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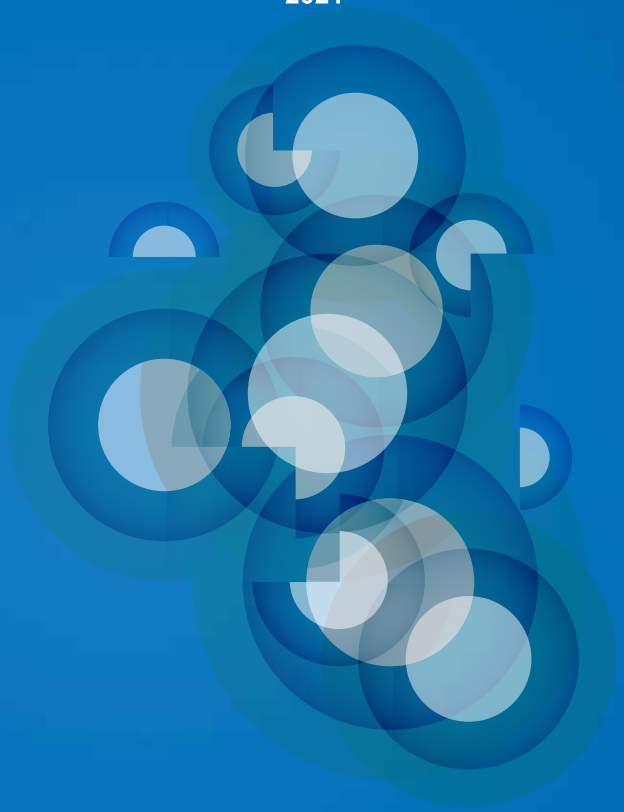
# PIM MBA RESEARCH ABSTRACTS

*(Applied Research)*

Volume 1
2021



Postgraduate Institute of Management
University of Sri Jayewardenepura

## Vision

To become a centre of excellence for management education in South Asia.

## Mission

PIM strives to create value in people and organisations by innovative learning, insightful research, enriching partnerships and futuristic development, enabled through assured quality, exemplary governance and inspiring sustainability.

## Core Values

The three-fold values of the PIM are Passion, Integrity and Mindfulness. Under each we focus Key Behavioural Indicators.

### Passion

Practice of demonstrating enthusiasm and eagerness towards results in showing professionalism in actions and adherence to rules and regulations with fullest cooperation.

***Key Behavioural Indicators (KBIs)***

- Shows self-control in not deviating from expected practices
- Cooperates willingly in enforcing rules and regulations
- Shows the desire to achieve results
- Displays energy and dynamism in action

### Integrity

Practice of whole-hearted contribution to the accomplishment of a given set of tasks, and acting in an ethical manner with the best interest of the institution in mind.

***Key Behavioural Indicators (KBIs)***

- Devotes time and energy for the best interest of the Institution.
- Shows high involvement in achieving the assigned targets
- Demonstrates positive and enthusiastic ways of approaching an issue

### Mindfulness

Practice of maintaining concentrated attention in doing the job and understanding another person's experience by way of looking from their point of view.

***Key Behavioural Indicators (KBIs)***

- Shows concentration in handling the assigned tasks
- Pays attention to detail in carrying out job-related responsibilities
- Demonstrates utmost attention while doing the duties
- Listens to the other person's point of view and seeks to find how other's look at an issue

# PIM MBA
# RESEARCH ABSTRACTS
## *(Applied Research)*

Volume 1
2021

Postgraduate Institute of Management
*University of Sri Jayewardenepura*
Colombo - Sri Lanka

**PIM MBA Research Abstracts: Applied Research**

Management Field Research – 2021

Management Skills Research – 2021

Entrepreneurship Skills Research – 2021

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# PREFACE

The existence of a problem pulls knowledge into practice. The need to generate a solution or choose among alternatives is the impetus for knowledge translation. Management field Projects (MFRP) is based on building value in organisations through problem-solving. MFRP addresses either a significant performance issue in a company, such as a decline in competitiveness or an attractive opportunity that would enhance current profitability. Firstly, identify a "problem" as the unit of analysis for the study of strategic and organisational questions and decomposes managerial challenges into problem identification. Secondly, assess the key theoretical elements necessary to understand problem identification. Thirdly, make some initial steps in categorising various problem identification processes and develop solutions to create value in organisations. MFRP offers an excellent opportunity for MBA students to use the knowledge gained from their study programme to analyse an organisational issue and develop recommendations for resolving it. MFRP produces a project report based on MFP guidelines which will be output similar to a consultancy report.

In the Management Field Research Project, the student is required to identify a problem/opportunity from the organisation's performance records, previous reports, and interviews and gather data based on the study's overall objective. Further, the study should be based on a strong literature review which supports a framework for study with at least three components which are in line with constructs in the conceptual framework in the conclusion of a MFRP project a discussion carried is linked to theoretical and practical findings to all the components of the project and detail the outcomes, thereby contributing to the research in the relevant discipline of the MFRP. Recommendations would indicate the critical aspects/prerequisites relating to the solutions developed. Short-term and mid-term recommendations would

In 2021, number of MBA applied projects was carried out were 272 and some organisations implemented the solutions. In the process of knowledge translation of MFRP projects, the most successful projects were presented at the PIMARC annual conference and in the Industry Dialogue, where key managers representing the industry discussed the output and outcomes of the projects.

Dr. A K L Jayawardene
Research Coordinator

# MANAGEMENT FIELD RESEARCH PROJECTS MONOGRAPH

*(2021)*

# Reduction of Inventory Cost at Medicare Group Q.S.C

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## Executive Summary

Qatar is ranked as a top healthcare-providing country, not only in the Middle Eastern Region but also globally. Due to the rising healthcare costs, Medicare Group Q.S.C., being the largest private sector hospital in Qatar, faces ongoing challenges, including generating sustainable profits for its shareholders. It is vital to manage these challenges through prodigious operational efficiency and managing operating costs efficiently. Hence, the project aimed to resolve the high inventory cost at Medicare Group Q.S.C. without compromising patient care quality. As a result, the hospital will maintain an optimum level of inventory without overspending on the working capital, which will lead to a healthy financial position and adequate working capital management. Healthcare inventory management is unique and complicated from other industries. While other industries focused on profit maximisation, healthcare focuses more on providing safer healthcare services to patients at the best possible cost. Inventory is a significant component of the financials and the hospital's day-to-day operations, accounting for 26% - 28% (on average), amounting to QAR 82.9 million of the total operating cost. The hospital faced a significant hike in inventory cost without any corresponding increase in hospital revenue or patient numbers during the last four years. A detailed root-cause analysis was performed to identify the leading causes of the high inventory cost aiming to provide sustainable solutions to the high hospital inventory cost and a SWOT analysis to understand the critical strengths, weaknesses, opportunities and threats of the hospital. After that, the problem was analysed from a theoretical context to gain deeper insights and develop a project's theoretical framework. Purchasing, inventory management and people were identified as the project components closely related to inventory cost. A comprehensive literature review was conducted on project outcomes and project components to reduce inventory costs by referring to the healthcare industry and hospitals. Understanding the substance of the issue was done with the support of a hypothetical structure and laid out the foundation to view the possible solutions through theoretical lenses. The theoretical aspects of techniques used in

this project, namely cause and effect analysis, SWOT analysis, Porter's five forces, GAP analysis for existing purchasing and store policies, therapeutic substitution, ABC analysis, RFID inventory control, job profiling, and training plan to resolve the problem examined through theoretical lenses. Project objectives were established for each project component, which helps to reach the project's primary objective, to reduce inventory cost from 28% to 24% of the hospital's total operating cost amounting to QAR 3.5 million. Hereafter, each project component's current situation was explained in detail, referring to process flows when required. Contemporaneously, techniques to solve the key problem were identified, and solution developments were done for each project component. For the purchasing component, the author recommends developing comprehensive policies and procedure manuals for the store and purchasing function, establishing a therapeutic committee which has the authority to approve all medication purchase requests and safely introduce alternative medications to the hospital and conducting an external training session on Supplier Relationship Management for all purchasing staff. To achieve efficient inventory management, the author suggested performing an ABC analysis on inventory to prioritise them into different management attention levels and introduce the RFID tagging system. Finally, the author suggested conducting training sessions for purchasing and storing staff, developing a selection guild lines for future purchasing and store staff recruitments, recruiting two new storekeepers, and obtaining the control of sub-stores from the Nursing Department and establish a new KPI to closely monitoring inventory turnover which has a positive impact on people management project component. Further budget, resources allocation and output and outcomes of the project were documented. The benefit-cost analysis showed a net incremental benefit of QAR 2.85 million with a benefit-cost ratio of 5.4, which reconfirmed the viability of the solutions proposed. The findings of the project and the project recommendations were discussed in detail. A literature discussion on each project component was performed to elaborate on strong conceptual understanding, application of key theoretical references and practical scenarios to project components. The impact of suggested solutions was looked at from theoretical lenses. The project recommendations were then discussed. The high inventory cost of Medicare Group Q.S.C. can be reduced by effectively implementing proposed recommendations and achieving high profitability and sustainability.

# Increasing the Usage of Digital Sales Process Management System at Janashakthi Insurance PLC

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## Executive Summary

This project focuses on identifying factors that affect the usage of the Digital Sales Process Management System among life insurance salespersons at Janashakthi Insurance PLC. The actual usage of the system is way below the management expectation, and it is important that the direct reasons for this performance gap be identified, and solutions developed to close the gap. The company has wanted to add more convenience to the customer through digital methods and use digitalisation as one of its key strategies to differentiate itself from its competitors. The business has made significant investments in the system, training and development and provision of tablet PC devices to Salesforce. In spite of all these investments and efforts the milestones the business has achieved in terms of digitalisation are way behind the expected level. Through observations and interviews, it was revealed that there were several causes for the low system usage. The key areas in which the company had issues to address were in the training and development interventions arranged to build the knowledge of the salespersons, the internal processes of the company should enhance the convenience for salespersons to use the system, and finally, the system itself should be user friendly to be used. There were several root causes which were identified in each of these areas and precise solutions needed to be developed to address all of these issues. The strengths, weaknesses, opportunities and threats of the organisation were identified via a SWOT analysis, and the low transition towards digitalisation was identified as a clear weakness for the company. This further enabled the development of the cause-and-effect diagram, and the key causes identified were digital system training, gaps in internal processes and the digital sales system. Further, a theoretical underpinning was used to support the findings from the analysis and the key areas were the project components identified for this project. The project is focused on recommending a plan to increase the system usage by insurance salespersons from its current 45% to 100%. The other sub-objectives are aligned against each of the project components identified

in driving the system usage, up to the expected level. Recommendations have been made to improve training and development interventions, align internal processes to support salespersons and make the system itself more user-friendly. Plans have been recommended to accommodate salespersons who are unable to participate in training programmes, and recommendations have been made to enhance the quality of the salespersons recruited. Two key departments required to facilitate salespersons' use of the system are the HR department and the IT department. The IT support staff have been advised for a skill upgrading training programme, and changes have been proposed to the HR department for the recruit's onboarding process, also HR has been advised to define KPIs for IT support staff and to develop a job description for IT support staff. Finally, from a system perspective, a cloud-based database server has been recommended to address system slowness at the month's end, and a new business submission plan and a monitoring mechanism have also been recommended for implementation. Resources were allocated based on the requirement for the component, and the project team assigned consisted of a diverse mixture of skill sets, who were able to bring in their expertise to arrive at the best solutions for the issue under consideration. Costing techniques were used to arrive at the cost of the project. The final chapter of this document included recommendations, which consisted of training, recruitment, internal process alignment, addressing server requirements, and arriving at a new business submission plan. The implementation time for each of the recommended solutions was also discussed and the key considerations the business should take into account during implementation. The life insurance industry is rapidly moving towards digitalisation, and it is important that Janashakthi Insurance PLC transform its Salesforce to use digital technology. In a competitive industry such as life insurance, the company should be able to iron out internal problems to face the marketplace with confidence. When a company has major operational and managerial level issues to be addressed, which also can be internally addressed using managerial techniques, it is important that such concerns are attended to at the earliest. The usage of the Digital Sales Process Management system by the salespersons will render immense benefits to the organisation to move forward in its strategic direction of digitalisation.

# Increasing Revenue at Salon Fleur De LIS, Qatar

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## Executive Summary

This Management Field Project was intended to identify the reasons for the low revenue growth at Salon Fleur De Lis, Qatar (SFDL), a start-up, high-end full services salon and spa that commenced operations on 01st April 2019 and recommend corrective actions to mitigate the issues and problems faced to increase revenue and achieve profitability. Beauty and personal care is an industry that is flourishing not only in Qatar but also globally due to increased consciousness among women about their appearance due to various reasons. In Qatar, women spend an exorbitant amount of money and time on beauty and personal care and visit salons and spas frequently. Despite being in the highly demanded and fast-growing beauty and personal care industry in Qatar, which is growing at a CAGR of 15.4%, SFDL has shown revenue growth of 3% only. The low revenue growth has resulted in continuous operating losses which is threatening the survival of SFDL. The lack of revenue generation to cover even the operational expenses has resulted in the owners' injecting funds into SFDL every month. SFDL has incurred a net operating loss of QAR 778,032 for the year ended on 31st March 2020. Although SFDL generates revenue from both product and service sales, it is mainly a personal and beauty care services provider. This project drew attention to the evidence that internal inefficiencies are precluding SFDL from operating at its full capacity and increasing revenue. An in-depth root cause analysis was conducted to identify the leading causes of the internal efficiencies that resulted in low revenue growth. The analysis revealed issues related to three major areas: marketing, customer service and people management. Also, A SWOT analysis on SFDL was carried out to identify the internal strengths that will be useful when providing solutions, internal weaknesses that need to be repressed, external opportunities that SFDL can take advantage of and external threats that SFDL needs to be protected from when addressing the key problem of low revenue growth. Subsequently, a detailed theoretical underpinning was carried out to establish a theoretical background to the identified problem and solution generation. The three major areas identified in root cause analysis were affirmed by the literature

review as components that affect revenue generation. Thus, the study framework work was built based on marketing, customer service and people management to provide solutions and recommendations. Moreover, techniques that were used to solve the issues identified were also selected from a theoretical perspective. The techniques used were SWOT analysis, root-cause analysis, marketing communications plan, sales incentive plan, training plan, CRM implementation, job profiling and recruitment and selection procedures. This project's primary objective was set to increase the sales revenue of SFDL by 82 %, which will result in achieving sales revenue of QAR 2.75 million. Sub-objectives for each project component were also set to facilitate the achievement of the primary objective. After that, each project component's current situation was recapitulated, and solutions were developed based on the techniques identified. A project team was established to implement the project, and its members' roles and responsibilities were detailed. A detailed budget was prepared to provide a holistic understanding of the project's costs and each solution. As per the benefit-cost analysis, SFDL has the prospect of deriving a net incremental benefit of QAR 0.98 million and a benefit-cost ratio of 4.9:1 if this project is implemented. Moreover, the projected output and outcomes of the project implementation were also established. Finally, the findings of the project were discussed with theoretical backing. Thereafter, recommendations were listed out under each project component. Under marketing, it is recommended to implement a marketing communication plan to increase brand awareness and brand visibility and a sales incentive plan to motivate service employees to engage in cross-selling and up-selling tactics to promote product sales. Conducting continuous training to increase service quality by improving employees' technical and personal skills and making use of the existing CRM tools to provide a more personalised and efficient service to customers were recommended under customer service. Recommendations provided to improve people management were hiring a competent and experienced salon manager for the efficient and effective management of the salon and streamlining the recruitment and selection procedure to hire the right person for the right job and avoid over-recruitment and subjectivity.

# Spend Analysis Process Improvement

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## Executive Summary

This project aimed to streamline the Spend Analysis process by addressing the factors that impacted its cycle time. The process was managed by the Strategic Sourcing division of Ooredoo Group. The project problem is explained via two types of data: the cycle time of the Spend Analysis process and the quality of the analysis reports from the last three quarters of 2019. In addition, the existence of the project problem was further substantiated by the key individuals' opinions that were captured during the interviews. Based on the collected data, the current process cycle time exceeded more than 90 per cent of the process deadline. The average quality of the report is below 76 per cent, which is lower than the standard and expectation. The importance of the project implementation was justified by one of the major impacts of the current problem, which is the lack of visibility on the overall company spending. It's one of the critical factors that drove the performance of the team in 2019, which was substantiated by two indicators, viz. (i) the team was unable to achieve the desired saving target. OGSS was able to achieve only 61 percent of its saving target from Q1 to Q3 of 2019, which led to loose QAR 110 million due to the lack of visibility on Spend categories in time. (ii) The current process consumed 50 per cent additional time of the team members as they don't have the right tool to monitor the company's procurement activities, which limited the team to focus on other sourcing activities that help to reduce the company's cost of operation. The project problem was studied via a scientific problem analysis technique so-called, Cause-and-Effect analysis, along with field observation and interaction with the key individuals in the analysis team. The causes of the problem were identified under the three main categories during the problem analysis, viz. Technology management, Data management, and People skills management. Each of the sub-causes and root causes of these categories is further supported by theoretical studies, which helped to justify and understand the problem from a theoretical point of view. Also, the respective theories were used to develop solutions to the problem. The prime objective of the project was to propose a project implementation plan to reduce the overall process time of Spend Analysis by addressing the hurdles in the

process. The main objective was supported by the three sub-objectives from the project components. To achieve the component's objectives, the following solutions were developed: implementation of ERP systems integration, introducing spend analysis software and providing analytical competency development training. Resources were allocated to each component as per the planned activities to implement the solutions. Such resources were: Cloud platform license, Subject matter expert to manage the integration and system configuration process, subscription of data management analytical software, and analytical training package to develop analytical competencies. The expected output of the overall project implementation was a reduction of 86 per cent of process time of the current spend analysis. The anticipated outcomes of these outputs were: the ability to visualise actionable spend categories at the given time and capable of implementing appropriate sourcing strategies to improve the business performance, consistency in the data extraction process and able to accomplish the process in time, the readiness of structured spend data, which can provide multi-dimensional insights on the company expenditure, comprehensive spend visibility, capability to execute the SA processes without errors and make strategic sourcing decision by leveraging the insights derived from the SA exercise. The estimated cost for the allocated resources was USD 242K. The project implementation period was estimated at 24 weeks. However, they could vary if the solution implementation plan changes. In such a case, the expected output of the project implementation cannot be achieved. Therefore, it was recommended to ensure the following critical aspects of the solution implementation plan to achieve their objectives effectively, viz. (i) obtain management approval and required fund to implement solutions in time, (ii) selecting the right SME who got a handful of experience in system integration and SA process digitalisation, (iii) setting up a Cloud platform, (iv) choosing an analytical software that allows uploading existing historical spend data manually and capable of merging, and structuring such data automatically, and (v) delivering the training digitally and attending the summits physically. These aspects are capable of driving the project in the right direction as well as in the wrong direction.

# Reducing Delays of High-Rise Building Solutions at Sri Lanka Telecom PLC

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## Executive Summary

Being the country's pioneering telecommunication service provider, Sri Lanka Telecom PLC has built a strong brand name in consumers' minds. High-rise building fibre solution projects is an emerging business in the industry which needs to be captured by the company to maintain its competitive edge against the competitors. Since providing fibre solutions is a core competence of Sri Lanka Telecom PLC, the successful completion of high-rise building solutions is of utmost importance. However, in the recent past, it was observed that a substantial number of projects have failed to be delivered on time. This situation has unfavourably affected the company in terms of financial and non-financial losses. In addition, customer dissatisfaction has caused the cancellation of contracts and loss of future contracts. The main reasons for delays in high-rise building solution delivery were categorised in terms of project planning, execution and skills of project team members and supporting staff. When it comes to project planning, the absence of a structured planning mechanism using standard project management tools and the absence of automated tools were identified as key causes affecting delays. In terms of project execution, delays occurred due to ineffective monitoring in place currently. There was no project charter defining the project scope, objectives and responsibilities, thus the monitoring was not being carried out properly. In addition, many delays occurred due to a lack of soft skills in project team members where negotiations, conflict management, teamwork and decision-making were not done efficiently. Hence insufficient training provided with respect to required project management soft skills was identified as another root cause. Literature pertaining to the above study areas revealed that project delays are common in long-term and complex projects, but the consequences are high. Many scholars have emphasised that delays in project delivery lead to customer dissatisfaction and disputes, hence project success is not achieved if time targets were compromised. Project planning is considered a key aspect in literature and the absence of planning is termed to be a main reason for project delays. The importance of monitoring in project execution has been

given in literature with proposed frameworks for effective monitoring. In addition, the significance of project charter and documentation in managing projects proactively, in enhancing the visibility of project scope and objectives too has been highlighted in the research. Apart from that theoretical studies have proven that soft skills play an important role in project execution and many projects do not reach success due to the absence of required soft skills in team members. It has been illustrated in the literature that soft skill training has a positive impact on exhibiting the required skill portfolio in project management and scholars have detailed the systematic methodology for conducting an effective training programme. The solutions proposed in the report included developing project management software, designing a project charter for each building solution and conducting a soft skill-enhancing training programme. The project management software can help to establish a structured planning process with minimal manual intervention, thus the project planning delays are reduced while supporting project monitoring. A range of project management techniques including work breakdown structure, Gantt chart and critical path method has been incorporated into the software. The proposed solution of designing a project charter can help in reducing project delays caused by unclear time targets, responsibilities and scope of work. Setting clear boundaries on those aspects allows for monitoring the progress of the high-rise building projects proactively. The third project component was focused on enhancing the soft skills of the project team members via training which helps in reducing the delays that occurred due to staggered negotiations, conflicts, low teamwork and ineffective decision-making. Finally, the report discussed how the literature and solution development are linked to each other. In addition, the medium-term and long-term recommendations were given together with key considerations in implementing the solutions and the expected time frame for implementation. Therefore, through the application of the proposed solutions, Sri Lanka Telecom can reduce the delays in high-rise building solution provision.

