detect potential issues, and take proactive measures to maintain consistent quality.
- **Quality Assurance Systems:** The QC/QA department develops and implements quality assurance systems to ensure that quality standards are consistently met. This includes establishing quality control checkpoints, documenting quality procedures, conducting training programs for production staff, and promoting a culture of quality consciousness.
- **Customer Complaints and Returns:** The QC/QA department plays a key role in handling customer complaints and returns related to product quality. They investigate the issues, analyze the root causes, and work towards resolving the problems to improve customer satisfaction and prevent recurrence.
- **Supplier Management:** The QC/QA team collaborates with suppliers to ensure that they meet the required quality standards. They conduct supplier audits, review quality certificates, and maintain regular communication to address any quality-related concerns.
- **Continuous Improvement:** The QC/QA department is responsible for driving continuous improvement initiatives related to quality. They analyze quality data, identify areas of improvement, implement corrective and preventive actions, and strive for overall quality enhancement in the factory.
- In summary, the QC/QA department in a garments factory is responsible for ensuring that the produced garments meet the specified quality standards. They perform inspections,

audits, and implement quality control measures at different stages of the production process. By focusing on quality assurance and continuous improvement, they aim to deliver garments of consistent quality, meet customer expectations, and enhance the factory's reputation.

1.2.3 Merchandising department

- **Exchanging Information with Buyers:** Merchandisers actively engage in communication with buyers to understand their requirements, preferences, and specifications. They provide updates on production progress, address any concerns or queries raised by the buyers, and maintain a strong line of communication throughout the entire production process.
- **Review and Develop Samples:** Merchandisers collaborate with the design and production teams to review and develop garment samples. They ensure that the samples accurately reflect the desired design, fit, and quality standards specified by the buyers. Merchandisers coordinate sample revisions, incorporating buyer feedback and ensuring that the final samples meet the required standards.
- **Indicate the Cost of the Product:** Merchandisers play a crucial role in determining the cost of the product. They analyze the various cost components, such as raw materials, labor, overheads, and profit margin, to calculate the final product cost. This cost estimation helps in pricing negotiations with buyers and ensuring profitability for the company.
- **Maintain Goodwill with Customers:** Merchandisers focus on building and nurturing strong relationships with customers. They ensure effective communication, promptly address customer concerns or queries, and provide personalized customer service. By maintaining good relations, merchandisers enhance customer satisfaction and loyalty, leading to repeat business and positive word-of-mouth.
- **Pre- and Post-Production Planning:** Merchandisers are involved in pre-production planning activities, such as estimating production time, allocating resources, and coordinating with various departments to ensure smooth production flow. They also handle post-production tasks, including tracking shipment schedules, coordinating with the shipping and documentation department, and ensuring timely delivery of finished goods to customers.
- **Preparing Bill of Material (BOM) and Fabric Indent:** Merchandisers prepare a comprehensive Bill of Material (BOM) that includes all the components required for garment production, including fabric, trims, accessories, and packaging materials. They also create fabric indents, specifying the quantity, type, and quality of fabric needed for each order. This helps in efficient procurement and ensures the availability of materials for production.

- **Source of Raw Materials:** Merchandisers work closely with the sourcing and procurement team to identify reliable suppliers, negotiate prices, and source high-quality raw materials. They monitor the availability and quality of materials, ensuring that they meet the required standards and are delivered on time for production.
- **Quality Confirmation:** Merchandisers are responsible for ensuring that the garments meet the required quality standards. They work closely with the quality control department to conduct inspections, approve production samples, and address any quality issues that arise during production. They ensure that the final products align with the buyers' quality expectations.
- **Elaborate Production File:** Merchandisers maintain detailed production files for each order. These files contain all relevant information, such as order specifications, technical drawings, sample approvals, production schedules, and quality control reports. These files serve as a comprehensive reference and guide throughout the production process, helping in efficient production management and maintaining consistency in product quality.
- **Run the Pre-Production Meeting:** Merchandisers organize and facilitate pre-production meetings involving various departments, including production, design, quality control, and sourcing. These meetings ensure that all stakeholders are aligned on the production requirements, timelines, quality standards, and any specific instructions or changes communicated by the buyers. Merchandisers provide clear directions to the teams involved, ensuring a smooth start to the production process.
- **Execute Orders:** Merchandisers oversee the execution of orders from initiation to completion. They closely monitor production progress, coordinate with different departments to ensure smooth workflow, address any bottlenecks or issues that arise, and track the production timeline to ensure timely completion.

