



**Institute of Human Resource Advancement (IHRA)
University of Colombo, Sri Lanka**

**Master of Science in Service Management Course No.07
(English Medium)**

3rd Trimester Examination 2022

(Held on October 2022)

MSM 5332 – Services Supply Chain Management

Instructions to the Candidates

- (1) This paper consists of six (06) questions and three (03) pages.
- (2) **Answer four (04) questions including the first (01) question.**
- (3) Time allocated for the examination is three (03) hours.
- (4) Write your Index Number on all pages of answer scripts.
- (5) Tie up all answer sheets at the end of the examination.
- (6) If a page or a part of this question paper is not printed, please inform the Supervisor immediately.

Read the following case study and answer the questions below.

01.

BODYFITS is a medium scaled garment manufacturing and exporting company which was mainly focusing on manufacturing uniforms of different organizations such as hospitals and hotels for foreign markets since 2015. BODYFITS was established micro level in 2000 and it was gradually developed to what it is today. Although BODYFITS main business was manufacturing uniforms it frequently was inquired by its customers for fashion garment orders too. However due to the lack of skilled workers and required range of machines BODYFITS had to refuse those orders and continue the business only with uniform manufacturing. However, with the establishment of Supply Chain Department in 2014 after having recruited a Manager- Supply Chain and required staff, the frequent inquiries to fashion garment orders were carefully observed and researched by the Manager-Supply Chain. As a result, he realized that there will be a considerable market potential for the fashion ranged garments, so the BODYFITS product range was expanded with a new product line for fashion range garments. Being the Manager- Supply Chain a veteran in the industry with more than 13 years' experience working as an operations and supply chain manager for well-known leading apparel manufacturing and exporting firms in the country, he accepts the challenge of expanding the scope of the BODYFITS business with a new range of fashion products. As the first step of this initiative, he ensured the source of raw materials, purchased a few required machines that can manufacture a range of similar products and recruited multi skills workers/ machine operators too.

When BODYFITS was found in 2000, it was highly dependent on traditional manufacturing practices and later it was gradually transformed to implement many lean tools as its business expanded, to improve the efficiency of its production process. The same manufacturing strategy has been implemented even after the new fashion range products being introduced and surprisingly BODYFITS has discovered that even the efficiency of the uniform manufacturing process has further been improved, the fashion garments range has hardly been able to reach its target markets on time and manufacturing cost has also recorded high. The consistent complaints of the customers for delays in order dispatchments was an alarming issue to be handled by the new supply chain team of BODYFITS.

Assume that you have been hired as a consultant to BODYFITS to solve this problem and therefore after examining the situation you are supposed to write a report to the Manager- Supply Chain including the following. Provide evidence from the case study to prove your arguments.

- a Why Lean was probably the right manufacturing strategy to implement for the product range of Uniforms?

(15 Marks)

- b. Why Lean manufacturing was not giving the expected results for the product range of fashion garments?

(15 Marks)

- c. What are the suggested strategies to overcome the problem?

(10 Marks)

(Total 40 Marks)

02. Integration of a supply chain is the foundation of a rigorous supply chain. Discuss this statement with examples.

(20 Marks)

03. Lean was generated from the Just-in-time (JIT) philosophy of continuous and forced problem solving. Do you agree. Justify your answer.

(20 Marks)

04. The selection of supply chain strategy for any organization would largely determine by lead time and nature of demand (predictable/unpredictable) of the industry that organization is operating in.

(a) Explain the most suitable supply chain management strategy for a cereal manufacturing company

(10 Marks)

(b) Mass customization is enabled by postponement. Discuss.

(10 Marks)

(Total 20 Marks)

05.

(a) "Logistics and Supply Chain functions are generating more value for the final customer than the other business functions of an organization" Do you agree? Justify the answer

(10 Marks)

(b) "Land Transport is the most flexible mode of transportation". Discuss with examples

(10 Marks)

(Total 20 Marks)

06.

(a) "Inventory is hiding the problems in supply chains". Discuss this statement with examples

(10 Marks)

(b) The quantity which can be found at the lowest Total Inventory Cost (TAC) is the Economic Order Quantity an organization should go by when reordering inventory before it reaches the safety stock level. What are the components of TAC and which one/ones of them can be controlled in meeting the lowest TAC? Why?

(10 Marks)

(Total 20 Marks)