# Addressing the Loan Processing Delay in Personal Branch of Bank of Ceylon

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## Executive Summary

Bank of Ceylon is a domestic systematically important commercial bank which accounts for the majority of assets, deposits, loans and advances of the banking industry. The personal Branch is one of the four highest-grade branches in the Western Province North Region of the Bank of Ceylon. The project addressed the processing delay in personal loan processing of the Personal Branch of the Bank of Ceylon owing to its high implications on the financial performance of the branch. Accordingly, the project intended to reduce the lead time of the personal loan process by 50% within one year. The project used processing data from January 2017 up to December 2019 and does not include data pertaining to 2020 due to high abnormalities caused by the COVID pandemic. In addition, personal loans above Chief Manager's delegated authority limit were excluded from the study because solving those delays was outside the branch's scope. Analysis of financial records revealed the existence of a significant delay with regard to Personal Loan processing. While the target processing duration was five days, the processing has actually taken fourteen days to complete indicating a performance gap of nine days. This delay has caused more than 93% of loans to exceed the target processing duration from 2017 up to 2020. Furthermore, this percentage of loans which failed to achieve the target was similar in the majority of the months of 2017 up to 2019. High rework rate, non-value-creating time in the process, and process time were identified as the peripheral problems leading to this main problem. The delay had severe implications for the profitability of the branch. Deficiencies related to quality, processes, and knowledge were identified as the root causes of the problem and eliminating these root causes was deemed necessary to address the processing delay in the branch. The literature review, which was primarily based on ABDC-ranked journals further validated the findings of root cause analysis and shed light regarding the best solutions to address the problem. Accordingly, it was discovered that deficiency in quality, process bottlenecks spurred by waste and inconsistency, as well as lack of knowledge were the key elements that caused processing delays in the branch. It was identified that poor quality in the personal loan process caused reworks which contributed to

processing delays. The review further showed that process bottlenecks such as waiting, extra motion, and irregularity of operations led to high move time and wait time which subsequently led to processing delays. In addition, a lack of knowledge due to poor knowledge sharing led to poor operational performance. Based on the components identified through the root cause analysis and literature review, the study framework was developed which comprised of quality, process, and knowledge components. Process mapping, value stream mapping, change management, training need analysis, design, and evaluation were identified as management techniques to derive solutions. Based on the learnings gained from the literature, the main objective of the project was established as reducing the lead time of the personal loan process by 50% within one year from project implementation. Reducing rework rate, non-value creating time, and process time by 50% from their current level were recognised as sub-objectives for achieving the main objective. The study proposed new checklists, new steps in the loan process, an operational policy manual, a new IT application, work segregation, change management, and training and development as the key solutions to reduce the processing delay. The benefit-cost analysis revealed that the project would yield a net incremental benefit of Rs. 6.4 million. Moreover, it was discovered that the project would enable generating more revenue using the same deposit funds available with the branch without an increase in the cost of funds which would lead to more efficient utilisation of funds. The key recommendations for project implementation included the practical aspects which need to be considered for the realistic implementation of the project. The support of the Chief Manager was identified as crucial to ensure that employees adopt the required behavioural controls. Change management was found to be integral for the successful implementation of process improvements. Furthermore, obtaining approval from the top management, Information System Audit, Compliance, and Risk Divisions as well as testing the new application were discovered to be prerequisites for the implementation of the proposed information system. Moreover, approval from the Assistant General Manager -Training was identified as necessary to conduct customised training programmes for the employees. In addition, it was also observed that, after successfully overcoming the processing delay, the branch should adopt marketing activities and continuous improvement to further increase the revenue generation of the branch.

# Reducing the Turnover Rate of Shared Service Employees at Cargills (Ceylon) PLC

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## Executive Summary

Cargills (Ceylon) PLC, operates mainly in the food business with a portfolio of 21 subsidiaries which are into retail, manufacturing and restaurant services. The shared service departments provide human resource management, marketing, finance, procurement, internal audit, risk management, IT etc. services for the manufacturing, retail and restaurant segments. Shared service employee turnover of Cargills (Ceylon) PLC has increased substantially over the past few years. This project aimed at managing the turnover among shared service employees at Cargills (Ceylon) PLC. It is important for Cargills (Ceylon) PLC to manage the high turnover rate among shared service employees to contribute to the rapidly expanding operations of the organisation and to survive in the highly competitive environment. High group-wide staff turnover, inefficiencies in shared service operations impacting operations of the three main operating segments, high emphasis on manual or legacy systems and absence of standard operating procedures could be considered as key problems faced by Cargills (Ceylon) PLC. High turnover among shared service employees at Cargills (Ceylon) PLC could be attributed to reward management, systems and processes and talent management aspects. A critical revisit to HRM practices is vital to overcome the high turnover phenomenon through frequent and fair performance appraisals as well as higher training, development and career progression opportunities. Employee turnover intentions can be minimised by avoiding operational disruptions that arise due to ineffective organisational systems and process ambiguity. An extensive review of the literature was carried out for areas such as employee turnover, reward management, systems and processes and talent management in order to develop a comprehensive theoretical background for high shared service employee turnover. Further, a comprehensive review of the literature was also carried out for the solutions proposed such as multi-source performance appraisals, performance appraiser guidelines, developing standard operating procedures, balanced scorecard approach for employee goal setting and mentoring programmes. Techniques such as 360-degree

performance appraisal, the balanced scorecard, task analysis, process mapping, training needs analysis, personal development plan and blended learning were utilised to derive solutions. Solutions such as a multi-source annual performance appraisal system, a comprehensive performance appraisal form, an electronic performance appraisal platform and performance appraiser guidelines under reward management have been proposed. An SOP writing exercise, a common template to document standard operating procedures and clear guidelines to develop/update standard operating procedures for all shared service-related processes have been proposed under systems and processes. Further, a balanced scorecard approach for employee goal setting and a mentoring programme has been proposed under talent management. The roles and responsibilities in carrying out the project, costs incurred and benefits that can be experienced through the project and the outputs and outcomes of the project were clearly identified. In the process of managing high turnover at Cargills (Ceylon) PLC, effective annual performance appraisals, comprehensive goal setting, mentoring programmes for employee development and minimising process ambiguity through comprehensive standard operating procedures will be vital in the short run. The improvements are expected to be introduced within a timeline of 6 months. All the solutions demonstrate a high level of commitment and effort by internal employees and minimal cost implications for Cargills (Ceylon) PLC. The goal-setting exercise with a balanced scorecard approach requires to be implemented initially to be effective for the 2021/22 performance cycle. The electronic multi-source performance appraisal, the mentoring programme and the SOP writing exercise should be implemented subsequently.

# Increase Upward Career Movement of Group Leaders from Staff Level to Executive Level at XYZ (Private) Ltd

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## Executive Summary

The apparel industry is one of the major foreign exchange earners in the Sri Lankan economy. ABC Holdings is a key player which contributes to the country's total export while being one of the largest conglomerates. XYZ (Pvt) Ltd is a standalone business which is dedicated to manufacturers of intimate wear within ABC Holdings. One of the key HR-related issues that XYZ is facing at the moment is lower employee career progression from the Group Leader level to the Production Executive level. Senior management of the business has the vision to groom internal employees from the Team Member level to the General Manager level. The problem arose as a result of the hesitation coming from the Group Leader level employees at XYZ when they are offered the next level job role. As a result of this, the company has to put in extra effort and spend financial resources to find external resources to fill the required job vacancies. XYZ's success is predominantly depending on its people and its key capabilities. However, gathered information evident that the number of Group Leaders who reject Production Executive job roles is increasing year by year. As a result of this, the company has to face both short-term and long-term consequences. Two major negative consequences of the identified problem are the reduction of production efficiency and the increasing in the hiring cost of executives. When fresh executives are hired for technical job roles, they fail in performing up to the expected level. Problem-solving and troubleshooting are also key activities to be done by the technical employees, they tend to fail when they join externally as freshers to the business. The identified major root causes for this problem are related to the HR Process, HR System and Design of the organisation and Training and Development aspect of employees. One of the key Talent Management objectives of any organisation is to ensure that employee career progression is happening smoothly. In doing so, employees should be coached and mentored methodically. Supported literature is evident that employee career progression is vital and can be affected by internal or external factors. In order to ensure that employees are groomed and ready

to take up next-level job roles, tools and techniques should be used. As such, having conversations with others, proper job designing and analysis, brainstorming, training needs analysis, mentoring and other relevant techniques can be utilised. HR Processes, Systems Design and Training and Development aspects need to function properly. The main objective of the project is to increase the number of Group Leaders who join the Production Executive job roles. In order to achieve this overall objective, sub-objectives are developed aligning with the HR Processes, Systems Design and Training and Development. One of the major reasons for the current problem is a lack of awareness about the job role of executive cadre job demands. Also, not having a clear career path for Group Leaders and confusion about the work-related policies and procedures of executive job roles. Suggested solutions are expected to address these issues. Cost-benefit analysis was carried out to measure the projected costs and the benefits of the suggested solutions. The solutions are being suggested in a way that they solve the problem by addressing the identified root causes. Finally, post-implementation of the suggested solutions is expected to bring short-term and long terms financial and non-financial benefits to the organisation. For the successful implementation of the project solutions, the company eco-system and required infrastructure are expected to be in place. Creating and building a collaborative environment within the organisation is expected to encourage shop floor employees to more engage with other levels. The company's shop floor talent management activities are expected to amalgamate with the overall talent management strategy of the business. Further, maintaining two-way and open communication and carrying out training needs analysis and evaluation in a timely manner intended to give better results. Support from the senior management, and constant follow-up with employees on their progression are also key aspects to be in place. Further, in order to achieve greater results out of this project implementation, Human Resources Division at XYZ needs to commit constantly. Contribution in assessing employees, supporting them in order to achieve set objectives, and encourage them to be a part of the executive cadre could be more successful with the intervention of experienced stakeholders in the organisation.

# Reducing the Delays in The Centralised Trade Finance Department of Hatton National Bank

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## Executive Summary

Hatton National Bank PLC (HNB) is one of the leading Systemically Important Financial Institutions (SIFI) in the banking and financial services industry in Sri Lanka for nearly 132 years, supporting the economic growth of the country. As a fully-fledged bank, HNB extends a wide range of banking services including retail banking facilities, microfinancing, SME banking, treasury functions, corporate banking, trade financing and a number of other ancillary services. International Trade facilitation and financing is one such key service offered by the Bank which has a huge potential as a revenue source of the Bank due to the rapid globalisation of economies. As a result, there is intense competition among banks to improve their market share in terms of International Trade solutions which are mainly derived from the service quality offered by the banks. However, being a well-established large bank, HNB's key focus and enthusiasm is towards increasing its profits while increasing its market share. This has led, the Bank to overlook internal operational inefficiencies in its processes which hinder its ability to capitalise on its full profit potential through the maintenance of service quality. A significant problem that the Bank facing in terms of international Trade Finance at present is its inability to complete all customer requests to issue Letters of Credits (LCs) and Guarantees received, on the same day, deviating from its established service standards to cater for all complete requests. Hence, at present deviations from the established timeline targets are observed resulting in a backlog of work in terms of LC and Guarantee issuance which is processed after the T+1 time span. Therefore, this Project aimed to reduce the delays associated with the LC and Guarantee issuance processes of HNB through the identification of limitations and possible improvements in the current process and crafting pragmatic solutions to overcome the inherent limitations in the current process whilst also optimising the process. Initially, the current resource allocations for the two processes were analysed to determine whether the current allocations were sufficient to handle the LC and Guarantee volumes. Thereafter, the root causes of the problem were identified through operational study, process mapping, informational discussions and interviews with process participants.

An Ishikawa diagram was developed by identifying four components and seven root causes which contribute to the identified problem. Thereafter, a theoretical outline for the problem was developed by referring to previous literature to comprehensively understand the components of the problems. The literature review affirmed that business processes play a pivotal role in directly affecting organisational performance. Process delays were attributed to lengthier cycle times, bottlenecks, and duplicated, redundant and non-value-adding steps in the process which ultimately affected the service quality. It was also confirmed by the literature that implementation of IT systems in line with the processes eliminates manual work and thereby reduces cycle time through process optimisation. In addition, it was comprehended that people are a key factor which determines the speed of the process delivery and therefore knowledge, competency and skills of employees determine process speed and service quality. The management techniques and tools were identified by the author during the literature review, which is applicable in devising solutions to eliminate the identified problem. Having developed a theoretical outline, pragmatic solutions were devised under each component through the comprehensive understanding acquired through the previously available literature. A streamlined new process flow was proposed by the author under the process component with the use of process mapping, lean principles and standardisation tools. In addition, a new resource allocation was recommended to avoid bottlenecks in the approval process. The author also proposed to use an existing workflow web-based application for document transmission and to feed automated templates into the core banking system to minimise manual intervention under the system component. Establishing a specialised resource pool for the Bank for Trade-related functions was recommended by the author as a solution, under the people component to ensure consistency in employee competency. The benefit-cost analysis for the project as estimated will record a ratio of 21.16. Finally, as concluding remarks of the project the practical aspect of the project is discussed in relation to the project outcome, the project components and solutions proposed linking with literature. Thereafter, the author summarised the tentative time frame to implement the proposed solutions under each component. Finally, the report concluded by providing pragmatic recommendations aligning with the organisational profile and competencies in order to ensure the successful execution of the project.

# Increasing the Storage Capacity of Unilever Sri Lanka Finished Goods Supply Chain Managed by Hayleys Advantis 3PL Plus

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## Executive Summary

In today's world, competition is not between individual companies but between efficient supply chains. Therefore, most companies are outsourcing their logistics operations to professional third-party logistics service providers to gain the competitive edge and focus on their core business activities. Unilever Sri Lanka has done the same by outsourcing their end-to-end logistics operation from raw material warehousing to finished goods distribution to Hayleys Advantis 3PL Plus. In this context, the overall project objective of this report is to increase the storage capacity of Unilever Sri Lanka's finished goods supply chain managed by Hayleys Advantis 3PL Plus. In order to achieve the project objective successfully, the project team is compromised with key stakeholders from both companies while Hayleys Advantis 3PL Plus members take the leadership. Hayleys Advantis 3PL Plus is one of the leading third-party logistics service providers in Sri Lanka who offers multiple services such as Warehouse Management, Transport Management, Value Added Services, Production Line Management, Physical Stock Verification and Logistics Consultancy. Unilever Sri Lanka is the biggest client of Hayleys Advantis 3PL Plus who now has faced a greater difficulty with low storage capacity in their finished goods warehouses due to year on year business growth and predominantly Unilever acquisition of Viva and Horlick brands. As the third-party service provider, now Hayleys Advantis 3PL Plus management team has to find an immediate solution for this problem without increasing the logistics cost of Unilever Sri Lanka to ensure the value of strategic partnership over 17 years. Therefore, the project team has conducted a cause-and-effect analysis and the main problem of low storage capacity has been divided into sub problems as warehouses processes, warehouse infrastructure and equipment utilisation. Based on the above identified sub problems, a theoretical framework has developed to study the theoretical background of the problem with the help of available literature. According to the literature review; capacity forecasting, obsolete stocks, warehouse management system, warehouse

layout, inventory profiles, workload balance and transport management system are key areas that need to be optimised in order to find solutions to warehouse storage capacity problem. Furthermore, techniques such as SWOT analysis, cause and effects analysis, five why analysis, interviews, process mapping, layout optimisation and benefit-cost analysis can be used to resolve the identified problems. Then six solutions were developed to achieve the desired project objective of, to increase the minimum free storage capacity of Unilever Sri Lanka finished goods supply chain from 0 Pallet Positions to 750 Pallet Positions. These solutions are to introduce a new process to modern trade stock allocation, develop an excel tool to plan daily replenishment volumes, establish a new KPI for obsolete stock management, install new racks, rearrange cargo zone capacities and develop an excel tool to workload balancing. With these solutions, Unilever Sri Lanka can get a positive benefit against their implementation costs, enabling them to achieve desired project outputs and outcomes. Finally, the discussion of the identified components shows the relationship between identified literature and project components. This displays the actual scenarios of the available literature to get a practical understanding. Furthermore, this enables to understand the importance of continuous monitoring mechanisms, management skills, technical knowhow and most importantly management commitment for successfully implementation of the proposed solutions.

# Decreasing the Project Rework Effort Among Platinum Clients in Sunshine Software Company

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## Executive Summary

This management field project studied and evaluated the high project rework effort among the platinum clients of Sunshine Software Company, which is one of the leading HRM solution providers in the world. The report has presented the background of the company and the selected problem along with the specific project. The scope of the project was established for the clarity of the reader. How significant it is to resolve the problem was highlighted through evidence. The project's methodology, which had utilised qualitative and quantitative mechanisms, was then explained in detail. There were a particular set of limitations that the author had to face while working on the project. They were explained under the limitation's sections of the project. The chapter framework was defined by laying out the areas explained under each chapter of the project report. The company profile was discussed in detail and critically analysed using SWOT as a tool. The specific strengths, weaknesses, opportunities, and threats were identified and accessed to determine where the company stands. Due to the significance, the high project rework effort among the platinum clients was selected as the focus area of this particular project. The selected problem was explained and justified with quantitative and qualitative data. These data were critically analysed in order to draw an accurate picture of the problem. Then the problem analysis was performed using the Ishikawa diagram as the tool. Root causes of the problem were identified as per the brainstorming sessions, interviews, and other company sources. An in-depth analysis of the theoretical background of the selected problem was carried out. How the scholars discussed the project rework effort and what solutions they have proposed to overcome the particular problem were studied. In addition, all the relevant areas to the problem identified through the Ishikawa diagram were also selected as focus areas for the literature review. As per the findings, a study framework was developed with 'project requirements,' 'stakeholder involvement' and 'effort estimation' chosen as the components for the problem' project rework effort.' The techniques that can be utilised to solve the problem were identified through the literature presented in detail. The project's main objective was to decrease the project

rework effort among the platinum clients from 51% to 20% within a one-year period. Sub objectives for each of the identified components were also identified. Which of the earlier specified techniques to be used in order to achieve the objectives were explained. The current situation of each of the project components was discussed in detail with the help of qualitative and quantitative data. Solutions were developed for each component and presented with adequate annexures, ensuring that the proposed solutions are implementable. Required resources for each of the proposed solution was clearly defined. The required staff members were illustrated within the organisational chart and defined the formation of the project team. The estimated budget for the implementation of the solutions was presented with the relevant cost justifications and evidence. Monitory value of the expected benefits of the project was stated along with the calculations. The benefit-cost analysis was performed to prove what could be gained by the execution of the proposed project. Expected project outputs and outcomes were also defined concerning the project components and objectives. The project components were critically analysed with the identified literature sources. As the solutions were proposed for each project component, it is crucial to establish the theoretical base that they were built on. It further proves the authenticity and the practicality of the solutions. After that, recommendations were made that need to be referred to when implementing the proposed solutions. They explained the expected timeframes, best practices, critical success factors, things to avoid, and many more. These recommendations are vital for the project's success and advised to be referred to when implementing the proposed solutions.