1.2.4 Supply chain department

Supply Chain Management (SCM) is applicable to various key components within an organization, including manpower, machine, materials, and money.

- **Manpower:** In SCM, manpower refers to the workforce involved in different stages of the supply chain, from production to distribution. SCM ensures efficient utilization of manpower by optimizing labor allocation, improving productivity, and streamlining workflows. It involves workforce planning, training, and performance management to ensure that the right skill sets are available at the right time and place within the supply chain.
- **Machine:** SCM considers the efficient utilization and maintenance of machinery and equipment throughout the supply chain. It involves managing the procurement,

deployment, and maintenance of machines to ensure smooth operations and minimize downtime. SCM also focuses on optimizing machine utilization, scheduling preventive maintenance, and ensuring proper availability of spare parts to avoid disruptions in production.

- **Materials:** Materials management is a critical aspect of SCM. It involves the planning, sourcing, procurement, and inventory management of raw materials, components, and finished goods. SCM ensures that the right materials are procured from reliable suppliers, at the right time, and in the right quantity to meet production requirements. It also involves effective inventory management techniques, such as just-in-time (JIT) inventory, to minimize carrying costs and maintain adequate stock levels.
- **Money:** Financial management is an integral part of SCM. It involves managing financial resources throughout the supply chain to ensure cost-effectiveness and profitability. SCM optimizes the allocation of financial resources, including budgeting, cost control, and cash flow management. It focuses on minimizing costs associated with procurement, production, transportation, and inventory holding while maintaining the required level of service quality.
- Overall, SCM applies to manpower, machine, materials, and money by optimizing their utilization, streamlining processes, minimizing costs, and ensuring the availability of the right resources at the right time. By effectively managing these components, SCM enhances operational efficiency, reduces lead times, improves customer satisfaction, and ultimately contributes to the overall success of the organization.
- **Functions of Supply chain department:** The supply chain department in a garments factory performs several major functions to ensure the smooth flow of materials, information, and products throughout the supply chain. The key functions of the supply chain department in the garment industry include:
 - **Procurement and Supplier Management:** The supply chain department is responsible for procuring raw materials, trims, and accessories required for garment production. This involves identifying reliable suppliers, negotiating contracts, managing supplier relationships, and ensuring timely delivery of quality materials at competitive prices.
 - **Inventory Management:** The supply chain department manages inventory levels to ensure an adequate supply of raw materials and finished goods. This involves forecasting demand, determining optimal stock levels, implementing inventory control measures, and monitoring stock movements. Efficient inventory management helps prevent stockouts, minimize carrying costs, and optimize production schedules.
 - **Production Planning and Scheduling:** The supply chain department collaborates with production and merchandising teams to plan and schedule production activities. This includes allocating resources, defining production sequences, establishing production

targets, and ensuring adherence to production timelines. Effective production planning helps optimize production capacity, reduce lead times, and meet customer delivery deadlines.

- **Logistics and Transportation:** The supply chain department handles the logistics and transportation of materials and finished products. This includes coordinating inbound and outbound shipments, selecting appropriate transportation modes, managing customs clearance, and tracking the movement of goods. Efficient logistics management ensures timely delivery, minimizes transportation costs, and optimizes the supply chain network.
- **Demand Forecasting and Customer Service:** The supply chain department analyzes market trends, customer demand patterns, and historical data to forecast future demand for garments. Accurate demand forecasting helps in aligning production and inventory levels with customer requirements. Additionally, the supply chain department handles customer service inquiries, order processing, and manages customer relationships to ensure high levels of customer satisfaction.
- **Quality Control and Compliance:** The supply chain department collaborates with the quality control team to implement and monitor quality standards throughout the supply chain. This involves conducting quality inspections, ensuring compliance with product specifications, and addressing any quality issues that may arise. The department also ensures compliance with regulatory requirements, social compliance standards, and ethical sourcing practices.
- **Information Management and Technology Integration:** The supply chain department utilizes information systems and technology to collect, analyze, and share data across the supply chain. This includes implementing supply chain management software, integrating systems, and utilizing data analytics to improve decision-making, enhance visibility, and optimize supply chain processes.