# Reducing the Errors in Collateral Management System of CBC Bank PLC

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## Executive Summary

Main objective of the Management Field Project (MFP) is to address significant performance issue in a company and recommend implementable solution through adopting a structured problem solving approach. Accordingly, through this MFP, the author indented to study and make viable solutions to the crucial performance issue of "Errors in Collateral Management Systems" of CBC Bank PLC (CBC), This issue has been prevailing in the CBC since year 2014 and both internal and external auditors have raised their concerns related to the data extracted from the Collateral Management Systems (CMS) for many internal and external regulatory reporting purposes. Further, Management of CBC also pointed out the issues encountered due to absence of accurate collateral details in CMS. This MFP report organised into five core chapters and chapter one start with a brief overview related to both banking industry of Sri Lanka and CBC. Further, the author has given brief overview related to the project, methodology adopted and significance of the project in chapter one. Apart from that, latter part of the first chapter described the limitations associated with project and chapter ended with the chapter summary providing a brief description related to the chapter content. Organisational analysis conducted through the SWOT analysis in respect of the context of the problem given in the first part of the Chapter two. Such analysis revealed that strength of having an experienced and talented employee base could be utilised to seise many impending opportunities in both local and international operations. Further, analysis revel that threat of lower credit growth in the industry could be minimised through the well diversified customers based and product portfolio of CBC. Apart from that CBC could develop the strategies to avoid the weakness of non-availability of strong data analytical and MIS unit to avoid the threat post by the new development in fintech solutions. Further, the author identified that 36% collateral records out of the total records is consist of different errors in CMS through the quantitative data analysis. Further, in problem analysis phase, the author identified that Training and Development, Process Management, System Functionality and Management Control as the main project components. Accordingly, Lack of training, Absence of Standard

Operation Procedure and Errors in collateral allocation function were identified as the most significant root causes for the problem with the support of problem analysis tools of Ishikawa Diagram and Pareto analysis. Theatrical underpinning related to the problem area of errors in collateral management system explored related to four project components identified in problem analysis phase. As a result, different viewpoints, frameworks and best practices related to the Training and Development, Process Management and System Functionality were identified and possible root causes also established. Further, literature finding was given different insight related to the possible solutions to address the performance gap discussed under problem description. Study Framework was developed selecting the Training and Development, Process Management and System Functionality components based on finding of derived through literature review as the most influential causes to the subject problem. Finlay, different techniques such as Systematic Training Process, Training plan, Framework for Standardise Process Documenting and PDCA cycle on Continues Improvement were discussed related to the solutions development. Then the author discussed the holistic nature of the project through developing project objectives, current situation analysis. Finally, the solutions were developed with resource allocation plan. Accordingly, main objectives of reducing the collateral errors in CMS from 36% to 6 % was established. Further, six sub objectives were also established related to each project components. Then, the author presented the current situation analysis along with details related to the proposed solutions. Accordingly, conducting of two training programmes, development of Digital Library, preparation of Standard Operation Procedure, simplifying the collateral capturing process in CMS, development of collateral allocation algorithm and development of the collateral number validation mechanism are proposed as solutions to minimise the effect of the problem. Finally, viability of the projects was assessed through Benefit-cost analysis and minimum of 3.01 times Benefit/Cost was derived. Through the discussions, the author provides the short term and long term recommendations related to execution of proposed solution and other recommendations to further enhance the effectiveness and efficiency of the collateral management process of CBC. Accordingly, prioritising the proposed solutions, forming a cross functional team, conducting regular reviews, appointment of single contact person from business units, establishing related KPIs were recommended for successful implantation of proposed solutions. Further, the author recommended to explore the possibility of centralising the collateral capturing process in CMS to further enhance the effectiveness and efficiency of the process.

# Enhance the Registration and Activation of DFCC Virtual Wallet

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## Executive Summary

DFCC Bank PLC is a fully fledged commercial bank with a rich history of 65 years. However, the bank merged DFCC Bank and DFCC Vardhana Bank in the year 2015 and began its journey as pure commercial bank only in the year of 2015, making them one of the last entrants into this business. The commercial banking space in Sri Lanka is occupied by twenty four commercial banks and it is very competitive and saturated. Digital banking and especially mobile banking have become a common norm and basic customer requirement to stay relevant in the banking business. DFCC launched Sri Lanka R23;s first bank backed Virtual Wallet in the year 2015, however the adoption of it in terms of registration and activation has been not up to the satisfactory level of the bank. This project is taken up for study considering the financial costs incurred by the bank into development and the tangible and intangible benefits such a service brings to the overall topline of the business. In the second chapter the author describes the present state of the bank with respect to its customers and provides an internal review in terms of the strength, weaknesses, opportunities and threats faced by DFCC Bank PLC. The author elaborates with significant data on the growth of digital and digital banking in Sri Lanka in comparison to the unsatisfactory numbers in terms of usage at DFCC. The results from quantitative and qualitative is displayed in the form of a cause-and-effect diagram which display the root causes that needs to be addressed by the bank to overcome the problem statement. The three main components to be focused on are employee customer relationship, customer onboarding process and internal marketing. The project is taken forwarded with valid data that the features, functionalities and usability of the product is very relevant to the customer needs and wants. In the third chapter the author begins on a journey in terms to draw parallels amongst literature available in ABDC ranked journals. The results validate the authors findings in terms of the reasons behind poor adoption of mobile banking amongst several nations and similar banks in developing Nations. The three main components of employee customer relationship, customer onboarding process and internal marketing have been represented as key elements in the success of a mobile banking application

as it focuses on the three iterated reasons for success of an application such as attitude, subjective norms and perceived behavioural control. The author further enlists details about techniques to be used as part of the solution making process in Chapter 4. In Chapter 4 the author lists down the solution and resources, human and financial required in addressing the problems identified as per the root cause analysis in Chapter 2. The overall objective for the project and the components, are set, which eventually will ensure to measure the output of the project and the overall outcome. The section also lists down the benefits and costs to be incurred and the benefit costs analysis ratio, which will assist the management in making the final decision on the project. The solutions described are detailed in the appendices for quick and easy reference of the management. In Chapter 5 of the project the author lists down the correlation to the solutions proposed and the literature backing up the need. The overall objective and each individual component are broken down and analysed against statements made by other authors. As a final element the author lists down key recommendations will be critical for the success of the project. Setting the right attainable and motivational goals and having the right resource structure in terms of resources and financials in place. The author concludes the report envisioning the management to implement the project and resolve the problem statement to achieve the bank's audacious goal or Vision 2025 in being the most customers centric and digitally enabled bank.

# Reducing Shipment Delays in Dipped Products (Thailand) Limited

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## Executive Summary

This management field project was studied and evaluated shipment delays in Dipped product Thailand Limited, which is disposable glove manufacturing company. This report has presented background of the company and the selected problem to this project. Scope of the project was established for the clarity of all readers and significance of the problem was discussed with evidence. The methodology of the project and certain limitations which author has to face during the project are explained in detail. The chapter framework was defined by highlighting the areas that will be explained under each chapter of the project report. Company profile was discussed using SWOT as a tool to analyses. The important strengths, weaknesses, opportunities and threats were identified and evaluate in order to get an understanding about where company stand right now. Considering the significance, shipment delays was selected as the focus area of this project and selected problem was explained, described and justified by using quantitative and qualitative data. Once critically analysed the data and information to understand the accurate picture of the problem, problem analysis was performed using Ishikawa diagram as the tool. Root-cause of the problem were identified through brainstorming, interview and other company data sources. In-depth analysis on the theoretical background of the selected problem was carried out. Studied how scholars had discussed about shipment delays, how they analysed the reasons and solutions they have proposed in different circumstances were studied. In addition, relevant areas identified through Ishikawa diagram were focused and discussed through literature review. Based on the finding, study framework was developed with "product quality", "packing process" and "supervisory skill" selected as components for the problem of "increasing shipment delay". Techniques that can use in order to solve this problem were discussed with reference to literature and presented in detail. The overall objective of the project was identified as non-medical, non-chlorination natural rubber glove shipment delays from 9% to 4% within one year period. Sub objectives were identified for each identified component. Identified techniques to be used to achieve the objective were specified and current situation of each of component was

discussed in detail using qualitative and quantitative data. Solutions were developed referring literature for each component and presented in detail as annexures. Required resources for each of the proposed solutions were identified. Identified project team and presented in project organisational chart. Estimated budget for implement solutions, monitory value of expected benefits were presented with detail calculations. The benefit cost analysis was performed to understand the viability of the project. Expected project output and outcome were also defined in relation to identified project components and objectives. Project components were critically analysed referring identified literature and established theoretical base for the identified solutions for project component. Recommendations were presented which need to be referred during implementation of proposed solutions. It explains timeframe and best practices etc. These recommendations are very important for the success of the project and advised to be referred during implementation the proposed solution.

# On-time Performance Achievement: MAS Active Asialine

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## Executive Summary

Speed of delivery has become the norm in the current globalised world. Customers are seeking for suppliers who drive business solutions towards meeting their expectations. Therefore, organisations are forced to continuously innovate and drive new business models to achieve competitive advantage. The main purpose of the study is to investigate on a business problem that hinders the achievement of competitive advantage of the selected organisations. The author stemming from a manufacturing background has proposed a successful project implementation in supporting the organisation in achieving the speed of delivery. Thus, achieving the competitive advantage. The author has selected a main problem which the entire study had been based upon. Intensive data research and investigation has been conducted to highlight the key problem. The author has identified that the organisation has suffered from not achieving its Delivery in Full On Time KPI for the last two years. Further investigation into the problem, the author has found the selected organisation has failed in timely deliveries rather than on full completion of the orders. Due to the underperformance of a single business unit, performance of the entire cluster has been downgraded. Underperformance in the KPI has resulted in customers withdrawing extra shipping percentages along with enforcing penalties for late deliveries that has led to downgrading the organisation as certified vendor for apparel. The comprehensive literature review based upon ranked journal articles has revealed that delivery performance was a key criterion that customers investigate while continues delays resulted in loss of customers. Industry related literature have helped the author to understand the link between on time performance and the related disturbances. The author has identified that late deliveries have been caused mainly though production related issues and delays in the receipt of material. Further, literature has revealed that process related factors have led organisations towards poor performance rather than people themselves. The study framework has simplified the understanding of the author on the literature findings. Techniques such as Pareto chart principles have helped in identifying the main causes for the problem and simplify while fish bone diagram had been the core of the study.

The author has devised the project drive by setting up objectives and current situation analysis. Solutions have been devised by the author where detailed implementation plans have been recorded in the relevant appendices. The necessary project team and the allocation of resources have been suggested along with the required capabilities. The author has suggested a cross functional matrix structure to be in place to coordinate with all relevant project stakeholders. Benefit costs analysis had revealed the project to be viable after implementation whereby the benefits have exceeded the associated costs. Projected outputs and outcomes have helped to link the project objectives with the expected results. The success of any project would be dependent upon the commitment of the management in driving and supporting the implantation process. The author has recognised the key recommendations and the level of expected support from the management in driving the project towards success. Further, coordinating the project timelines have been recommended to track on a Gantt chart which would help visualise the lagging actions. Finally, the author has concluded the project with closing remarks on the link between organisational change and drive for performance.

# Improving Financial Contribution in Advantis-Brandix Distribution Hub

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## Executive Summary

This project focussed on improving financial contribution at the Brandix Athleisure finished goods central warehouse, currently managed by Hayleys Advantis 3PL Plus. From a financial standpoint, high direct and overhead costs together with low revenue are the fundamental reasons for the contribution margins to stand at an average of 33% from April 2019 to March 2020. The budgeted contribution margin was decided at 40% with an absolute annual representation of LKR 18 MN at the outset of the financial year. The issue arose when the actual achievement was LKR 14.5 MN which was a shortfall of LKR 3.5 MN from the budget. The author deployed secondary data through profit and loss statements and direct cost reports and primary data through time and work studies and industry interviews. Accordingly, the objective of the project was to increase the contribution margin from 33% to 45%. A SWOT analysis was conducted thereafter to identify the internal and external position of the SBU which highlighted low contribution levels throughout all accounts. The key problem was categorised into three components; internal processes, business development and capacity utilisation. High process reworks with an average of 107 per month and low number of lines handled per man hour which is 1% are the main categories for internal process related issues. Under achievement of the VAS budget by LKR 37,855 is the main cause for low business development for the account. Furthermore, a high inventory holding of 85 days and a 63% allotment of overhead costs out of the total costs are the two main sources for capacity related concerns. The sub-objective for process reworks was to reduce it from 107 to zero thus eliminating OT costs of LKR 2.1 MN. The project team expected to increase the productivity levels by increasing the lines handled per man hour from 1% to 5% while achieving the annual VAS budget of LKR 825,960 (LKR 68,830 per month). With respect to inventory holding, the objective was to bring the current holding of 85 to 15 days and to reduce the overhead cost proportion from 63% to 40%. Each category was analysed down to its underlying problem through a cause-and-effect analysis. The author carried out an extensive literature review based on 38 journal articles under the three components to lay out the theoretical background pertaining

to the problem. The findings of Gu and Dong (2016) were the most critical to this study because they highlighted that the absence of a perfect cost control system, ineffective implementation of cost control and limited knowledge of cost control are the reasons why margins of 3PLs are low. Kembro et al. (2018) have analysed that the largest share of warehouse cost which is picking, could be reduced by 50% through automation, information systems, optimised storage and labour management. Batarlienė and Jarašūnienė (2017) have mentioned that companies look for 3PLs only if they cannot get the job done internally or when they are seeking strategic partnerships. The authors confirmed that striking partnerships will prolong the lifetime of a 3PL. Xie et al. (2014) deployed a stock allocation analysis to showcase the importance of inventory holding costs using 10 overheads that total USD 79 MN on average for a company in the USA. Subsequently, the project team devised solutions for each component by identifying the current situation in detail. Process mapping, Kanban, KPIs, VSM, ECRS (A), value creation framework, stock allocation analysis and space optimisation strategies were some of the techniques deployed by the author to reach solutions. Solutions for internal process improvement were, drafting heat maps and re-drafting an exhaustive process map, acquiring the order processing function of Brandix, developing an Excel macro for pick list creation and introducing a conveyor to escalate scanning and loading tasks. Business development was improved by developing a purpose statement for the account and thereafter developing a plan to sell the expertise in order to absorb spin-off value additions. Capacity at CWH was enhanced by developing a slab rate for inventory ageing, developing the process for integrating CoreBrain WMS with WFX PLM and rearranging the warehouse by merging under-utilised locations. Total project benefits accounted for LKR 23.7 MN, while the costs amounted to LKR 3 MN, with a Benefit/Cost ratio of 7.76. Finally, the author presented recommendations for each component to ensure that the account remains resilient over time. The re-drafted process maps and heat maps should be revisited each quarter to ensure that it is aligned with the physical operation. Also, the KPIs and timelines developed for the order processing function should be monitored and shared on a monthly basis to ensure transparency. Picklist creation could be programmed to be auto-downloaded from the integrated WMS to avoid duplicated entries in both systems. Furthermore, the telescopic conveyor could be replaced by a fully automated embiWay unit to move FG from staging to the lorry. Back-off factory functions and packing line logistics of existing customers could be acquired by Advantis 3PL as Business Development opportunities. Moreover, capacity utilisation can be improved in the future by introducing automatic put-away and developing a KPI tracking system through the integrated WMS that allows both Advantis and Brandix to ensure goods are delivered on time and in full.

# Improving On-time in Full Delivery Performance at Akzonobel India LTD Sri Lanka

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## Executive Summary

AkzoNobel is a global leader in paints and coatings industry. AkzoNobel India Ltd is a fully owned subsidy of AkzoNobel NV and operates a branch office in Sri Lanka to cater the needs of Marine, Protective and Yacht coating division. The MPY division supports the world to protect their assets against corrosion. The revenue for 2019 is LKR 200 Mn and is well geared to achieve the 15 by 20 objective set by the management. The primary objective of this project is to propose suitable solutions for improving on time in full delivery performance at AkzoNobel India Ltd, Sri Lanka. Poor OTIF delivery has direct impact on revenue and profit whereas indirectly influences the brand value and reliability. The scope of the project is limited to revenue generated from Sri Lanka branch. The author has analysed the organisation through SWOT to identify the internal and external factors which affect their performance. A conclusion can be drawn saying the organisation experience poor OTIF performance is at 34.6% against a target of 85%. Cause and effect analysis carried to identify the root causes behind the problem. Based on the interviews conducted to be focused are inventory management, logistics management and internal process. Theoretical study is performed for the root causes identified in cause-and-effect diagram. Literature articles are referred to prove the relation between OTIF delivery and delay in stock replenishment, slow moving and obsolete stocks, system vs physical stock variation and delay in order process. It is discovered that the theory supports the relationship between OTIF delivery, process improvement, and demand planning. A study framework is designed based on the theory to support the problem and solution design. Then techniques suggested by various theories are studies to resolve the problem is explained. In the next chapter the author describes in detail about the project including the current status of the problem. The problem is defined with specific goals and metrices such that variance is measured to analyse the root cause. The specific objectives are defined to tackle the problem. The objectives are further supported by sub objectives along with action plans. Further author describes the resources allocation and cost estimation of the project. Finally, the cost benefit analysis is presented to explore variability of the project before presenting

the outputs and outcomes of the project. In the final chapter of the study the author links the theory outlined in chapter three with specific activities, objectives or process that is observed within the organisation. The link between literature and organisational activities is discussed in detailed and elaborated with findings. Finally, the author concludes the chapter by presenting the recommendations for the organisation.

# Reducing Customer Complaints at Sunway Holidays

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## Executive Summary

The main purpose of this field study is to identify the key causes responsible for the increasing customer complaints at Sunway Holidays, Destination Management Company (DMC) for Sri Lanka and Maldives. Sunway Holidays is a key revenue generator in the business portfolio of Sunway International (Pvt) Ltd. Through a thorough analysis of related literature and interviews conducted with key personnel of the company, a comprehensive understanding to the background and causes of this problem was identified. This study focus on developing the most suitable solutions and recommendations to this situation. Performance management, service delivery and operational processes were the key components causing the issue, as identified through the cause-and-effect analysis. In depth evaluation of the problem revealed that significant expenses are borne by the company as a result of these complaints. In addition to the financial expenditure, the company faces a high risk of reputational damage if this situation persists. Three long term partnerships have already been terminated as a result of this problem within the past two years, costing significant revenue losses to the company. The literate review is carried out with reference to multiple peer reviewed journal articles, which provide detailed insight to the reasons and proposed solutions for this problem. It is understood that systematic training, consistent evaluations and performance management is crucial for the success of a given company. The importance of consideration of service quality dimensions, as well as the need to establish and maintain consistent service standards in order to ensure customer satisfaction is highlighted in this project. Business process reengineering and value stream mapping are two equally important aspects identified. This study revealed that most of the market and customer knowledge and expertise within the company, is limited and concentrated to only a few of the employees. As a result, insufficient product/service and market related knowledge among majority of the company's employees was observed. As solution to this issue, a comprehensive performance management system as well as a systematic training period for new recruits over the period of the first 14 weeks of recruitment is recommended. Similarly, the study

revealed the importance of establishing standards in order to ensure the quality of services provided were of a high standard. Therefore, a criteria of service standards to be adhered to is recommended to be developed. This includes all aspects of the services provided by the company including pre-sales, on tour and post tour elements. Lack of a centrally managed information system, idle time between stages of service processes, were among other reasons identified. It was also revealed that almost all of the time of sales and marketing staff was spent on manual creations of service proposals which invariably included numerous errors. Further as this task occupied a very high percentage of the working time, the sales and marketing team lacked the time and focus to focus on personalised services, understand customer requirements and follow up on sales leads. This resulted in indirect revenue loss to the company. Therefore, technology based solutions are developed to address this situation. The cost benefit analysis confirm that the company will benefit favorably, by implementing the proposed solutions.

# Declining Net Profitability of Unit-07 (Factory) of Timex Garment

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## Executive Summary

Apparel export industry is a significant contribution to the Sri Lankan economy. Which is the primary foreign exchange earner and it is contributing about 44 % of the total exports and 33 % of employment in the manufacturing industry of Sri Lanka. Consequently, the 2018 earnings recorded as USD 4.9 billion in the apparel industry and which shows 3.6% increase compared to previous year. Timex Garments (Pvt) Ltd is one of the top rated garment manufacturer in Sri Lanka, and exports ladies apparel for the international brand customers across the globe. Current dismal performances by group is mainly due to continuous poor performances by factories located in Mawatha Gama Zone where bottom line and top line has been eroded sharply over the years. The project focuses on finding solutions in terms of improving financial performance one of the worst performing factory which is Unit-07 which is also situated in Mawatha Gama BOI export processing zone This particular factory continuously has yielded negative performances which can be indicated by recorded losses of Rs.121 Mn , Rs.385 Mn & Rs 178Mn in year 2017,2018 & 2019mrespectively despite management efforts to make it profitable and overall group performances have been severely hampered by this. Through detailed interview carried out by author and root-cause analysis carried out it has been found out that three major arears which impact declining financial performance of the Unit-07, which are Lack of Optimised processes, Lack of sound financial management frame work and lack of sound people management structure. A detailed review of literature has been carried out by the author to assist his findings of the root cause analysis. Under each area identified, author attempted to bring out the important empirical findings of recent research carried out by industry experts and other scholars. Further, he attempted in encapsulating the possible solutions that has been proposed by such scholars in their researches. Based on the key findings of his review of literature, a study framework was constructed to carry out the further studies. Then he elaborated the techniques that can be used in suggesting solutions and has provided the essence of certain literature on those techniques. Based on these key components, three major objectives are planned to be achieved which are reducing the cost of failure

(Air Freight & Quality Claim) from 3% to 0.5 % from Export Sales, Improving GP margin of the Unit-07 from 8 % to 12 % & improving the 1Y-2Y labor retention from 10% to 20% with zero senior management turnover. In order to achieve above objectives author has suggested solutions such as Recruiting a dedicated planning executive for Unit-07, Introducing modular production line as practiced in other factories on trial basis, Re-validate the SAP control Framework with regard to profitability & re-implementing COPA & Introducing additional increment (above normal increment) of flat Rs.1000 for all the MO category employees who completed 1 year at service & introducing a rewarding system with the linkage of production achievement KPIs. By implanting these solution, it is expected to achieve the overall objective and detailed cost benefit analysis has also been worked out during this project. Finally, project components were discussed linking with the literature and other empirical findings in order to provide further insights to the solutions proposed throughout the project. Recommendations were also provided to the smooth implementation of the project.

# Addressing the Declining E-Commerce Sales of Phoenix Industries Limited

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## Executive Summary

Phoenix industries Limited (PIL) has been a pioneer in polymer processing since its inception in 1976, as a realisation of an aspirational leader Mr. M.H. Omar. The company specialises in injection and blow moulding, with operations across a wide range of consumer and B2B markets. The main revenue generator for the company has been identified as the retail market and the company boasts of a distribution network expanding to over 6500 retail outlets island wide. This can be considered as one of the many competitive advantages that puts PIL a step ahead of the rigorous competition in the market. Furthermore, the company owns a lion share of the packaging industry that a number of MNC's dominate and depend on the services rendered by of the company. Additionally, PIL has marked its presence in the toothbrush, material handling, PVC and mattress industries in the country. This project has been developed, focusing on creating and maintaining another form of revenue generation in the consumer market i.e., the e-commerce platform for PIL. PIL has introduced an e-commerce platform in order to capture a segment of the market that is untapped by the distributor and retail network currently. After having worked with a few of the more established e - commerce players in the country, PIL has taken the bold step of introducing an in-house platform which houses a select range of consumer durable and furniture products. PIL is the only exclusively plastics e-commerce platform in the country and is also the first in the industry to have established the same. However, the identified problem in the project is the steady decline in revenue generated from the online platform after having recorded promising growth in its initial stages. Although the reasons for the decline can be mapped out to both internal and external factors, the focus of this report is on the more controllable internal variables for which solutions have been proposed. Through an initial round of interviews and brainstorming sessions the author has identified several internal root causes leading to declining sales in the e- commerce platform which has been summarised in the form of an Ishikawa diagram running in to four levels. A SWOT analysis of the identified issue has been conducted, which gives deep understanding into the areas which need more focus. This deep drill down has helped

the identification of the project components which are internal process management, training and development and performance management that needs addressing for the internal issue to be resolved. A comprehensive literature review has then been carried out to review the existing body of knowledge on the project components that have been identified and the author has been able to derive certain solutions through this process. Certain subcomponents which come under the main components have also been identified as per the literature review and this too has been used in the formulation of the solutions for the problem at hand. A study framework has then been being developed which comprises of the three project components mentioned above. The overall objective of carrying out this project has been identified as marking a 12% increase in sales revenue generated through the e-commerce platform on a month on month basis from the implementation of the project. Furthermore, certain other objectives such as maintaining zero outstanding debtors within the stipulated time frame and achieving budgeted sales values have been identified which are linked to the project components and the techniques for the same have been listed down by the author. All the solutions that have been formulated have been derived from the literature review and knowledge gained throughout the MBA course which have been adopted according to the situational conditions at PIL. Annexures have been provided which give full information about the implementation of the solutions and the considerations which need to be looked at before such implementation takes place. The final chapter of this report has focused on drawing links between the literature review, the solutions provided and the project components the author has been able to link the existing body of knowledge with the proposed solutions and finally recommendations to be considered during the time of implementation for the success of the project has also been suggested by the author.

# Maximising Monthly Production at Bains Phil Products Private Limited

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## Executive Summary

Bains Phil Product Private Limited is the exclusive Sri Lankan bulb manufacture for the Philips brand and this report examines an identified issue which need to be addressed promptly by said company have been discussed in detail with recommended solutions for short to medium term. The report has highlighted the background and significance of the study with methodologies used to compile this report in a comprehensive manner. Further, the limitations that come across when addressing the issues have been also drawn for the readers' attention. The unreached/unmet production targets during the past few months were the identified issue in this company and it has been described with data in descriptive, graphical and in tabular formats as necessary. The recommended management techniques such as cause and effect analysis and SWOT have been used to identify the problems and related root causes with measurement of the current situation of the company in terms of financial and non-financial conditions. Accordingly, the key problem was unreached production targets during the past 6 months, which incurred a loss of sales over Rs. 25 million even having required capacity and the assured demand from its customer. The root causes were layout planning issues, issues in labour cost structure and inefficiency of employees in the production section. The bases for the solutions were driven from the accepted sources of literature where it has suggested the causes as well as solutions for the identified same problem in this report. Journals, books and various internet sources have been used to back the problems with related root causes. The important section in this chapter is the section, which describes the techniques used in this report. Consequently, it has elaborated the uses and benefits of applying the concepts and techniques such as layout planning, process study, motion study, critical path analysis, training need analysis, on the job and off the job training, training evaluation, work shifts and work groups, incentive schemes, and pay slabs. Setting objectives is vital in executing a project. Hence, the objectives have been clearly set in order to achieve them at end of this project implementation. The main objective is to meet monthly production targets of the company to cater current demand in full and there are also sub objectives such as to increase per day

output, reduce wastage, reduce labour cost per unit, reduce absenteeism, and lessen the manufacturing cycle time of the manufacturing process. Apart from that, the resource need and allocation of the same have been discussed with job roles of each project member. Once the objectives are set and identify the resource requirement, then the next step is to analyse the cost and benefits arising from the project. Accordingly, each cost elements have been recognised amounting to Rs. 1.011 million where the projected benefits exceeded that cost by generating a profit of Rs. 20.272 million. The short-term outputs and long-term outcomes have been stated which are aligned with the project objectives in a tabular format. Finally, the theories have been blended with application in real world in a way that knowledge gained in the master's degree programme can be articulated into doable actions to solve a critical problem. Moreover, it discusses the recommendations that are suitable for the company in the short and medium term. The main such recommendations are to design an incentive scheme for the production team and allow capping machine operators to train while they engage in the job. Additionally, the conveyer table and other necessary equipment should be brought and fixed inside the factory premises to increase the efficiency of production process to reach daily production targets. At end of this report support and appendices have been attached to easy reference that includes comprehensive details for the reader's attention.

# Reduction of Inpatients Discharge Delay at Hemas Capital Hospital (Pvt) Ltd.

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## Executive Summary

Being in the service industry where customers seek both clinical care and service standards at a greater level, the management of the hospital has an enormous responsibility on their shoulders to meet these expectations. The aim of this project is to identify major causes relating inpatients discharge delay at Hemas Capital Hospital (Pvt) Ltd and provide a set of solutions to overcome the issue constantly. The discharge process is one of key processes where patients determine the service standard level of the hospital. Therefore, the objective of the hospital would be to discharge the patients within the allocated period of time. The inability to meet this requirement has several negative consequences both in the short run and longer run. Simply customer satisfaction will be reduced drastically, and customers will move to alternative service providers in the region. The Company profile shows that it has a number of significant strengths such as regional presence, Hemas brand, success in medical tourism and strong laboratory networks etc. Among major weaknesses, reducing customer satisfaction ratio, inconsistency in service standards, higher attrition ratio and use of multi systems are key issues. The inpatient segment where discharge delay impacting contributes 46% to total revenue of the hospital and it is the highest contributor. Therefore, as a business this segment is vital to the hospital. Apart from losing the customers, one other key consequence to the business is losing potential revenue from new patients being admitted. This occurs due to admission queue as a result of nonavailability of rooms due to discharge delays of existing patients. The annual revenue loss is approximately LKR 2.6 Mn. Also, the admission process will be severely impacted and might even lead to leave certain patients without admitting. Based on scientific analysis done using cause and effect diagram to identify causes for the issue, there are three main reasons behind this issue. Namely, billing system issues due to partial automation, delays in discharging processes and gaps in training and compensation policy of the hospital. A comprehensive literature review has been performed covering core issues and three causes to the problem. Initially, the issue of inpatient discharge delay has been discussed from multi aspects. In most theoretical

reviews, discharge process has been linked to quality aspect of the hospital. It was observed that it has fallen into the Total Quality Management (TQM) aspect of the hospital. Also, one other key theoretical finding was that discharge process is among the top three aspects considered by many patients. Billing system issues can mainly occur due to partial automation of the billing systems system. Also, any information system can fail when it is not aligned with business objectives. To manage preceding processes during discharge process such as ward discharge, medication arrangements and bill preparation etc, a hospital can use techniques such as six sigma, lean management and kaizen etc. Finally, the impact of human factor has been theoretically discussed. There are several tactics which a firm can use to motivate and engage people. However, among such factors the pay system of the Company and training aspect play a significant role. There are four major objectives to this project such as reduce current discharge delay from 33% to 15%, reduce manual billing transactions by 25%, reduce time taken for discharge medications preparation and charge sheet preparation by the ward by 20% and reduce bill preparation time by the billing department by 24%. A set of solutions has been proposed to eliminate each cause discussed above. Automation of current manual billing processes, segregation of outpatient and inpatient pharmacy, increase pharmacy cadre, introducing a single discharge mechanism, develop a comprehensive training policy and introduce a performance-based incentive scheme are such solutions. The annual cost of these solutions is approximately LKR 3.5 Mn. The major benefits of the project are revenue increase due to increase of future admissions and elimination of portion of exiting revenue loss to the hospital. The expected annual value of such benefits is approximately LKR 6.9 Mn. Hence, by implementing proposed solutions, Company can gain a net annual gain of LKR 3.4 Mn. Resource allocation to implement each solution has been clearly defined along with expected roles from them. Finally, all project components have been discussed along with appropriate recommendations. All solutions provided are based on key learning from literature review. In other words, conceptual knowledge gathered from literature review has been used for solutions development. The recommendations are arranged from a short term to medium term basis. There are no long-term recommendations which take more than one year. The success of solutions implementation will highly depend on adherence to proposed recommendations. Hence, consideration of top management is vital over these recommendations.

# Vegetable and Fruit Waste Occurrence at Rajagiriya Laugfs Supermarket Outlet

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## Executive Summary

This report addresses the issue of vegetable and fruit wastage at Rajagiriya LAUGFS supermarket outlet which was persistent at a significantly higher level since its inception. Rajagiriya is one of the oldest outlets of LAUGFS which has now been threatened by the existence of competitors in the same territory yet strategically located adjoining to the HSBC Global Service Center. During the last couple of years, the gross profit margin of the vegetables and fruits department of the outlet was almost stagnant even though the turnover was growing. A high-level analysis found that one of the factors influencing the gross profit margin of the respective department was wastage. Hence, it has been decided to conduct an outlet level study for Rajagiriya LAUGFS supermarket focusing on the reduction of vegetable and fruit wastage. Initially, the report provides a basic introduction to the firm followed by a preliminary analysis of the environment from macro-level to the company level scenario using a SWOT analysis. The objective was to demonstrate the current situation of the company in a broader perspective and then gradually discuss the wastage scenario. The wastage statistics of LAUGFS Supermarkets have been demonstrated in a detailed manner to communicate the significance of the problem and described the rationale behind choosing Rajagiriya outlet and the vegetables and fruits department for further analysis. The techniques of interviews, 5W1H and Ishikawa diagram have been adopted to reach the root causes of identified behavioural indicators under three project components: facility management, marketing management and people management. A comprehensive literature review has been conducted under the components identified to establish a solid theoretical background to the problem. More than 20 peer-reviewed journal articles have been summarised in such a way the reader could realise the direction and gravity of the project which has reconfirmed by the study framework. The techniques that have been adopted during the project have been briefly discussed to comprehend the applicability of such techniques and where they have applied in the project. The real project has been exercised demonstrating the field project objectives that have been developed with reference to the behavioral indicators identified. Four (04) field

project objectives have been constructed, beginning with an overall objective, which is to reduce vegetable and fruit wastage of the outlet from 5.52% to 2.00%. The first sub-objective was to reduce on-shelf availability of quickly spoiling vegetables of the outlet from 100% to 80%. The second sub-objective was to increase the vegetable and fruit contribution to the average basket value of the outlet from 8% to 10%. The third sub-objective was to increase value-added sales percentage of the outlet from 4% to 8%. Altogether, these sub objectives contributed to a 3.52% wastage reduction in vegetable and fruit department at Rajagiriya outlet amounting to LKR 1,763,948 per year. Thereafter, solutions have been proposed targeting each objective which have been discussed and elaborated in detail including tangible benefits, costs, assumptions and a net benefit working for each solution in the appendices. A summary of the benefit cost analysis has then been quoted in the report for a better understanding to the reader. Project outputs and outcomes have also been listed in a tabular format to provide an extensive visualisation of the future results of the project. Finally, a brief discussion has been communicated in the report to demonstrate the conceptual understanding and application of theoretical aspects in the stage of solutions implementation. It was followed by further recommendations to the management in executing the proposed solutions and to improve the operations of LAUGFS Supermarkets (Pvt) Ltd as a whole in order to convert the business into a successful entity in near future.

# Service Quality at Check-in Counters of Qatar Airways

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## Executive Summary

The topic of the project has been chosen by me for Management Field Project as it is a value addition to my working organisation: Qatar Airways. I believe that the problems and solutions discussed in this project, would be very important to my organisation as same as to the requirement of producing this project for my MBA which would benefit each other in a productive manner. So, this project tries its best to reflect its topic: "Service quality at check-in counters of Qatar Airways" throughout and the first Chapter is the introduction of whole project as it lays the project's foundation strongly for a comfortable beginning. Brief background description of my organisation and how it is related to the problem that the project expects to deal with. Then, the Chapter talks about the significance of this study and how it will be useful to my organisation. Methodology of this project is important as it will clear the doubts whatsoever and Limitations will talk about the issues that project will happen to go through. By mentioning the limitations, it will confirm the authenticity of the project and show that the issues are well known even before starting the project with the identified problem and its nature. The Chapter framework demonstrates each chapters' representation and expectations. The second Chapter represents the organisational analysis and problem identification. It will start with the general introduction part expressing the expectations of the whole Chapter. Deep analysing the organisation with the technique of SWOT makes the organisation to a clear position while the project expects to highlight the identified problem. This organisational profiling and analysing will help to present the problem in a straight manner with a clear scope of finding solutions. Now, the key problem and identifying it with justifiable evidence take place in the chapter. The problem analysis is going to be done by Cause & Effect diagram technique which will be a very interesting part of this project. It will give multiple colours to the whole project as it will be the basis for everything. The analysis should be very carefully done with all the brainstorming ideas of all people involved. The main components and their root causes of the analysis will decide this project and its directions. If the causes are incorrect, the project won't be able to give any good results as we are not on the

correct path. So, the direction of this project will be solely decided by the root cause of problem analysis. The third Chapter is very crucial as the projects deal with relevant literature for the problem and its root causes. Finding exact and relevant literature is a challenge. Starting with the general introduction and then, coming to the theoretical background of the problem identified process will start by referring to the literature. Most diligent thing is connecting the problem and literature together in this chapter. Successful connection will only bring good results as the study framework will be decided by this connectivity. Once the project lands to study framework, the project can assurance of its future. Literature will assist the project to find the solutions and their relevant techniques. This chapter ends with the discussion of techniques which are most useful for the projects and its lasting solution as de-scribed in the literature. The chapter 4 is the heart of the project. It has been named "the project" as to understand how this chapter stands in this whole project. Chapter 4 makes the real connectivity of the problem identified, literature and solutions via project's objectives. Beginning with the general introduction and then constructing the objectives, will be the future proceedings of the project. This will give the project thumps up to discuss the problem under each component and then, the most comprehensive solutions. Accordingly, arranging the future requirements such as staff project team, staff allocation, project cost analysis and cost benefits are the most important preparation for making the project implementable. Then, this chapter discusses the outputs and outcomes of the project lengthily. The summary part ends the chapter successfully by connecting the project to chapter 5. Chapter 5 shows reminding and summarising all 04 chapters and how the project has taken its way forward from the beginning. General introduction part starts the chapter proceedings to make the discussion as per the expectations. Discussion of identified components and their recommendations with the techniques are supposed to be diligently summa-rised for project's credibility. With summary part, chapter 5 gets to its end and also, the whole project. It is not going to be a smooth sail as the project's expectations are very high. Therefore, I am determined to put all my efforts to make this project successful and fruitful for my organisation in order to find the most constructive solutions to the problem identified for reaching to the project goals of qualitative outcomes as expected.

# Overtime Cost at North Manufacturing (Pvt) Ltd.

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## Executive Summary

Under this Management field project author addresses the issue of high overtime cost problem at North Manufacturing (Pvt) Ltd. The main problem was the significant increase in the overtime cost since 2017 and in 2020 the overtime cost has secured a 22% of the total salary which is expected to be kept at a rate of 7% annually considering the fact that December to April is the season for the sail demand. However, the huge overtime cost has resulted in a cost of LKR 31 million in the income statement for year 2020. When it comes to the manufacturing industry companies try to even out the production schedules during the time periods as high overtime costs may reduce their profits margins and are expected to keep the overtime cost annually at a rate of 10%. Most importantly the reason for this is companies will have to pay a salary of 1.5 times for overtime and employees would be reluctant to work efficiently then. The author identified several areas which have direct impact to the significant overtime cost increase after conducting an analysis of internal and external environment factors. Because to arrive at the core problem it is important to see the surroundings of the problem and what are the reasons that have caused to the high increase of the overtime cost because these external and internal factors can have a direct influence over the increased overtime cost. Due to the very nature of the production setting the company has not been able to achieve the real reason for the increase of the overtime cost. In order to gather the information, pertain to the increase of high overtime cost, the author conducted brainstorming interview sessions with the management and with supervisors to obtain precise information on the setting. With these the author designed the problem by understanding the roots and causes of the problem and showcase it in three different segments which are production staff, internal processes and training and development and SWOT analysis would add value in to understanding the relationship between the internal and external factors. Literature was then observed to see the published information on the problem identified. It is very important to have an understanding on the key areas as literature is very much important factor in the research to see what the prior research have worked on. Through literature, the author intended to gather the warranted knowledge on the

same kind of problems and with the literature review author can identify technique based on the literature that has been found so far. Those techniques will be the core to come out with a solution so that will help the author to use a previously used technique. Also, literature review will outline the theories that can be used in order to have a direction to the research. Because literature will give an understanding as to how the objectives should be kept and how the other solutions can be implemented. For this purpose, the author used magazines, books and other information sources to elaborate an issue and build solutions around the issues. This process would further help to standardise the solutions to be implemented because without proper backing the solutions would not be issued promptly. So, literature review would give author the sufficient confidence to arrive at solutions. The implementation of the project is the core key aspect of the project as it shows how well the problem can be structured and objectives can be aligned in order to solve the prevailing and underlying major issue. Basically, an overall objective was formulated in order to solve the main problem. But for the other associated issues which has a direct impact on the problem other objectives were formulated based on the three different components and for each of these component's techniques were used by the author which were derived from the literature review. The main idea is to measure output and outcomes from the proposed solutions and techniques, concepts and models were adapted as it can be related in company perspective. Based on the project solutions, outcomes author has suggested some areas to be looked at importantly to ensure the viability of the project and benefit and cost analysis proved the project feasibility is viable. Finally, part of the project was to see the linkage between the literature and the implementation part of the solutions to overcome the issue and to ensure proper literature has been used in order to give the best solutions. All the solutions have been linked to the roots and causes and this level would connect the problem identification level to the objective to the solutions to the final result of the project. And this connects chapter two, three and four. This level gives the author to see the connectivity the entire report has, and this allows logical sequence in order to arrive at the issue. Finally, recommendations were proposed by the author to the management to ensure the solutions have been implemented and properly dealt with as planned.