1.2.5 Procurement/ Purchase department:

The purchase department in a garments factory carries out various functions to facilitate the smooth procurement of materials. Here is the explanation of each function:

- **Information:** The purchase department collects and maintains relevant information related to materials, suppliers, market trends, and pricing. They stay informed about the latest developments in the industry, conduct market research, and gather data on suppliers' capabilities, product quality, and pricing structures. This information helps them make informed decisions and stay ahead in the competitive market.
- **Suppliers:** One of the primary responsibilities of the purchase department is to identify, evaluate, and select suitable suppliers. They assess potential suppliers based on factors such as reliability, financial stability, production capacity, quality standards, and ethical

practices. Building strong relationships with reliable suppliers ensures a steady supply of high-quality materials.

- **Prices:** Negotiating favorable pricing and terms is a critical function of the purchase department. They analyze market prices, monitor fluctuations, and negotiate with suppliers to obtain competitive pricing for the required materials. By leveraging their negotiation skills and knowledge of market dynamics, they aim to secure the best possible deals while maintaining quality standards.
- **Progressing:** The purchase department closely monitors the progress of orders to ensure timely delivery of materials. They track the production status, shipping schedules, and logistics arrangements with suppliers. By proactively managing the progression of orders, they minimize delays and disruptions in the supply chain, ensuring that materials arrive on time to support production activities.
- **Verification:** To maintain quality standards, the purchase department conducts verification processes for the received materials. They inspect the quality, specifications, and compliance of the materials with established standards and requirements. This involves conducting quality checks, reviewing certifications, and performing necessary tests to ensure that the materials meet the factory's quality expectations.
- **Speculative Buying:** In certain situations, the purchase department engages in speculative buying. This involves purchasing materials in advance, based on market analysis and forecasts, to take advantage of favorable pricing or anticipated demand. Speculative buying can help the factory secure materials at lower costs or prevent shortages during peak seasons.
- **Store Keeping:** The purchase department is responsible for managing the storage and organization of purchased materials. They ensure appropriate storage conditions, such as temperature and humidity control, to maintain the quality and integrity of the materials. Proper storekeeping practices prevent damage, loss, or deterioration of the materials, ensuring their availability when needed.
- **Stock Management:** Collaborating with the inventory management team, the purchase department effectively manages stock levels. They analyze consumption patterns, monitor inventory turnover rates, and forecast demand to maintain optimal stock levels. This includes timely replenishment of materials, avoiding excess inventory or stockouts, and optimizing working capital by aligning procurement with production needs.
- **Purchase Order:** The purchase department generates and processes purchase orders based on the factory's requirements. They create detailed purchase orders that include information such as item descriptions, quantities, prices, delivery dates, and any special instructions. Accurate and well-documented purchase orders facilitate smooth transactions and ensure that suppliers understand the factory's expectations.

1.2.6 Store department

The store keeping system in the fabric store department of a garments factory involves several important activities. Here is an elaboration of each step:

- **Unload Fabrics:** Upon receiving fabric shipments from suppliers, the store department unloads the fabrics from trucks or containers. This process requires careful handling to prevent any damage or contamination to the fabric rolls or bundles.
- **Inventory in Warehouse:** Once unloaded, the fabrics are taken to the warehouse or storage area of the store department. The fabrics are organized and stored in a systematic manner, ensuring easy access and efficient management of inventory.
- **Fabrics Inspection:** The store department conducts thorough inspections of the received fabrics. Trained personnel carefully examine the fabric rolls or bundles for any visible defects, such as stains, holes, color discrepancies, or damages. This inspection helps identify any quality issues before further processing.
- **Recording in Register Book and Excel Sheet:** To maintain proper documentation, the store department records all relevant details of the received fabrics in a register book. This includes information such as the fabric type, supplier details, quantity received, batch or lot numbers, and any identified defects. Additionally, many organizations also maintain an electronic record of the fabric inventory using Excel sheets or inventory management software.
- **Updated Information in Bin Card:** The store department updates the information related to the received fabrics in the Bin Card. A Bin Card is a document or record that tracks the movement and availability of materials within the warehouse. It includes details such as the fabric code, description, unit of measurement, quantity received, quantity issued, and current stock balance. The Bin Card helps keep track of fabric inventory levels and facilitates accurate stock management.

1.2.7 Human Resource Department

The role of Human Resources (HR) in the garments industry is multifaceted and encompasses various crucial functions. Here are the details of each role:

- **Employee Relation and Talent Management:** HR plays a vital role in managing employee relations within the garments industry. They ensure a positive work environment, handle employee grievances, and promote effective communication between management and employees. Additionally, HR is responsible for talent management, which includes recruitment, selection, and retention of skilled individuals. They develop strategies to attract and retain talent, conduct performance evaluations, and implement employee recognition programs.