# Minimise Time Delay in Project Completions of Ceylon Electricity Board-Project Division

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## Executive Summary

Ceylon Electricity Board is a state own enterprise that details with electricity generation, transmission and distribution in Sri Lanka. Electricity as a major contributor to the development process, CEB has marked its presence in the last 50 years guaranteeing this to the nation with ups and downs from time to time. Though CEB's financial position was going bad in instances, it was mainly attributed by not supplying the electricity at a cost reflective tariff and hence literally that financial benefit was passed to the electricity users while CEB absorbing it as a loss. Infrastructure development necessary for electricity supply requires heavy investments. Specially since grid connectivity to all parts of the country were ensured few years back, for electricity penetration, demand increase, efficiency improvement, renewable source integrations, etc., vast developments are carried out on continuous basis in the organisation. These are mainly done with financial assistance from foreign funding agencies and CEB has a separate project division to handle these projects. Similar to all mega infrastructure developments globally, projects handled by project division of CEB has inherited time overs in its completions. As per the present data it's around 35% delay compared to the overall time allocated. Due to the delays in ongoing projects, major issues like problems in maintaining a cost effective reliable system, challenges in ensuring the network redundancy, price escalations, accumulation of administrative costs, expiring of fund commitments, scope creep and further delaying of upcoming projects occur. Since financial values in the power business are of high magnitude, implications of the delays are also generating high monetary consequences to CEB as an organisation and ultimately to the nation. So, it has become necessity to address this issues. Initially interviews were done with the higher management of this division to exchange their views on this matter. Then with those information and authors personal experience, route causes to this problem were identified. Among the several causes identified, there are some of operational nature which can be rectified in the short and medium term. Hence the study framework was also developed with the intention of achieving the final outcomes by rectifying those issues. With the successful implementation

of the recommended solutions, it is expected that current delay rate of 35% will be reduced to 20%. Key categories identified to address are plaining and scheduling issues, project control & monitoring issues and issues in project management units. Literature review on this subject was done with the aim of finding studies done on similar kinds of issues around the world. Research papers published in ranked journals were used in this case. By the survey, it was revealed that there are common set of factors causing delays in major infrastructure development projects which have a close relation to the problem under study also. Hence precautions suggested by the studies are also taken into account when designing the solutions. Details collected via engineers showed poor planning and scheduling has a severity of 61% in causing the delays. This study aims to reduce that to 18% with implementation of a coordination committee for transmission and distribution planning branches, conduct training programme for planning engineers about project scheduling and procurement and by an on-field training for planning engineer on ongoing projects. Control and monitoring issue severity identified by survey shows a 57% prominence where this project aims to curtail it up to 20%. Suggested solutions include establishment of a project monitoring dashboard with key indicators to view the progresses in real-time, launching a document transferring platform between contractor and CEB to scrutinise the document transferring process and increase of number of engineers engaged in design review process for more efficient output. According to the survey done on project engineers, issues in project management unit (PMU) has a severity of 53% to the project delays. In order to achieve the overall project objective, this value needs to be reduced to 20%. Similar to the earlier two cases, solutions proposed to this category is also implementable on short term and medium term. Introduction of an inter-project knowledge sharing programme, identify project management experience as special competency in engineer's carrier path & introduction of regulations to retain the experience staff within project division are the solutions proposed to overcome the issues in PMU. The cost implication of implementing the proposed solutions totals LKR 5,180,000.00 Whereas at the successful implementation, value of the benefits will total to LKR 45,009,000.00 Hence the benefit to cost rations stand as 8.69.

# Reducing Finish Good Damages at Nolimit Retail Chain

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## Executive Summary

The main objective of this management field project is to provide a solution to increasing finish good damages at NOLIMIT. The current average finish good damages level is 1.29% of total revenue despite the tolerance limit of 1%. Author has used qualitative and quantitative analysis to find the root cause of the identified problem and recommendation were provided after careful analysis of the problem using relevant tools and techniques. Retail is one of the oldest and fast growing industries in the globe in which fast fashion chains are more attached to the people as they quickly adopted by fashion lovers and changing the lifestyle of people. The global fashion market was 36 billion U.S Doller in the year 2019 and Sri Lankan retail market is contributing 34% for countries GDP with 14% employment. Mainly there are two types of retailers one is organised retail chains which function as a corporate to multinational and the other one is standalone individual shops. The market size of these two formats varies country to country. Sri Lanka also consist of few organised retailers in all form of retail industry like grocery, fashion, consumer electronics, fast food, etc….. There are very few international organised retailers available in Sri Lanka. Fast fashion retailing industry is dominating by few Sri Lankan organised retailors, in which NOLIMIT is most prominent major player. The company is into buying and selling fashionable cloth and accessories both domestic and foreign. The last few years' company is experiencing the increasing trend in inventory damages which is beyond the tolerance level, due to this company is facing many issues like financial losses, customer dissatisfaction and employee unhappy. Now this inventory damage has become a major concern for NOLIMIT. During the study of the field project the project owner and the project team identified that the several reason for this increasing finish good damages. The team has analysed the past data of the company and had few interviews with relevant stakeholders has highlighted that the major reasons for accumulating finish good damages are supplier quality related issues, customer related damages, aged and expiry related damages, employee handling related damages, warehouse practices related damages. In which the customer related damages are the second highest contributor for finish good damages which is

almost one fourth of the problem but as this is extend to customers the project team have limitation to work on that area. Therefore, this part of damage is excluded from the project objectives. The project team is considering in this project only the internal controllable part to provide solution for increasing finish good damages. Literature review was used to get the warranted knowledge related to the problem strengthen the problem and solution. This was used mainly focusing on a few areas like inventory damages, product quality, supplier evaluation, quality check, employee training, stock management, aging and expiry and demand forecast. The study framework related to the proposed solution was developed based on literature review under three main areas product quality, employee training and stock management. Problem analysis was illustrated based on the main project objective which was planned to achieve by achieving three project components product quality, employee training and stock management. Project objectives would be illustrated under each project component and the current situation analysis with proposed solution development were discussed. The proposed solution to bring down the finish good damages at NOLIMIT below the tolerance level are implement a vendor evaluation, standardise the QC process, Implement KPI for QC staff, train the staff on product handling, introduce the batch system and introduce inventory budget. All the above factors are internal controllable factors. Resources allocation and estimated cost were stated against each project component and the project team recommended to use most of the internal resources without investing huge amounts however the proposed solution will incur Rs. 580,000. Benefit – cost analysis and the project outputs will be elaborated each project component wise. At the last part of the project report, for each project components the outcome would be stated with implementable recommendations with time frame. If the proposed field project is successfully implemented the expected outcome would be experienced by NOLIMIT. Accordingly, the estimated reduction of inventory damages 0.29% of 20.77 million could be saved by successful implementation of the project. The expected benefit – cost ratio is 36 and the company would have many other benefits other than the monitory benefit like streamlined process, happy working environment, satisfied customers and employees.

# Improving the Revenue of Ogilvy Digital

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## Executive Summary

Digital advertising is emerging in the advertising industry and transforming traditional advertising. Leading corporate giants are slowly switching their focus towards digital platforms and trying to reach their customers through digital advertising. The recent COVID-19 pandemic created an opportunity and a question among leading companies since many companies had to adopt digital advertising and online delivery. Therefore, after COVID-19, most companies are getting prepared towards digital advertising and developing their digital platforms to reach customers and deliver their products and services through digital platforms. Ogilvy Digital Pvt, Ltd is one of the leading digital agencies operating in the industry, handling more than 70 brands and catering to their clients in digital advertising. There are leading top giants handled by the company, and the company was founded in 2011, under the umbrella of Ogilvy Group of Company, which is the largest marketing communications network transforming brands globally for over 60 years. The company Ogilvy Digital was growing since 2011 by acquiring new clients and recruiting good talents. The company was achieving their revenue targets until 2014, thereafter the company couldn't achieve the forecasted sales revenue. However, in 2019, the company was able to achieve only 67% of the revenue target. Therefore, the project focuses on improving the sales revenue of Ogilvy Digital. Based on the analysis, it was identified that 3 components affect the sales revenue of the company: account management, people management and process improvements. There are many factors affecting the sales revenue under each of the three components. The less new client acquisition and low sales revenue from existing clients were identified as the main issues under the account management component. The staff turnover and less digital knowledge among staff were identified as the key issues under people management and finally losing existing clients and incomplete ERP systems were found to be the main issues under process improvements. The overall objective of the project is to increase the revenue to 85% from 67%. In order to achieve the overall objective, there are other objectives under identified each component that should be achieved. The sub-objectives under account management were to increase the percentage of winning clients by 50% from 26% and to increase the revenue among

existing clients by 5%. The sub-objectives under people management were to increase the Facebook platform knowledge by 85% from 71%, the Instagram platform by 85% from 79% and the Google platform by 85% from 50%. Finally, the sub-objective under process improvements was set up to implement the ERP system and reduce operational workings hours to 7.92 from 27.08 hours. Further, the author has discussed the current situations of the components in detail and the proposed suitable solutions for those components to achieve the objectives under each component and the overall objective of the project. The proposed solutions are the recruitment of business development managers, recruitment of trainees for account managers and a proposal to monitor and track targets and actually achieve the objectives under account management. In order to achieve the training requirement, the author has recommended a solution by setting up a training plan for Facebook, Instagram and Google platforms in partnership with relevant bodies, which will achieve the objectives under people management. Finally, an ERP system was proposed in order to reduce the operational hours to be developed by the internal team of Ogilvy Digital, which will achieve the objective under process improvements. The necessary resource allocation for the project was given in detail with the necessary resources and units to implement the project. The cost for the project was analysed and included in the cost estimates, and then a benefit-cost-analysis was carried out to see whether doing the project is worth it or not. The benefit-to-cost ratio was identified as 6.37 and it was identified as a good project to invest in. The expected outputs and outcomes were also analysed to see the impact of the project on the company. Finally, a discussion was carried out on the outcome and identified components. The discussion included the current situation and the identified areas of improvement and learning through the literature review of the study. Considering that the recommendations for each component were given in detail for the company to consider when executing the project

# Increasing the Reuse of Wastewater into Manufacturing Process at Nithya Paper and Boards Lanka (Pvt) Ltd.

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## Executive Summary

Industries consume water for different purposes. After the utilisation of water, it becomes wastewater. Nowadays, industries tend to reuse treated wastewater as water is a scarce resource and to prevent environmental pollution. In this project, the pulp and paper industry named Nithya Paper and Boards Lanka (Pvt) Ltd (NPBL) is selected. The purpose of this project is to identify a problem and develop solutions to the problem. The problem identified by this company is the low reuse of wastewater at NPBL. According to the norm of this industry, the reuse of wastewater in the Pulp and Paper industry is 100%. But in NPBL, it is 60.27% at present. This project is to be increased from 60.27% to 80% by having proper management practices. The scope of the project is limited only to the wastewater generated from the manufacturing process. It has been limited to improving the existing wastewater treatment plant, and existing workers under a limited budget and limited time frame. NPBL manufactures Kraft paper by using waste papers locally collected. The Old Corrugated Cardboard (OCC), New Corrugated Cuttings (NCC) and Sack Kraft Cuttings (SKC) are the main raw materials. About 60% of the local market of Kraft paper is achieved by NBPL. The strengths, weaknesses, opportunities and threats of the company were analysed using SWOT analysis. The main weakness is the low reuse of wastewater. This is the Key problem. The key problem and associated problems have been analysed through brainstorming and the available data from August 2019 to February 2020. The associated problems are variations of wastewater quality parameters, mistaken incidents by plant operators, high levels of impurities in raw materials, suppliers and the quality of the raw materials, and machinery downtimes. The pH and DO levels have deviated from the standard by 17% and 13% respectively. Mistaken incidents are average six (6) done by operators. Fifteen per cent (15%) of the total quantity of the received raw materials is of low quality. Suppliers are supplying low-quality raw materials between 32.10% to 9.13%. Machinery maintenance-related machine downtime is 8.36 % per

month. Operators' related machine downtime is 7.43% hours per month. These are the performance gaps related to the problems. The problem has been analysed using the Ishikawa diagram. Unavailability of a proper quality monitoring programme, no proper training, unavailability of proper inspection procedure for raw materials, unavailability of supplier evaluation mechanism, unavailability of preventive maintenance schedule, and no training for Belt press machine operators are root causes for the problems. Three components named wastewater treatment process, raw material quality and machinery maintenance have been identified under the study framework by reweaving the literature behind the Key problem and associated problems. The main area identified in the development of the study framework is improving the performance of wastewater treatment plants through continuous monitoring and reviewing, training of employees, quality of raw materials and supplier evaluation, preventive maintenance scheduling of machines and training for machine operators. Solutions to achieve each objective aligned with three components have been developed. The main objective is to increase the reuse of wastewater from 60.27% to 80% per month. The other objectives are to reduce deviation of the wastewater quality parameters of pH and DO from 17% to 10% and 13% to 5%, to reduce mistaken incidents from 6 to 2, to reduce receiving of low-quality raw material from 15% to 5%, to reduce supplying of low-quality raw material by suppliers from 32% to 5%, to reduce machinery related machine down from to 8.36% hours/month to 6.5% hours/month, to reduce operators related machine from to 7.43% hours/month to 6.5% hours/month respectively. Resources and budgets for the implementation of each solution have been identified. The befit-cost ratio of this project is 7.5:1. The project output and outcomes are also indicated in parallel to each component. Similarities have been identified in this project with the previous studies with regard to the reuse of wastewater, and the solutions developed for the three components of the wastewater treatment process, raw material quality and machinery maintenance. Recommendations have been given for the execution of this project. Critical areas to be considered for the successful implementation of this project are also pointed out. Especially, the mindset of the workers in the company and implementation of a wastewater quality monitoring programme, conducting training programmes for wastewater treatment plant operators and belt press machine operators have been described as a critical areas of this project.

# Improving Customer Order Fulfilment at Northsea Ltd.

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## Executive Summary

Northsea Ltd which is a 100% treasury-owned fishing net manufacturing company was primarily formed to take over the ventures belonging to Cey-Nor Foundation Ltd, and the main objective of the company was manufacturing & supplying quality fishing nets of various shapes & sizes to local fishermen and other local buyers at affordable prices to meet the requirements of Sri Lankan Fisheries Industry and to contribute towards the economic development of the country. This field study project is aimed at resolving the broader business problem related to customer order fulfilment at Northsea Ltd. The company's capability to fulfil customer orders is carefully analysed throughout the field study project to enhance the company's customer order fulfilment level to broaden its reach in the local fishing net market. Concurrently, this study has addressed how to avoid customer order cancellations which have directly impacted the company's bottom line and performance. According to the field study findings, the company lost Rs.55 Mn during the period commencing from January 2019 to December 2019 due to the cancellation of customer orders. This loss recorded represented 16% of the company revenue recorded in the period concerned. Through this field study project, the current average customer order fulfilment level was expected to bring up to 95% from 83%. Several causes which have contributed to the broader business problem were revealed through the extensive "cause and effect" analysis carried out in the initial stage of the field study. The theoretical framework of the field study project covered the areas of machinery maintenance, spare part management, production planning and procurement process improvements, employee roster allocation and employee training and development. The field study project was designed to cover the components included in the theoretical framework, under three main project components encompassing machinery maintenance, process improvement and people management. The broader business problem and the associated key problem areas were attempted to resolve using a combination of different techniques, including brainstorming, cause and effect analysis, process maps, process flow charts, framework agreements, preventive maintenance, and on-the-job and off-the-job training techniques.

# Reduction of Delays in Complaint Resolution at Mobitel mCash

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## Executive Summary

Chapter 1 will underlying the introduction to the project. The chapter will commence with a discussion on the purpose of providing background for the key problem of the mCash which is the delay in complaint resolution at mCash, the purpose of the project and the significance of solving the key problem for mCash in terms of financial and non-financial performances. The chapter will lay out the project methodology, which the author used to collect and analyse data on the key problem. It concludes with the limitations on project scope which increase the accuracy of project objective achievement. Chapter 2 will analyse the key problem in-detailed. The detailed SWOT analysis will provide the foundation for assessing the company's competencies and capabilities in mitigating the challenges and optimising the opportunities under challenging environmental conditions. The problem description section will be provided with the basic outline of the key problem and sub-problems. The problem analysis section will be provided the performance gap on the key problem and subproblems. The Pareto analysis tool will be used in order to prioritise the 4 key complaint types which will be elaborated in detail in Appendix I. The performance gap will be established based on the interview findings and the operational report data collection on the existing mCash complaint management process. The cause-and-effect analysis tool will be sued for a detailed analysis of the key problem. The evidence supported by the interview findings and operational report data will assist to understand the root cause for the problem mainly in 3 areas/components such as complaint management process, training and development and monitoring and controlling. Chapter 3 will provide the theoretical background on the key concepts of the key problem and its related root causes. As a result, the review of the concept on the theoretical background will be discussed on the outcome of the complaint resolution process and the main 3 components of the complaint management process, training and development and monitoring and controlling aspects. Based on that, the study framework will be developed. The chapter also provides the theoretical concept of the techniques used in the projects such as SWOT analysis, Pareto analysis, cause and effect analysis, training

need analysis and process mapping techniques. Chapter 4 will identify the project objectives in relation to solving the identified key problem and subproblems. The main objective is to reduce the complaint resolution delay from 74% to 5% which solves the main problem of delay in complaint resolution at mCash. The sub-objectives will be established based on the identified root causes of the subproblems. The detailed analysis of the loopholes in the main 3 components such as complaint management process, training and development and monitoring and controlling. will be discussed. The identified current complaint management process can be categorised into 3 sub-areas as complaint raising process, complaint resolution process and complaint closer process. Due to the absence of proper complaint management procedures, the SOPs will be developed in the 3 areas will describe in Appendix IV, Appendix V and Appendix VI. The detailed training schedule will be discussed in Appendix VII, Appendix VIII and Appendix IX which have been identified in order to provide knowledge, skills and attitudes to employees to educate them on providing better customer experience during the complaint management process. Due to the increasing complaint disputes and exceeding timeline for receiving feedback for the complaints to customers, it indicated that mCash should have proper monitoring and controlling technique. Appendix X will be provided with the dashboard system to track the complaint status and take corrective actions on any changes against standards. Appendix XII will be provided with the budget for each solution implementation. The benefit analysis will be highlighted the positive implications of the implementation of the solutions. The resource allocation and project outcome and output will provide the level of resources required and short-term and long-term implications in implementing the solutions respectively. Chapter 5 will link theoretical concepts and project key problems. The recommendation will be provided in a way that benefits resolving the key problem and subproblems by prioritising the organisation's resources.

# Reduce Working Capital of Solar Business Unit of Hayleys Fentons

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## Executive Summary

Solar power solution is a growing business. Solar business has created a high demand in the current context as a sustainable energy source. There are many Solar power solution providers in the country at the moment. Hayleys Solar is one of the largest Solar power solution providers. Hayleys Solar is a strategic business unit (SBU) of Hayleys Fentons which is 99 years old highly reputed electrical company in the country Fentons is a subsidiary of Hayleys PLC which is one of the largest conglomerates in Sri Lanka. Solar SBU has shown growth year-on-year in its revenue and profits as a result of high demand in the market. But when analysing the past few year's data it clearly shows profitability as a percentage of revenue is decreasing. It means their expenses are increasing higher rate than revenue growth. Expenses are in mainly three categories in the SBU. Those are the cost of sales expenses, overhead expenses, and finance cost expenses. When it analyses in detail, it is identified finance expenses are increasing while others are decreasing. Finance cost includes the cost of long-term borrowings and short-term borrowings. The finance cost for short-term borrowings is increasing. Short-term borrowings are for daily operations. It means the working capital requirement of the SBU. The working capital elements of Solar SBU are debtors, inventory, work in progress, and creditors. The budgeted working capital days of the Solar SBU are 45 days but the actual working capital days in the financial year of 2019/20 are 78 days. There is a gap of 33 days, and the financial impact of this gap is Rs.14 million. The impact is significant to Solar SBU's performance. Because of that, this project was carried out to identify the reasons to increase working capital days which leads to increase finance costs. A detailed study was carried out to identify what are the working capital elements that are impacted by the gap and solutions to bridge the gap. Information was collected through financial statements and interviews; it was identified Solar SBU failed to maintain budgeted working capital days of its elements other than creditor days. Debtor, inventory, and work-in-progress days are above the budget. The gap of those are respectively debtor days 17 days, inventory days 10 days, and work in progress 6 days. This study identified the reasons for the

working capital day's gap of each working capital element after a detailed study like root cause analysis. In the literature review, it was identified the scholars identified the same problem. It clearly explained what is the relationship between working capital to finance cost and how the working capital element impacts working capital and how those working capital elements outperformed. Importantly literature discussed what the solutions are when working capital elements outperformed. Based on the literature review study framework was developed. Techniques were identified the developed the solutions. Then the solution was developed to achieve the objective of reducing the 33 days working capital days gap by achieving the gap of debtors 17 days, inventory 10 days, and work in progress 6 days. The solutions were explained in detail with the set of actions that need to be taken to achieve the objectives and it was discussed resource requirements for proposed solutions. The benefit-cost analysis was carried out to identify the benefits of these projects against cost estimation for the resource requirement. It discussed the outputs of this project and the outcomes of those outputs. The final outcome of this project is to reduce finance costs by Rs.14 million per year. Finance cost reduction directly impacts the profitability of the division, and it will improve the performance of the solar business in Hayleys Fentons.

# Reduce Cost of Production at Ceylon Grain Elevators PLC

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## Executive Summary

Ceylon Grain Elevators PLC (CGE) being the largest poultry manufacturer in Sri Lanka with a high asset base contributes to the daily meat requirement. CGE is an organisation that deals with sensitive products and complex processes. CGE being a large manufacturer with processes such as feed manufacturing, farming for DOC and broiler chicken, chicken processing, and value-added production brings out main operational activities by securing the leading manufacturer in the poultry industry. Therefore, this study emphasises the fact that CGE must ensure the cost of production is optimised in possible operational changes that are identified throughout the study. Identifying key processes and personnel involved in operational components is the main approach of the methodology and techniques that will be used in collating information with limitations such as confidential information and information biases. Organisational analysis and problem identification are focused primarily on using SWOT analysis to emphasise the position of the organisation. With the elaboration of key attributes, the key problem(s) of operational practices will be highlighted as CGE's consequent practices that are followed in routine operating activities and the distribution process, many operational practices that are followed by the company contribute to high production costs. Some policies that are adopted can be seen as short-term solutions that, due to weak managerial decision-making, have contributed to the risk of losing market share. Issues such as distributors getting together as a group in obtaining high-value discounts due to the discount structure, dummy invoicing and production, high tolerance level for chicken processed finished goods, DOC reduced sales are the main contributors to the increase in COP. The analytical representation will be provided in each case to establish the point. Further, an illustration of problem analysis will be done using fishbone analysis presenting the cause and effects in relation to the problem(s). The literature review will be conducted to emphasise the theoretical background of the problem(s) and related aspects of best practices. The overall representation of scholarly background is presented in order to find the best evidence-based practices. The theoretical backgrounds of the main components of cost of production, cost of sales, distribution and warehousing processes and channel

management will be presented with related elements in the subcomponents as well. And the study framework in relation to the problem(s) will be developed under the section to present a brief overlook of the exact focus of the study at a glance. Also, related techniques that will be used in collating information and developing solutions will be highlighted and reasons for using such techniques will be explained in brief as a support to the study. Techniques are important as the application of academic knowledge will be brought into the study through learned techniques that will be useful in establishing a point. Techniques of process mapping, brainstorming, cause and effect evaluation, cost-benefit analysis, lean management tool-Jidoka, performance management and training need analysis will be used in identifying and developing solutions for problem(s). Under the project, objectives will be discussed in structuring under the main problem of Cost of Production and the degree to which variables affect Ceylon Grain Elevators PLC's business execution and suggest suggestions that can be used as COP reduction measures to boost profit margin without exploiting operating efficiencies. The main objective of the project is to reduce the cost of production by 1% during the year. This research has taken a fresh look at variables, trade discounts, service costs, sales goals, participation of sales staff, the satisfaction of distributors, promotional activities and the relationship between suppliers and distributors that affect CGE's sales efficiency. Under the chapter, it will examine how production costs are closer to project objectives of monitoring/reducing the cost of sales, monitoring processes related to distribution and warehousing and reducing explicit costs involved as a result and improving channel management through supplier-distributor relationship towards overall improvements in day to day operations. It is important to introduce a new discounts scheme, ensure all distributors directly purchase for the company, targets to be set based on secondary sales, impose strict controls for DOC sales, prohibit dummy production and invoicing, implement an SFA system, periodical distributor meetings, conduct training and look into possible automation as solutions in addressing the main problem. The Head of Group Internal Audit, AGMs of Finance, Sales, supply chain functions, human resource manager and Head of IT are the main resource personnel in driving the project where outcomes through the project will add value to the organisation by a significant reduction of the cost involved. The importance of focusing on the cost of production, warehousing and distribution processes and channel management as components related to evaluating the factors that affect the cost of production of CGE will be discussed. COS has become a major component that influences the rise in production costs, distribution and production should be an organisation's synergised operation and it is necessary for CGE to ensure a proper link with the distribution channel towards the outcome of improving profitability through reduction in COP.

# Lead Time Reduction in Product Development Process at MAS Intimates Design Studio

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## Executive Summary

MAS Holdings (Pvt) Ltd. is one of the leading apparels manufactures and main exporter in Sri Lanka. MAS Intimates is the main cluster and MDS is the development center of MAS Intimates dealing with customers as front end of the organisation. Lead time is one of the key factors customer consider when selecting their vendors to satisfy end consumer expectation. CK is the main customer of MDS and lead time is a critical expectation from customer. It is identified customer loyalty, organisation financial and non-financial performance and reputation has a direct impact from product development lead time. Primary data such as internal discussions and internal data and secondary data such as journal articles, reports and books used to analyse the problem and identify solutions. Organisational profile discussion is done to identify organisation background relates with the project and organisation strength and weaknesses identified related with the problem. External factors such as threats and opportunities identification are done to prepare organisation to utilise opportunities and overcome threats. Key problems associated with MDS identified as low capability to quick response to customer needs which created high product development lead time. Lack of technology adoption, inefficiencies in raw material management and quality management identified as other problems associated with MDS. CK account is struggling with these problems and main problems of high product development lead time illustrated with data, graphs, tables and figures and developed evidence of problem existence. Ishikawa diagram developed, and main problems identified as high lead time and raw material management, fit session management and quality management as main components. Lead time definitions, importance of LT, issues associated with LT discussed in theoretical background by referring to ranked journals and relationship between lead time and raw material management, virtual fitting and quality management highlighted as well. Raw material management is important in each industry to manage LT and how industries manage RM, how apparel industry focus on RM management and importance of having proper RM management system was discussed. Technological adoption is vital in modern competitive industry and

ways to reduce LT through virtual fitting discussed with importance of fitting, customer focus etc. Quality and productivity are directly linked with each other and importance of quality in apparel manufacturing, importance of training and development and ways to reduce quality through T&D discussed in detail. Techniques used to develop effective solutions described to identify ways of implementing those techniques effectively. Overall objective of the project was to reduce lead time of product development process of CK account. RM development LT reduction, fitting process LT reduction and FTT garment percentage increase identified as sub objectives for components and techniques aligned with the solutions as discussed earlier. Each component current situation analysis highlighted the issues associated with each component and solutions developed to sort the issues such as develop standardised RM development process, incorporate performance measures in RM development, Browzwear Vstitcher for virtual fitting and negotiate with customer to align with VF and training and development process for sample operators to enhance garment quality. Cost benefit analysis done, and significant benefit identified compared with cost associated with the project. Lead time reduction in overall production development, RM development and fittings and enhance FTT garment percentage identified as outputs and improve organisation performance, customer loyalty, employee motivation and satisfaction identified as project outcomes. Discussion done under main output and identified three components by connecting with used literature. Lead time reduction is a mandatory requirement from CK customer, and it is critical for MDS to decide capability of LT reduction and decide the target to ensure no negative impacts from changes. Also risk and uncertainty consideration is also vital. 100% clarity on RM requirement and develop RM with connecting suppliers strongly is important to ensure FTT RM development and overcome existing performance gap. Effective adoption of technology, dedicated team to operate and update with time is vital to achieve required output from VF. Quality management achievement through T&D discussed align with people development and performance improvement. Reduce product development lead time within one year, reduce RM development within one year, develop standardised RM development process, incorporate VF within 1 year and implement training and development process within 6 months developed as recommendations and to ensure effective application of solutions, Kotter's 8 step change model incorporated at MDS.

# Mechanism to Increase Customer Quality Pass Rate in MAS Rapid Plant

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## Executive Summary

Sri Lanka's apparel industry has been the primary foreign exchange earner for many consecutive years. Sri Lankan garment manufacturer are globally recognised for high quality and ethical garment production. Sri Lanka is technically capable of producing wide range of garments with different fashion values. MAS is one of the main players in Sri Lankan apparel industry with the presence of its factories all over Sri Lanka and oversees as well. MAS has dedicated a few factories for the buyer Victoria's Secret. Rapid (Pvt) Ltd is a factory under Unichela cluster and the factory's capacity is dedicated for Victoria's Secret production. The project is designed to bridge a performance gap identified in Rapid (Pvt) Ltd in its Right First Time Quality Performance which arises due to low customer quality pass rate. With the increment of competition in apparel industry, Rapid factory has faced issues such as reduction in order volume due to quality issues. And in the current business context, the company is also struggling to achieve profitability due to cost increments resulting from quality issues. These cost increments consist of rework cost, re-check cost and lost time due to quality failures. The project was initiated by understanding the current status of the factory by conducting an industry analysis, and a SWOT analysis for the respective organisation. All the supportive data is collected and analysed to understand the magnitude of the issue. When analysing the problem, silent brainstorming methods and affinity diagrams are used to construct the Ishikawa diagram to understand the root causes. There are three main project components identified in the root cause analysis: process implementation, employee training and machine maintenance. It is reveled in the literature review that recent management tools such as Six Sigma DMAIC methodology, Kaizen activities, and Total Quality Maintenance can be used in process implementation. Case Method Teaching and implementing training evaluation methods are the main techniques to be considered in employee training. For machine maintenance issues there are techniques such as smart maintenance and Total Productivity Maintenance introduced in this project. Author has developed solutions to each project component using above techniques. Main objective of this project is to increase customer quality

pass rate, hence achieve Right First-Time quality 96% as demanded by the customer Victoria's Secret. To achieve the main objective, the project is designed through three sub objectives; "To eliminate 100% rework due to incorrect machine settings"," To improve external auditor in line pass rate to 93%", "To improve external auditor end line pass rate to 99%" . The current situation of each project area is discussed in this project along with solutions derived from techniques identified in literature review. For the current situation analysis and solution development, necessary data to support the statements are attached in annexures. This project has a detailed analysis of how internal resources should be allocated to achieve each project objective. Also, costs incurred to each project objective is clearly calculated and presented. In the benefit cost analysis section, it can be seen that this project has a benefit cost ration of 13.653, which means this project will have promising results. Furthermore, expected outputs and outcomes are described. The project also presents a set of recommendations to the organisation in interest which depends on the solutions given in the previous chapter.

# Mitigating Delays in Internal Audit Assignment Delivery at Thomas Fleming & Associates

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## Executive Summary

In today's VUCA world, internal auditing as a profession has gained increased popularity due to its ability to provide objective assurance in safeguarding the businesses against evolving risks. With the end of 30-year civil war in Sri Lanka, foreign investments were encouraged into the country and the strong institutional framework of auditing further aided this. As per the Sri Lanka Accounting and Auditing Standards Monitory Board (SLAASMB), 69 audit firms are currently engaged in the provision of assurance and advisory services within the country. KPMG, EY, PWC and BDO Partners are among the largest four international accounting firms with a strong hold in the industry. The mid-tier firms demonstrate a trend of affiliating themselves with international mid-tier firms in a bid to enhance capacity and reputation to successfully compete in the industry. When competing in the fragmented internal auditing industry, quality of internal audit reports produced by a firm plays an integral role where timeliness is regard as one of the key determinants of quality. The Internal Audit Department of Thomas Fleming & Associates (TFA, the company, the firm), is currently faced with key management challenges due to persistent delays in delivering internal audit assignments within agreed timelines. Accordingly, this project identifies and evaluates the underline causes of delays in delivering internal audit assignments at TFA. Over the past few years, persistent delays in delivering audit assignments have brought negative financial implications to the department in terms of underperforming financial targets. Furthermore, persistent delays have also lessened the departmental contribution to the overall profits of the company thus losing its importance relative to other departments. Such financial implications exacerbated time budget pressure, thus increasing stress and demotivation among staff and auditor dysfunctional behaviour. Statistics also indicated an increasing trend of complaints received over the past few years which are reflective of deteriorating audit quality. Upon analysis of internal data, it revealed that out of the 340 assignments budgeted for 2019, only 20 percent was completed within the agreed timelines. These assignments comprised of all internal audits relating to banking clients, forensic audit assignments and several corporates.

During 2019, another 37 percent of assignments were delivered to clients with a delay ranging from 14 days to 60 days, and 24 percent of assignments were delivered with a delay of more than 60 days. Furthermore, compared to 2017 and 2018, the department seriously lagged in terms of the number of audit assignments invoiced in 2019. The number of assignments invoiced stood at 85 percent and 84 percent of the budgeted number of assignments in 2017 and 2018 respectively, however the ratio moderated to 81 percent in 2019. On the back of persistent delays, the performance gap expanded year-over-year from 15 percent in 2017 to 19 percent in 2019. Further, over the past five years on the back of lower net profit contributions the department lost its strategic importance relative to other departments of the company. Several root causes leading to the performance gap were identified through deductive reasoning and categorised under four subheadings in the Ishikawa diagram. The study framework however identifies only three components: training and development, process management and supervision and performance management. Ranked as well as non-ranked journal articles written by Scholars were extensively perused to gain an understanding of various debates relevant to the study components. Accordingly, eight management techniques were established to develop solutions to achieve the overall objective of the project- to reduce the delays in audit submissions from 61% to 30% within a period of one year. In addition to the overall objective, three sub objectives which also facilitate the achievement of the overall project objective were identified. The action plans to internalise the solutions were discussed in greater detail while identifying the resources required to implement them. An overall benefit/ cost ratio of 6.0 is expected to be achieved through this management field project. In addition to the solutions supported by literature, this project also identifies the author's conceptual understanding and application of skills as an MBA with key theoretical references and practical scenario that should be considered for project success. Accordingly, key considerations when implementing the solutions such as the nature of change management effort and other company specific requirements which are based on the culture of TFA were discussed in detail. Further, the Author believes that the proposed initiatives would be positively viewed by the staff as the solutions have been developed based on the views obtained from them hence appear to be more relevant. The Author further believes that through implementing the proposed solutions TFA would be able to achieve the overall project objective within a period of one year, thereby benefitting the internal audit department through smooth workflow, reputation for quality and continued professional success.

# Reducing Cost of Solid Waste Disposal of Garment Enterprises by BOI at Katunayake Export Processing Zone

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## Executive Summary

Sustainability is becoming ever important in this era like it has never been before mainly due to businesses' commitment towards the environment and society. Having a healthy community, clean air, protecting natural resources and a nontoxic environment is the main concern of long-term prosperity of global companies. In this context, sustainable solid waste management is considered to be important when taking the businesses towards sustainability. Solid waste management is a process of collecting, treating and disposing of solid materials which is discarded and served its purpose. This project is focused on achieving sustainable responsibility through garment industries with the introduction of a sustainable solid waste disposal mechanism in Katunayake Export Processing Zone. KEPZ is one of central facilitation point of investments in Sri Lanka which is committed towards contributing to country's economic growth, attracting more Foreign Direct Investments (FDI) and improving the conducive climate to investments. Being the pioneer in facilitating investments, it is important to adhere sustainable waste management solutions that will reduce the resource consumed and ensure that any material is taken from nature is re-used as much as possible. Initially the project would begin with waste segregation into categories and adopting sustainable waste disposal practices emphasising on re-using materials. In order to analyse the organisational context, the problem analysis author has adopted techniques such as SWOT analysis, root cause analysis and interviews. Conceptual framework of the study has presented according to the concepts and background solutions presented in literature review. Waste disposal process, monitoring and control and equipment and Infrastructure has been identified as main components in developing sub objectives and solutions to solve the identified problem of high cost of solid waste disposal in KEPZ and conceptual framework has been designed accordingly. Besides, theoretical background has supported by tools and techniques which is used in analysing the problem and giving recommendations to solve the problem. Main objective of this

Management Field project is to reduce the cost of solid waste disposal of KEPZ by 3.6 Mn per year. In order to achieve this, sub objectives has been designed with the help of company data, industry average (quotations) to give solutions and recommendations for sub problems. Tools and techniques have been identified as Training needs analysis (TNA), Key Performance Indicators (KPI), waste disposal methods by categories and Standard Operating Procedure (SOP) etc. as to utilise for improvement areas in implementing sustainable solutions for solid waste disposal in garment factories of KEPZ. Some solutions will create an additional cost and cost-benefit analysis was carried out to assess the feasibility of the project. Finally, solutions along with long term recommendations were discussed for each component to evaluate and for further understanding on the benefits that it would make for KEPZ and garment factories by initiating the project. Besides these recommendations are in to both short term and long term where it linked to outputs and outcome of the project. Through implementing suggested solutions and recommendations on solid waste disposal KEPZ would be able to reduce the high cost of waste disposal generating from garment factories. Further it will enhance the corporate sustainable responsibility of KEPZ and factories by initiating sustainable waste disposal solutions.

# Addressing Suboptimal Network Operational Efficiency Issue of Group Technology Division, Dialog Axiata PLC

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## Executive Summary

In the past few years, the telecom sector has undergone considerable changes. The emergence of low-cost operators and MVNOs has led to a resurgence of fierce competition on price and, consequently, a sharp erosion of margins. Telecom operators have reacted to this trend by adjusting their offer mix to maintain average revenue per user (ARPU) levels and their marketing efforts to optimise their cost base, mostly in commercial and distribution areas. Companies must focus on revamping investment strategies and other cost optimisation activities. Dialog Axiata PLC is one of Sri Lanka's largest telecommunications service providers and the country's largest mobile network operator with a market penetration of about 44% in the mobile market. Dialog has diversified its business from mobile telephony, Direct to home TV, fixed home broadband, digital services and finance. The backbone of Dialog's business which is its state-of-the-art network is maintained by the Group Technology division which is the engineering arm of Dialog. Currently GTech is facing an issue whereby the network OPEX growth exceeds the revenue growth. Further the actual OPEX YoY has been exceeding the budget for the year. As such the operational efficiency is clearly not healthy. This could be a result of many factors including organic growth, suboptimal operations and other external factors such foreign exchange depreciation, government regulations etc. What can be measured, controlled and hence managed is to see if suboptimal operations are contributing to the above stated issues. Over the course of this study, three areas of suboptimal operations have been identified that require immediate remedy. One component is the absence of the Training Evaluation and training and development for NVQ Level 5 technical staff resulting in an increased cost of the Annual Maintenance Contract with the vendor. The second and third components are Technology and Development and Internal Process Improvement aspects where the BTS expenses for a site visit is not optimised and are performing at suboptimal levels. The average cost per site visit is LKR 20,000 and the benefit from that allocation

must be maximised. The sites, when down (ie service unavailable) are visited based on proximity. This brings about a revenue loss. Further, a few internal processes within GTech are functioning without standard operating procedures and user acceptance tests being implemented. This results in the accumulation of unnecessary alarms in the network monitoring team which causes them to miss the timely escalation of the certain site down incidents generating higher revenue losses. By the time they are escalated after much delay the expenditure on the site visit is considered a suboptimal OPEX. This project has 3 main objectives. The main objective is to reduce the direct OPEX by 0.1% and to optimise the OPEX by saving on the revenue losses. This objective is aimed to be achieved by achieving the sub objectives which are to reduce the AMC cost by 2%, reducing the number of critical sites breaching the resolution SLA by 34% and reducing the number of the missed alarm escalation by 95%. These objectives are recommended to be achieved by developing a post training evaluation framework which uses a holistic mechanism through the use of questionnaires, tests and KPIs, a system development to reap the benefits of the data lake and business intelligence and improving the internal processes by introducing the SOPs and UAT modifications where necessary. These recommendations are intended to be implemented within 4-5 months and the investment and benefit ratios are provided in detail in the report. A benefit cost ratio of 4 is expected with the successful implementation of the proposal. The benefits however are expected to be seen within a grace period of 6-12 months upon implementation.