- **Training and Development:** HR in the garments industry is responsible for designing and implementing training and development programs for employees at all levels. They identify skill gaps, create training modules, and provide opportunities for employees to enhance their knowledge and expertise. This includes technical skills training, leadership development programs, and continuous learning initiatives to ensure that employees are equipped with the necessary skills to excel in their roles.
- **Compliance and Sustainability:** Compliance with labor laws, regulations, and ethical standards is of utmost importance in the garments industry. HR ensures that the organization follows all legal requirements related to labor rights, health and safety regulations, and environmental sustainability. They monitor and implement compliance programs, conduct audits, and maintain records to ensure adherence to industry standards and social responsibility.
- **Compensation and Benefits:** HR is responsible for managing the compensation and benefits packages of employees in the garments industry. They design and administer competitive salary structures, performance-based incentives, and employee benefit programs. HR ensures that compensation is fair and aligned with industry standards, while also considering factors such as market trends, job roles, and employee performance.
- **Administration and Support:** HR provides administrative support to the organization, managing employee records, maintaining HR databases, and handling employee documentation. They also handle payroll processing, leave management, and other administrative tasks. HR acts as a bridge between employees and management, facilitating effective communication and providing guidance on HR policies and procedures.

1.2.8 Compliance department:

The key functions of compliance department are as following-

- **Regular/Daily floor visit, identify non-compliant issues and resolve with the help of concern person:** The Compliance Department conducts regular floor visits to identify any non-compliant issues. They closely observe the work environment, processes, and practices to ensure compliance with standards and regulations. If any non-compliance is found, they work with the relevant personnel or departments to resolve the issues promptly.
- **Follow up factory fire safety, fire prevention, fire equipment, health, safety & suitable working environment at the workplace:** The Compliance Department is responsible for monitoring and ensuring adherence to fire safety protocols, prevention measures, and the availability of fire equipment. They also oversee general health and safety practices to create a suitable working environment for employees. This includes

conducting inspections, organizing training sessions, and implementing necessary measures to mitigate risks.

- **Provide all compliance-related training to the workers:** The department is responsible for organizing and delivering training programs to workers on various compliance-related topics. This includes training on Personal Protective Equipment (PPE), health and safety (H&S) practices, occupational health and safety (OHS) regulations, anti-harassment policies, and the Code of Conduct (COC). They ensure that workers are well-informed and equipped to adhere to compliance requirements.
- **Receive grievances, complaints, demands & suggestions from workers:** The Compliance Department serves as a point of contact for workers to raise grievances, complaints, demands, or suggestions. They actively listen to the concerns and issues raised by workers and promptly communicate them to the relevant factory management. They work towards finding suitable solutions and addressing the workers' needs.
- **Provide supportive counseling to sick workers:** In response to requests, complaints, or situational demands, the Compliance Department provides supportive counseling to sick workers. They assist in arranging for necessary medical support and guide workers through the process, ensuring their well-being and providing support during challenging times.
- **Create awareness among existing workers about company facilities and compliance:** The department focuses on making existing workers aware of the facilities provided by the company and the importance of compliance. They conduct awareness programs, distribute informative materials, and communicate with workers to ensure they understand their rights, benefits, and the company's commitment to compliance.
- **Maintain obstacle-free aisles, unblocked fire equipment, free emergency exits & stairs:** The Compliance Department oversees the maintenance of obstacle-free aisles, unobstructed fire equipment, and free emergency exits and stairs. They regularly inspect these areas, ensuring that they are clear and accessible in case of any emergency. They take necessary measures to address any blockages or hazards promptly.
- **Conduct periodic risk assessment:** The department conducts periodic risk assessments of different sections within the factory premises. They evaluate potential risks and hazards, assess the effectiveness of existing control measures, and propose necessary improvements to enhance safety and compliance.
- **Exit interview and Final settlement bill preparation of resigned employees:** When employees resign, the Compliance Department conducts exit interviews to understand their reasons for leaving and gather feedback. They also handle the preparation of final settlement bills, ensuring that employees receive their entitled dues and benefits as per legal requirements.
- **Periodic update of group insurance:** The department is responsible for the periodic update of group insurance policies for employees. They coordinate with insurance providers, verify policy coverage, and ensure that employees' insurance benefits are up to date.
- **Assist in the implementation of Buyer's COC and labor laws:** The Compliance Department plays a crucial role in assisting the factory in implementing the buyer's Code

of Conduct, as well as local labor laws and regulations. They provide guidance, support, and resources to ensure compliance with these standards.