# Software Development Delay in Mobitel (Pvt) Ltd.

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## Executive Summary

Competition between businesses are becoming too tough in present to attract customers into their businesses. Almost all the companies are trying to reduce the delays in their processes to achieve their goals. In addition, companies are trying to improve their effectiveness and efficiency in their processes to succeed in the market. As the second largest telecommunication industry in Sri Lanka, Mobitel is trying to provide better services to their customers. They are doing various activates in the market to achieve this goal. Mobitel has to develop similar or same competitors' products to retain its customers and attract customers to the network. Software development delay in Mobitel information system has significantly affected for the performance of the company. This management field project is carried out to provide a solution to the company. In the introduction of this project, it is discussing the background analysis of the problem. In addition, it illustrates the problem's significance and its impact for the company. The purpose of this project is discussing on project section of this project. Which kind of methodologies and activities used in the project and limitations of the projects are also discussed in later. Some of organisational limitations will also address and discuss about alternatives for the success of the project. Organisational analysis helps to identify company overview. This project is to find a solution for software development delay in Mobitel and it is performing well in past few years in telecommunication industry. Around the last few years, Mobitel was able to provide latest technological services to their customers. Mobitel is developing its almost all software solutions internally. Because of this the company was able to save lots of money and provide costly solutions in cheaper for the customer. Therefore, there is significant impact of software development for the company. Therefore, it is carrying out SWOT analysis to identify strengths, weaknesses, threats and opportunities of the company. These activities will help to identify company performance in each area. Moreover, it will elaborate on the significance of the problem in detail using data to proof this problem in Mobitel. Ishikawa diagram will be used to identify root causes and it will address three root causes in this project. Literature review illustrates the current literature behind similar problems in the world. After identifying three main root causes that can be addressed

in this project, it will search for appropriate available literature in this section. Using this literature, it is trying to develop a solution in next section of the project. For this literature survey, it is using 12 ABDC journal articles to find out exiting literature for similar problems. It will try to find out the most suitable literature for each root causes, which are identified in current situation analysis and adopt these literatures in Mobitel problem. Study framework will be designed for the project after studying appropriate literature. In Chapter 4, it is focusing on proposing a solution for Mobitel to reduce software development delay. Using existing literature on these root causes, it will try to design proper solution for Mobitel software development delay. Moreover, three project objectives will be addressed to achieve the successful implementation of the process. Mobitel management has to provide the required resources for the implementation of the project. In this section, it will describe the types of resources used for each component, usage of resources with activities etc. for this project. It is hoping to reduce software development delays by 30% with the successful completion of the project. Therefore, solutions for these components are very important in this project. Cost benefit analysis will be illustrated the spending and earnings from the project. It is willing to develop required solutions by Mobitel software team and reduce the cost of implementation. Earnings will be calculated using the number of development hours saved using this solution. After successful completion of this project, there will be short term and long term benefits for the company. These outcomes and outputs will influence the Mobitel management to implement the solution in the company. Link between each project component and appropriate literature will be addressed in the Chapter 5 of the project. It will theoretically discuss proposed solution with reference to literature. After that, recommendations for each component's implementation will be addressed for better management understanding. Key considerations, potential time durations, and critical solutions will be discussed in this chapter. it is planning to propose to complete the project within a few months. Details of these recommendations will be illustrated in the last chapter. It is hoping that Mobitel will be able to reduce the software development delay in future with the implementation of this project.

# Optimisation of Non-moving Inventory at Laugfs Supermarkets

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## Executive Summary

The objective of the following report is to identify the root causes for falling below expected top lines of LAUGFS Supermarkets Pvt Ltd (LSM) with regards to their existing inventory and supply chain aspects and to develop an operational plan to the management to overcome identified constraints. LSM, incorporated in 2002, has over 37 retail supermarket outlets in Sri Lanka. During the last 4 years, it was identified that the company experienced a lower than anticipated revenue growth and negative bottom lines. The report is structured in the following manner. Chapter 1 introduces the project background, and its significance to business profitability and operational efficiency. Chapter 2 analyses the problem in detail using company quantitative and qualitative information and investigates the root causes that result in the underlying problem, using Ishakawa approach. Chapter 3 has extensively researched the existing literature and provides a theoretical framework that has been identified by previous scholars. Chapter 4 suggests the solutions to the identified problems and the project components that will enable the achievement of the overall project objectives. This section in detail has identified and recommended the detailed course of actions required, its estimated costs and benefits to ascertain the impactful components. Finally, Chapter 5 outlines the implementation and execution of the aforementioned solutions whilst providing recommendations for future improvement at management's discretion. Based on above, the findings of the report have identified scope for optimising inventory of LSM with an achievable 10% reduction in the overall inventory days. The management suggests that lack of resources has hindered their ability to expand further however, the following report has identified potential for optimisation of their existing resources – particular non-moving inventory that could improve both their top and bottom lines. Currently, the company possesses an average inventory value of LKR 500Mn which is approximately 28days inventory turnaround days. Moreover, the company recorded on average Wastage & Variance (WV) of 1.5% of sales – approx. LKR 130Mn; due to inventory suboptimal practices, where this figure has continued to increase in the last 3 years from 0.9%. Existing literatures have recognised the root causes and theorised

their findings in three broad categories; namely, in areas of Supply Chain management, Marketing Management and Human Resource (HR) Management, that is applicable to LSM. Solutions proposed for LSM include the implementation of interface application to link two different IT systems in the company, namely, Front-end internally developed system and Back-end SAP ERP system to minimise 24–36-hour delays in data-updating and ensure real-time visibility of stocks in all outlets, centrally. Existing procurement policy is also suggested to be updated by developing a supplier checklist and a rating system which could be monitored through a dashboard, for the purpose of ensuring quality stocks are procured to reduce WV and non-moving inventory, measure supplier performance to minimise delays and issues caused by suppliers. It is also proposed in this report, to formulate a non-moving stock policy and a rotation plan to rotate stocks between stores based on inventory movement and customer demand. Other improvements include formulating of SOP for zero stocks by developing an emergency delivery plan to reduce zero stocks and minimise loss sale of other products due to unavailability of a different product. It is further proposed to conduct a customer profiling survey to implement a digital promotional campaign and reduce non-moving inventory. Finally in the areas of HR, a development of a mandatory training plan and conducting of training sessions are suggested to increase the competency levels of shop floor staff in order to reduce wrong punching errors thereby reducing non-moving inventory. Finally, Chapter 5 attempts to reconnect existing literature with respective solutions and components. The existing literature confirms a strong foundation for the proposed solutions. Additionally, the author has extended recommendations to the management if the business requires to scale up. These recommendations include capital investment that will yield savings in the long run. Some of these recommendations include Transitioning into an integrated Warehouse management system, along with strengthening controls through audit measures. Additionally, the author has recommended to strengthens the digital competencies and the literacy of the existing operation given the current shift in consumer spending patterns.

# Implementing Controls on Fixed Assets at Hilton Hotel Doha

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## Executive Summary

This project report is related to the hospitality industry, the company being Hilton Hotel Doha. Hospitality industry of Qatar has grown rapidly during last eight years (2012 – 2020) in which approximate 10,000 rooms have been added to the market. The industry is highly competitive as major hotel brands such as M-Gallery, Double Tree, Mondrian, Kempinski, Wyndham and Park Hyatt have entered Doha market during last few years. Hence, occupancy of rooms has been distributed to the new entrance hotels which had led to a decline in the average room rates of hotels including Hilton Hotel Doha. Many more hotels are under construction which are to be opened in coming years targeting FIFA 2022. The survival of hospitality industry of Qatar after FIFA 2022 is ambiguous to the author and many others as the supply will exceed the demand in terms of hotel rooms. Hilton Hotel Doha is an upper luxury 5* property located in west bay of Doha opened in April 2012. The hotel is about eight and half years old which needs to be refurbished to compete with many other new hotels to achieve the market share. This project is aimed at implementing controls on fixed assets at Hilton Hotel Doha. Fixed assets of a hotel constitute a major portion of the assets value in the balance sheet and approximately 25,000 fixed assets would be used in the hotel. Hence, the primary concern is inadequate control of fixed assets. The project problem is analysed using cause and effect analysis which identifies three main components for the problem. They are asset control process, enterprise resource planning system and people management which has twenty-two sub root causes for the problem. Main root causes are "no fixed assets register maintained" and "no details of the assets". This is due to all the assets at the hotel opening being supplied by the contractor and nor asset register nor list of assets was provided. Further, assets are not coded or numbered to identify the details of the assets as a result of which physical count of assets cannot take place accurately. The only data available is the total values of fixed assets categorised into building, furniture & fixtures, hotel equipment and computer & accessories without any supporting details for the total values. As a result, auditors have raised a concern whether the fixed assets values shown in the books really exist.

The team of the hotel handling fixed assets function lack required knowledge and skills as they are not qualified individuals and tasked with handling multiple roles leading to lack of concentrated focus on fixed asset functions. Theoretical studies were carried out on the components identified in cause and effect diagram. The study includes four areas which are control over fixed assets, asset control process, enterprise resource planning system and people management. Study framework was developed based on the theoretical background learnings. Five main techniques were identified to solve the problem which are process mapping, cause and effect analysis, assets coding and tracking, training design and performance review. Main objective of the project is to ensure that appropriate fixed assets control mechanisms are in place to protect the companies valuable fixed assets. Many sub objectives were identified based on the project components. The three major project components which led to the problem are described in detailed in Chapter 4 with supporting evidences. Solutions for the problems identified are detailed in annexures along with the cost breakdowns. To achieve the stated objectives many resources are required of which the primary resource is the availability of funds. A fixed assets project team is to be formed upon the management approval for the project to successfully execute the implementation. The cost estimation for the implementation of the project is part of this report. Quotes from different vendors obtained and comparison with recommendations is part of the annexures. Benefits arising from the project implementation were identified and the net benefits is positive which is 1.5 times of the investment cost. The main output is to ensure control of hotel assets and outcome is to ensure hotel assets are secured, protected and accurate books of accounts (assets) are maintained. Other key outputs of the project are missing assets reduced to 5%, assets coded by 99%, capitalisation errors reduced to 1%, calculation errors reduced to 0.1% and delays in fixed reports reduced to 0.1%. Key considerations for implementing the solutions is management approval and budget allocation. Support from all the departments/team members is necessary to implement the project. Project implementation to be done during offseason period which is usually summer times where the hotel occupancy's is lower as it will not affect the hotel businesses. Vendor selection for the project implementation should be carefully reviewed based on the cost and more importantly the quality of work by obtaining reference from the past similar projects executed by the vendor.

# Managing Plant Outages Hours of Azour North Plant (Kuwait Frist Public-Private Partnership)

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## Executive Summary

Utility and energy industry have evolved and become more attractive to the economies and investors with the increasing concerns from different angles from the sustainable business perspective to public commodity identified as a government responsibility of any state. under the present development of the economic conditions and industry evolutions, states tend to involve private sector to provide most of the public commodities and services in more efficiently and effectively with high quality and at a lower cost than before. Shamal Az-Zour Al-Oula Power and Water Company K.S.C. (Public) also recognised as a private company which has contracted with Kuwait government to supply water and electricity with reliably in agreed availability hours and production capacities. However, as a power generation and water desalination plant, plant availability and the level of production being decided by the operational health of its machinery and related equipment available in the plant. In the absence of workable machinery and equipment at a given point, the situation is identified as outage or plant blackout. Outages in the power plant have an impact on both individual company performance as well as on overall economic progress of the states (Abotsi, 2016). Managing plant outages within an acceptable threshold is a key factor in achieving expected financial and operational results of Azour plant. The company has incorporated under the Kuwait PPP law as the owner company of Kuwait first ever public-private partnership. The main objective of the company is to produce and supply electricity and water under the Energy Conversion and Water Purchase Agreement (ECWPA) to the Kuwait government (the off taker) for a period of 40 years from its Commercial Operation Date (COD). The plant is also being referred to as the "Az-Zour North Plant/Station" by the public. Shamal must make the plant available as declared and to deliver the agreed level of production in water and electricity on demand to honour the contractual obligations entered under the ECWPA. In delivering the contractual capacity and the production of electricity and water, the plant outage has been hampering the plants ability to deliver the expected results in its operational context. Higher plant outage has been identified as one of the key issues that has been affecting

operational performance of the plant and financial results of the company which linked to the other support activities of the company. The author has identified some of related publications written by the various scholars for their academic and research purposes with related to plant outage and its implications under the literature review in this the report. Based on academic references perused by the author, the study framework has developed to address the higher plant outages and its root causes with the help of fish bone diagram. Under the study framework, three project components together with relevant techniques were identified by the author. Each of the project components was addressed with different solutions and recommendations in the last chapter of the project to achieve the set objectives of this management field study project. Key recommendations for the project component of store management are introduction of SOPs to the stores, establishment of computerised inventory management system to handle the spares, introduction of GIT inventory management system to non-critical spares and enter into sourcing agreement with local suppliers to supply spares. Under the project component of process management, the author recommends having regular and periodic maintenance system in place together with an automated maintenance management system. Under the third project component of training and development of maintenance and technical staff, suggested recommendations are having training programmes both off-the-job and on-the-job while establishing employee awareness programmes on technical specifications and new developments on combined cycle power plants. The total estimated cost for implementing this project and its recommendations is USD 850,000.00 and the direct financial benefit is estimated to be at USD 1,450,000.00. Therefore, the net financial benefit of the project expected to be USD 600,000.00. Even though the benefit that could be measured in financial terms was at a lower level of the project, nonfinancial benefits and the project outcomes such as improved plant reliability, customer satisfaction, enhancing customer relationship, and product quality improvement that would lead to rapid growth of Shamal will be major and benefits of the project. Also, at the macro level it will positively contribute the economic growth of the country as this will lead to reduce country's overall power outages that linked to many of the industries that drive the economy of the state of Kuwait.

# Reducing Employee Turnover in Deloitte Sri Lanka

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## Executive Summary

The author intends to provide a good level of background analysis to identify the problem of Deloitte Sri Lanka. As per the review, employee turnover has become a major issue for any company. Therefore, the study has identified employee turnover as a major problem to conduct the study. Here chapter one includes background, project, significance of the study, limitation etc. when nosiness organisation turnover increases impact to reduce organisation performance and the productivity of the organisation because when employees are resigning from the company it impacts to take another employee for the organisation. As a result of this increase organisation cost unnecessarily and reduce and more time consume because it requires more time to recruit and train new employee for organisation operations. The author introduced the organisational profile in the second chapter in the organisation analysis details with including the key problem identification, description of the problem, and analysis the problem. According to organisation analysis identified that Deloitte have good strengths within the organisation and have weakness as well. When consider about organisation external environment organisation have both opportunities and threats. According to the data analysis found that Deloitte have higher percentage of employee turnover in organisation during past year. Furthermore, the problem analysis conducted in this chapter using Ishikawa model and in here identified causes with conducting fourth level analysis. As per the problem analysis identified main three components as organisation culture, employee development and job satisfaction components. In fourth level analysis job satisfaction component identified the cause as low salaries are in Deloitte, organisation culture identified has lack of job descriptions within the organisation and employee development component identified that Deloitte has lack of employee training and development within the organisation. The author provides a background to the study by exploring the evidence in the literature review by reviewing past journal articles for study areas such as employee turnover, HR Design, employee training and development and HR System, recruitment and selection process. As per the literature review identified that employee turnover impacts to reduce organisation

performance directly and there are number of reasons to increase organisation turnover. From the analysis it was identified that the poor welfare, lack of recognition and poor employee development leads to the employee turnover intention. Furthermore, while considering the scenario there is a negative relationship between each component and the employee turnover. In addition to above, study identified techniques are interviews, two factor theory, cultural web, process mapping and authority matrix. The author outlines the details about the project as it includes field project objectives, identified project component current situation, proposed suggestions, resource allocation, cost benefit analysis, project output and outcomes. The project objectives are developed based on the study components. Among the objectives set for the project the main objective is to reduce the employee turnover in the audit division by 10%. Another objective of this project. While evaluating it is evident that the main components are resultant of the root cause analysis which were conducted to identify the hidden causes of the problem. How each and every component is contributing to the main objective of reducing the employee turnover is discussed and the linkage is revealed. The author discusses the outcomes of the project components, and recommendations for each project components with the resource allocation schedules. Likewise in the final chapter the identified components are discussed in greater detail that it has identified that the retention has an important element that require a considerable attention from the management. The literature revelations by the author will be connected to the identified components in presenting the findings and the recommended solutions. The application of the theoretical framework while developing the project components can be evident including its outcomes.

# Implementing Postal Operations System at Qatar Post

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## Executive Summary

Qatar Postal Services Company or more commonly known in the State of Qatar as "Qatar Post" has recently taken major steps towards a digital transformation project where the Postal Operations System software implementation is considered an important milestone. This important milestone has been continuously delayed and overrun its budget significantly. This milestone was supposed to be achieved in September 2019. However as per current indication, the project may continue well up to December 2021 accruing significant costs along the way. These continuous delays and accumulating costs have severely hampered plans of the company to consolidate and expand its business in Qatar and the region. The company is based in the State of Qatar with its head office located in the city of Doha. It is a government owned entity coming under the purview of the Ministry of Transport and Communication. Prior to the year 2017, the company was simply considered as a cost center for the government with little to no incentive to turn a profit. However, with the government's ambitious plan for "Qatar 2030" vision, the company has been given a mandate to conduct a digital transformation project in order to provide state of the postal and mailing facilities to its citizens and residents. However, this project has come under significant pressure due to continuous delays and accumulating costs. The company has significant government backing that it needs to utilise and take advantage of before the government starts to expect a return on investment or at least the expectation for the company to be self-sufficient. Software development and implementation projects are not straight forward with each project with its own unique characteristics. However, one can take inspiration from similar software projects to understand what may have caused the problems at Qatar Post and how that may be rectified. This report therefore will explore various literature from journals, books and articles which will help understand the identified problems in light of previously researched and journaled similar subject areas that have contributed to the academic world. These theoretical backgrounds will be used as an inspiration for the development of solutions to the root causes of the key problem. The report will also explore various techniques that is expected to be used in developing solutions

for the identified problems. The main objective of this field project which is to reduce the planned delay of the Postal Operations Systems implementation by 50% in the year 2021. The report will then expand on the project objectives to describe specific project components that will contribute towards the achievement of the field project objectives. This will be followed by a description of the resources required for the project and how they will be allocated towards each field project component. Then there will be an analysis of the costs of the subject field project and its benefits thereof including an explanation of the project outputs and outcomes that is expected out of this field project. The report will then go onto discuss in detail the proposed solutions to all identified field project components and a detailed description of the proposed solutions supported by appendices to achieve the field project objective.

# Reducing Delay in Supplier Payment at Qatar Solar Technologies

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## Executive Summary

This project has focused on the delay in payments to suppliers even after the due date. The project problems have been justified by the financial losses due to the increase in purchasing cost caused by late supplier payment. The primarily loss is occurring due to the urgent alternative purchases made by the company when the regular supplier response slowly or reject the new orders due to the non-settlement of overdue invoices. The other losses which justify the problems include the late payment and interest fees and the legal cost arises from the late payments. The purchase cost is 2% higher due to the urgent alternative purchased made in the company. The general opinions of the management has revealed that real causes of the problem of payment delay to suppliers are occurring due to the poor, lengthy and semi-manual accounts payable process, inefficient working capital management which fails to capture the period specific cost where this leads to cash shortage in every period for supplier payment, and employee performance related issues which include the de-motivated employees, no KPIs set for employee jobs, and non-availability of performance based reward system etc. The theoretical studies have been performed under areas which have been identified from the cause-and-effect analysis diagram. This was analysed under three key areas. The first one was process management mainly related to accounts payable. The second was the performance management of the organisation. The third one is the working capital management of a state funded organisation. The comprehensive theoretical underpinning has aided directly to justify and recognise the project problem and the route cases of the problem, solutions developments and to offer the recommendations. Hence, those three areas were identified as the key component of the project. The main objective of the project is to reduce the supplier payment delay days by 50% where this will help the company to save 2% of the extra cost incurred due to urgent alternative purchase cost. The main objectives were broken down to sub-objectives to recommend a clear plan to address the issues related to process management, performance management and working capital management and to develop solutions, device action plans to reduce the delay in supplier payment in the company. The cause-

and-effect analysis was used to identify the root cause of the problem. Each component of the project was discussed in a comprehensive level with the issues affecting the main problem. Delay in payment approval, resistance to change, lack of automation and semi manual and system related issues under the process management. Further, lack of staff and unclear job role along with communication issues discussed in the process management component. Absence of performance appraisal system, lack of technical skills and teamwork, poor moral and low motivation, absence of career planning and lack of training plans were discussed under performance management. Lapse in payment forecast, inventory overstocking, and poor cash call request and poor reports and records were discussed under the working capital management component. Solutions were developed after comprehensive analysis of the problems under each project component. The solutions developed mainly include introducing SAP modules for supplier invoice management and online banking for payment transfer. Further, solutions developed include introduction of performance appraisal system, setting KPIs and standard cash call request. The resources allocations were done as per the requirement of the solutions developed. The final chapter has discussed the underlining theory to the real problems which have been identified in the root cause analysis under each project component. Further, this chapter includes the recommendations of the solution developed. This section includes how much time is required to implement each solution developed under each component. All the solutions are recommended to implement in short to mid-terms period.