- **Communicate and coordinate with various audit bodies:** The department communicates and coordinates with external audit bodies by providing necessary supportive documents and information. They facilitate audits conducted by certification bodies, buyer representatives, fire and civil defense departments, labor offices, and labor federations, ensuring smooth communication and compliance with audit requirements.
- **Conduct orientation programs for newly appointed workers:** The Compliance Department conducts orientation programs for newly appointed workers. They familiarize them with company facilities, policies, mandatory safety instructions, and "Do's and Don'ts." This helps new employees understand their roles, responsibilities, and the importance of compliance from the outset.
- **Ensure the prevention of mental or physical abuse:** The Compliance Department ensures a safe and respectful working environment by actively preventing any form of mental or physical abuse towards employees. They promote a culture of dignity, respect, and zero tolerance for abuse, and take appropriate actions to address any instances of misconduct or mistreatment.

Self-Check Sheet - 2: Identify Non-Production Departments

Questionnaire:

1. What is the role of industrial engineering in the garment industry?

Answer:

2. What is the purpose of quality assurance in the garment industry?

Answer:

3. What does a merchandising department do in the garment industry?

Answer:

4. What is the role of the supply chain in the garment industry?

Answer:

5. What is the importance of procurement in the garment industry?

Answer:

6. What is the function of the store department in the garment industry?

Answer:

7. What is the role of the human resources department in the garment industry?

Answer:

8. What is the significance of compliance in the garment industry?

Answer:

Answer Key - 2: Identify Non-Production Departments

1. What is the role of industrial engineering in the garment industry?

Answer: Industrial engineering focuses on optimizing production processes, improving efficiency, and reducing costs in garment manufacturing.

2. What is the purpose of quality assurance in the garment industry?

Answer: Quality assurance ensures that garments meet specified standards and customer requirements by conducting inspections, tests, and implementing quality control measures.

3. What does a merchandising department do in the garment industry?

Answer: The merchandising department is responsible for product planning, sourcing materials, negotiating with suppliers, and coordinating production to meet customer demand.

4. What is the role of the supply chain in the garment industry?

Answer: The supply chain manages the flow of materials, information, and finished garments from suppliers to manufacturers, distributors, and retailers to ensure timely production and delivery.

5. What is the importance of procurement in the garment industry?

Answer: Procurement involves sourcing and purchasing materials, trims, and equipment required for garment production at competitive prices, ensuring timely availability and cost efficiency.

6. What is the function of the store department in the garment industry?

Answer: The store department manages inventory control, storage, and distribution of finished garments, ensuring accurate stock levels and timely order fulfillment.

7. What is the role of the human resources department in the garment industry?

Answer: Human resources manages recruitment, training, employee relations, and compliance with labor laws, ensuring a skilled and motivated workforce.

8. What is the significance of compliance in the garment industry?

Answer: Compliance ensures adherence to labor laws, safety regulations, environmental standards, and ethical practices, promoting fair and sustainable garment production.

Task Sheet-2.1: Identify the Information Flow in Garments Non-Production Department

Objectives:

1. Gain an understanding of the information flow within the non-production departments of a garments industry.
2. Identify the sources, channels, and recipients of information within the non-production departments.

Precautions:

1. Use appropriate tools and documents for data collection and analysis.
2. Maintain confidentiality and data protection measures while handling sensitive information.

Working Procedure:

1. Collect relevant documentation and task sheet.
2. Understand the scope and objectives of the project.
3. Identify non-production departments within the garments industry.
4. Conduct interviews with key personnel in each department.
5. Create a visual representation of the departmental structure.
6. Identify sources of information within each department.
7. Restore the workplace to its original condition, ensuring proper documentation and organization of findings.

Review of Competency

Below is yourself assessment rating for module **Interpret Organizational Structure**

Assessment of performance Criteria	Yes	No
Production departments are identified.		
Activities of production departments are described.		
Non-production departments are identified.		
Activities of non-production departments are described.		

I now feel ready to undertake my formal competency assessment.

Signed:

Date:

Development of CBLM:

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