# Reducing Delays in Home Delivery at Softlogic Restaurants (Pvt) Ltd.

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## Executive Summary

Food delivery service is one of the commonplace services in the modern world as a result of technology development, development of transportation, the evolution of communication technology including mobile technology and point of sale systems, etc. The global food delivery market has been significantly growing over the last few years. Companies are using self-owned delivery riders or third-party riders for the delivery service. The global online food delivery market is expected to rise from the volume of US $ 182.327 Mn by 2024 with an annual growth rate of 6.4% (CAGR 2021-2024). The study is focused on identifying the causes related to delays in the food home delivery service of Burger King (a subsidiary of Softlogic Restaurants Pvt. Ltd) and aims to improve the home delivery time. The company serves customers based on two methods, dining, and home delivery. Home delivery service is the new strategic decision for the company. The company standard home delivery KPI is within 30 minutes and order will be delivered to the customer's doorstep. But it represents 11.75% of average delivery delays from total deliveries and any delays that happen in the process will directly impact the total delivery timeline. There are several causes impacted on delivery confirmed time deviation. Burger King is a quick-service restaurant chain operating worldwide. Softlogic Pvt. Ltd is the master franchisee for Burger King Sri Lanka. Burger King SL initially opened three outlets, and currently expanded up to 22 outlets and 19 outlets are engaging in food home delivery service. The key strength for the company is a globally recognised brand with good product quality and reputation. Low drive on delivery sales, delays in delivery, and less move to the technology are the main weaknesses. Lifestyle changes and technological advancements are the opportunities and attitudes, tastes, government rules, political stability are the threats. The key problem is delaying in-home delivery service of the company. The restaurant's standard KPI for home delivery is 98% of delivery orders need to reach the customer within 30 minutes. The accepted ratio for delivery delays is 2% but experiencing more than 11.75% average of delayed delivery. There are several causes impacted on delivery delays such as order preparation delays, employee attrition, call center order

entering errors, and rider delays. Theoretical studies are performed under the areas identified from the cause and effect diagram. The main causes can be divided into three components. The first component was employee performance. The second component was internal processes and internal systems. The detailed theoretical groundwork has directly supported to justify and understanding of the key problem(s) and route cause for the problem, solution development and to provide recommendations to the project. Further, identified key three areas were identified as key project components. Further, it has identified techniques for each component when developing the solutions. The main project objective was to improve home deliveries from 88% to 96%. Further, the project implementation plan is designed with sub-objectives related to the main three components. The solutions have been developed to achieve objectives for each component. Employee performance is impacted on delivery delays as a result of multi-tasking leads to employee attrition and low trained staff for kitchen leads to order preparation delays. Proposed solutions for employee performance are introduced a new training plan, a rush-hour plan for riders, and revising job scorecard for riders with KPIs. Internal processes also impact delivery delays as a result of errors from the call center, and kitchen and rider delays. Proposed solutions for internal processes are amending the current process flow chart and designing SLA for call center activities. The finally internal systems also impact delivery delays as a resulted riders delays when location reach and customer order cancellation. The proposed solution for the internal system is designing an automated live monitoring system for call centers and real-time location tracking and order management system for riders. The expected earnings for the project are LKR 20.802mn. The benefit-cost ratio represented 23.77 against the cost. Project findings originate by mapping theoretical conclusions with the proposed solution for each component. The conclusion supported the study by providing insights for required techniques to improve delivery time. The project recommendation is also listed under this. It is recommended to implement overall training structure, rush hour delivery management plan, delivery KPIs for the outlet, SLA for call center and order management and location tracking system with required activities under the task, resource requirements, report generation periods, supervision like specific considerations.

# Payment Card Fraud Incident Management at Qatar National Bank (QNB)

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## Executive Summary

QNB leads the way in contactless payment technology. Being the state bank of Qatar QNB is fully committed to align with the national vision of becoming a cashless society by advancing electronic payments in the market. The bank has been investing in new technologies and has become the fore runner in introducing new payment technologies which are safe, secure and convenient for the customers. Being the leader in the market the bank has taken the leadership in the development of innovative digital banking solutions to fully digitise the financial transactions. The prevailing pandemic (COVID-19) situation has demand cashless payment methods. Even though it has not been officially accepted or regulated yet, many health conscious consumers prefer contactless payment methods as a precautionary measure. QNB offers its cardholders to transact safely using chip enabled wearables at any Near Field Communication (NFC) terminals. This trend had created a significant increase of digital transactions which will result in increasing payment card fraudulent incidents. The total card fraud losses reached $27.85 billion last year worldwide. It is projected that the card frauds will reach USD 35.67 billion by 2023. Fraud losses in USA reported $9.47 billion in 2018 compared to $8.98 billion in 2017. United States alone accounted for 21.54% of the total cards volume worldwide in 2018 and 33.99% of gross card fraud losses worldwide. This trend is expected to continue in the coming years as the demand for cashless payment methods continue to rise due to various factors. At QNB the annual payment card fraud loss is about QAR 3 million and the amount is expected to rise in the coming years due to increased transaction volumes and planed business expansions. This study has been conducted to address this issue and to mitigate this to an acceptable level. As a start SOWT analysis has been performed in order to understand the current state of the organisation. Its internal strengths, weaknesses, external threats, and opportunities have been identified and studied. Based on the organisational analysis a detail root-cause analysis has been performed to identify key problem areas and its underline root-causes which is leading to high payment card fraud incidents. Next, post detailed problem analysis a literature review was conducted. In order to gain a

theoretical background and conceptual understanding various published literatures were reviewed and documented. The main purpose of this exercise is to develop a theoretical framework and to gain a profound insight of the problem. Data security management, People, and policy/procedure has been identified as main components which is closely related to payment card fraud losses. A detail literature review was conducted on project components and project outcomes to gain an understanding of the existing technologies available and the methodologies practices around the world to mitigate the current issue. Upon careful review and recommendations from various literatures available, techniques such as SWOT analysis, Cause-and-effect diagram, File integrity monitoring, Tokenisation, Phishing simulation, Training design, third party risk assessment, and secure protocol TLSv1.0 implementation has been identified as remedial controls to be implemented to resolve the problem. Next, after gaining a thorough theoretical understanding of the project components the study focuses on the solution development. In this chapter the author explains the current scenario in detail for each key component and the current process and protocols being used where necessary. For data security management component, the author recommends file integrity monitoring solution and data base encryption (tokenisation) solution. For People component the author recommends a training and phishing simulation solution to improve user skills and awareness. For policy/procedure components the author recommends a secure transmission protocol TLSv1.1 and third party risk assessment to be established in order to minimise sensitive data leakage from external data processing facilities and data transmission between card data processing applications. Finally, resource allocation and budget requirement has been laid out and cost benefit analysis has been performed to support management buy-in. Finally, the project finding, and the recommendations are discussed in the last chapter. Reviewed literature has been discussed under each project component. This was performed to depict strong conceptual understanding of the subject matter. The impact of proposed solutions has been looked in the theoretical aspect. Then the project recommendations were introduced for each component. Upon implementation of proposed solutions, the bank will be able to achieve its main project objective. There is no doubt that this will contribute to the company's bottom line, and it will help maximise profits. This is a timely requirement as the bank is constantly looking to cut costs in order to survive this volatile pandemic hurdle.

# Reducing Customer Complaints at DIMO

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## Executive Summary

Construction projects are unique because they are made to order. The client specifies the exact requirement, and the contractor is required to cater to the demand. This involves a plethora of information to be exchanged between the stakeholders. Computer databases are used to store and track information in supply only projects which are quite simple in complexity. A separate project management unit (PMU) is established to manage information and communications in highly complex projects. The complexity of projects at DIMOPS selected for this study is somewhere in between. The most important requirement in these projects is that the supply items must match the client's operational requirement as well as be practical in installation and maintenance. Therefore, an in-depth understanding between the client and contractor is a crucial success factor. A challenge arises when project team members are changed in the middle of a project because all the information exchanged, the understanding gained and relationships developed are disturbed. The financial losses due to this disturbance are found to be significant and it is analysed in this management field project in order to provide solutions which will be based on literature. Diesel & Motor Engineering PLC is a diversified business and Power Solutions department (DIMOPS) is established to undertake and execute power distribution projects in medium and high voltage in partnership with its overseas business partner and manufacturer Siemens. The clients include bulk supply customers as well as government entities such as Ceylon Electricity Board. The projects are EPC in nature. A SWOT analysis revealed that the strength of having talent can overcome the weaknesses of miscommunications, as well as threats, can be turned to opportunities due to high growth in the industry with proper management. 27 projects were analysed which were executed over a period of 3 years using company data, brainstorming sessions with BUM, Manager- Medium Voltage (MMV) and project engineers. A positive corelation was found between number of complaints received and number of times a project was transferred. It further revealed that 1.8% of project revenue is spent on engineers transferring projects and it increased the project duration by 11%. Employee turnover is a major contribution to the cause and not having a proper project transferring procedure further aggravates the

situation. A root cause analysis carried out using an Ishikawa diagram on the current situation revealed that lack of a combined record system, lack of transfer procedure, lack of training, dependency on personal memory and no responsibility matrix leads to higher customer complaints and delay associated financial losses during project transfer. A literature review of ranked journals and publications carried out on project components and project objective brought out several insights to the problem. The insights highlighted that storing information using content management systems are popular in construction projects. It further revealed that relational governance is more efficient than contractual control in construction projects which highlighted the importance of maintaining a good relationship with clients. Moreover, the importance of progress monitoring was highlighted in literature and milestone progress monitoring was suggested to be the most effective in construction projects. A study framework was developed based on these 3 aspects and techniques from the literature were researched to address the issue in each component. It was identified from literature that 5S, change log, issue log, WBS method and responsibility chart were effective techniques to address the problem. The objective of the project was to avoid customer complaints after a project transfer. To achieve this, the techniques to be applied to each project component was suggested. The current situation was explained under each project component and specific and comprehensive solutions based on techniques to address the issues in the current situation were formulated and explained in detail. The issue of information management was addressed by implementing 5S on the project documentation. The issue of customer relationship management was addressed using the issue log and change log. The issue of progress monitoring was addressed using WBS and responsibility chart. The resources which are required to implement the solutions are also identified and presented in tabular format clearly showing the role of each team member. The implementation of the solution is expected to reap a net benefit of Rs. 5 million to the company based on the benefit-cost analysis. The link between the literature review and the formulated solution was discussed. The Ishikawa diagram was used to analyse the problem from multiple perspectives. The literature review on the identified project component provided insights into the problem and also directed to techniques to be used to resolve them. The author recommended to roll out the solutions in a stepwise approach with a gap of 3 weeks between each solution. Detailed recommendations were listed out under each project component as a guide to an efficient and effective implementation.

# Improving Sales Revenue at Branch Operation Unit at Mobitel (Pvt) Ltd.

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## Executive Summary

Industry of Telecommunication has achieved massive technological advancement in the global arena. Mobitel is one of the pioneering telecommunication companies who provide mobile and internet communication globally. Mobitel has served the country for than two decades and possesses 26% of market share in telecommunication industry. The ultimate objective of Mobitel is to create a unified service to perform best customer experience to subscribers. This field project is focused on improving sales revenue at branch operation units at Mobitel (Pvt.) Ltd. The project study is conducted using methodologies such as SWOT analysis, Cause and Effect Diagram, Pareto Analysis, 5 why technique, Evaluation matrix and SOP. Reviewing the internal scanning, the author highlighted the main strengths and opportunities, which give value to the organisation. Mobitel has already reached second access to the GSM technology and generates $ 550 million revenue annually through diversified branch operation units and dealers network. Approaching emerging broadband markets, strategic alliance partnership with foreign collaboration and digitally driven supportive attachment with the government authorises will be an added opportunity. Weaknesses and threats will deviate return on investment to the organisation. Among the weaknesses, most of market leaders already acquired high percentage of market share, because of limited product offers, high churn rate and less brand awareness. Competitors in the GSM industry is very competitive and try to acquire marketplace through different strategical approaches. This is the massive threat from the other competitors in the industry. This study demonstrates key problems and causes in relation to decrease sales revenue by identifying four project components such as 'product, price, promotion and service quality' via cause and effect diagram. The performance gap of the core problem and other problems are illustrated using table, figures and interview quotes. The author has gathered literature reviews similar to this problem in the same industry based on the outcome and project components of the project. Literature review gives a summary of the studies, which has been published in similar ranked journal articles relevant to the problem. This gives the opportunity to the reader to get an idea about the current

situation in terms of what has already been done. This may also give an idea of what needs to be done.to enhance the knowledge and understanding of the problem. This study broadly discusses the theoretical studies with the current details to improve the value of the study. Moreover, this study framework establishes the relationship with the core problem and project components and management techniques used to overcome this issue. The author tends to create main objectivities and sub-objectivities to overcome the project problem. The main objective of this project is to improve sales revenue of the said branch unit from 25% to 32%. Sub-objectivities are developed as per the performance gap of each component. Current situation, solution development and resource allocation including the role of the project team are clarified under each project component. The author has presented the project benefits and outcome and output followed by tabulated template. Finally, author concluded the latest literature and suggested recommendation to implement solutions under sales revenue and project components. This project enormously benefited to the author in addressing the operational related issues to the top management with the application of conceptual and management theories learned in MBA programme. This will be a great opportunity to enhance knowledge and management capabilities to improve career advancement.

# Raw Material Wastage in Manufacturing Process of Kavin Polymers (Pvt) Ltd.

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## Executive Summary

Manufacturing industry in Sri Lanka contributes a major percentage of the total exports while finished rubber products accounts a major portion of that percentage. Rubber footwear is one of the leading items under the finished rubber category that caters for a considerable percentage of demand in the global market. Kavin Polymers (Pvt) Ltd is a leading footwear manufacturing company that has been in the industry for more than two decades and catering to the ever-increasing footwear demand both globally and locally. They cater for nearly 12% of the local demand for footwear and runs their manufacturing around the clock to regulate a smooth and continuous supply. The project provides an introduction in Chapter 1 by explaining the background of the Kavin Polymers (Pvt) Ltd, what cause the project to occur and in what context. The significance of the project was elaborated to convince the magnitude of the problem and discussed the methodology used in analysing the company. Limitations and challenges were discussed to highlight the borders of the project and the maximum possible level of the solution to reach. Organisation analysis and problem identification is done in Chapter 2 with an introduction to the organisation history, management, functions, processes and objectives. The author has identified a burning issue in the company which is the high operational wastage in the manufacturing process, through a root cause analysis over a brainstorming session and a SWOT analysis to identify the internal strengths and weaknesses along with external opportunities and threats that are useful in finding solutions for the main issue. Key problems identified through the above analysis are described to convince the prevailing issues in the organisation that lead to initiation of this project. Out of those problems the most burning issue is highlighted and considered as the basis of this project where further analysis and solutions are developed. This provides a vast breadth and a depth of the burning issue using examples and evidence on the gaps identified in the organisation that causes the burning issue and related issues. Through the analysis author managed to find the sub causes of the main issue spread in system management, process management, demand forecasting and human resource management areas and for the solution development

system management, process management and demand forecasting were selected as the most addressable areas. Industry related literature on similar issues being referred to understand the nature of the issue and how the similar companies have addressed those issues using what methodologies and theories to find the most feasible solutions. Theoretical background to the problem is brought using these literatures and illustrating how the similar strategies could help solving the issue of this project in the most suitable way to the organisation. A study framework is developed based on the root cause analysis to streamline the study in a formal path to guide in order to provide an understanding based on standard components. The project components are developed based on this framework and throughout the project each section is linked based on this standard. Based on the literature a set of several selected techniques are used to support achieving the objectives in finding solutions for the issues and a detailed description of those techniques are presented with relevant literature. The project objectives based on the study framework are explained in detail and sub objectives were brought in order to complement the main objective in practically achieving. Current situation of the company related to each component is described using process maps and evidence. In the solution development it was identified that implementation of an inventory management system, providing a comprehensive training on Lean practices for the production team and implementing an advanced MS Excel data model for demand planning and forecasting are the most feasible and practical solutions. Resource allocation is crucial in a project as the success of the project depends on the responsibilities and on the capability of the accountable person that being assigned to perform the tasks to meet the project objectives. Once the resource allocation is explained the benefit-cost analysis is carried out to exhibit the necessary investments of the project and expected tangible and intangible benefits along with the calculations that revealed the benefit-cost ratio of the project to be 3.26. Once the benefit-cost analysis revealed the value and the importance of the project the project outputs and outcomes are described against each project component to further emphasis the fruits that can be gained through successful implementation of this project. Discussion of the project components through illustrations of the most prominent literature in the literature analysis brought forward to further elaborate to convey the core idea of the components. Through the elaboration an effort was exercised to extract the essence of the vital factors of the outcome and each component to facilitate the evaluation. The meaning of this project was explained to convince the importance of implementing the project and the values it can generate to the company. The link between the conceptual aspects and the practical aspects were highlighted to reveal the uniqueness in this project in terms of the organisation perspective. Recommendations were given to each component of the project to illustrate the purpose and to clearly show the meaning

of the solutions to the organisation. These descriptions and recommendations convince that the solutions directly addressing the burning issue of the organisation through achieving the objectives of each component to reduce the wastage due to over consumption of raw materials in the rubber slipper manufacturing process by 4% after implementing the project through achieving the sub objectives of decreasing the manual processing by 30%, improving the data availability, retrievability and reliability up to 99% for instant report generation increasing the work efficiency by 4%, and reducing the mistakes and errors in demand planning and forecasting.

# Achieving Retail Loans Monthly Target of Doha Bank Mirqab Branch

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## Executive Summary

Facilitating with retail loans against monthly salary has been one of the leading products in the banking industry in Middle East region where the target market is executives employed in government, semi government, and reputed private organisation which are categorised as tier i, tier ii, and tier iii. All banks in Qatar sell the same product with a slight differentiation and emphasis on various strategies to position themselves in the target markets where there is not much room for errors, as the market is small and the number of competitors is comparatively high. Doha bank being the second largest footprint in Qatar has diversified its business opportunities through their state of the art branch network. Al Mirqab branch, is the 4th largest branch in Doha banks' branch network and located in the heart of Doha where the demand for banking services is high. Retail loan market share of Doha Bank has been 6.6% from the total of Qatar Riyal 132 billion in the banking industry in Qatar by 3rd quarter 2019, in comparison to 6.5% from the total of Qatar Riyal 129 billion in 3rd quarter 2018. That amounts to a growth of QAR 327 million during 2019 compared to 2018. Al Mirqab branch, one of the largest branches in Doha Bank has not positively contributed towards achieving the retail loan target given to them by the head office. The branch has shown a significant backward trend in reaching the monthly retail loan target. In average branch has achieved only QAR 3.92 million per month whereas the target was QAR 4.5 million per month. During the first 10 months in 2019 branch has achieved only QAR 39.2 with the huge variance of QAR 5.8 million, when the accumulated target was QAR 45 million. At the initial stage of the project, a SWOT analysis was done to understand the internal strengths, weaknesses, external opportunities, and threats. High number of loan rejections, customer service, non-adherence to the policies and procedures, lack of training, lack of controls, hierarchical issues, and language barriers were noticed as key issues leading to the main problem. The main problem of not achieving the retail loan target was deeply described through gap analysis and CSR performance and their competencies. Thereafter, the Significance of reaching the retail loan target was highlighted and problem analysis was done through a case and effect diagram. It

helped to identify the root causes leading to the problem. Customer service, policies and procedures, and process was identified as main components stemming from the root causes. The author then screened the problem through theoretical background and literature review to understand more insights to the problem. Deeply discussed literature related to customer service, policies and procedures, and process related to the retail loan target achievement. Thereafter, a study framework was developed with three main components linked to the main problem of achieving retail loan target. Three main components identified are, customer service, policies and procedures, and process optimisation. Subsequently, the project objectives were developed for each component in the framework with a primary objective of increasing average retail loan monthly target achievement of each CSR from 87% to 98%. Three other objectives related to the components are reduce the time for granting loans by 50%, reduce total retail loan rejection rate from 28% to 8%, and increase credit committee approval rate per month from 33% to 67%. Upon detailed analysis of the present situations of the components and related root causes, solutions were then developed to reach the objectives. Under the customer service component, author recommended to revise the existing incentive programme in order to motivate the CSRs and develop Arabic training and simulation bases training for CSRs, revise Qmatic functions, and obtain approval to add new core banking functions to teller in order to absorb some of operation related work from CSR, in order to reduce the the time for granting retail loans by 50%. With relation to the policies and procedure component, it was decided to have a new check list for retail loans and revise the branch layout to maintain proper controls, in line with reducing retail loan rejection rate from 28% to 8%. Under the process optimisation component, it was recommended to have web-based training programme for CSRs followed by quarterly evaluation done by BM, in order to increase credit committee approval rate from 33% to 67%. Thereafter, resources needed for the project were tabled followed by cost estimates and benefit cost analysis. The viability of the project was understood through the benefit cost ratio calculations. Project outputs and outcomes were discussed in the later part of the chapter. The outputs and outcomes of the project suggests a sustainable sales orientation and culture that will enable the branch to strive in the future in relation to the retail loan target achievement. Towards the end of the report, the project elaborates the findings of the projects and short term and medium term recommendations. Project components were discussed in light of the literature reviewed and conceptual understanding.

# Overcoming Cost Increase in UHP

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## Executive Summary

The objective of this field project is to identify the root causes that are leading to continuous cost increase in Umm Al Houl Power Company Q.S.C. (UHP) and to identify solutions in order to mitigate the cost increase without prolonging it to future years. Cost increase is affecting the profitability of the company. Since UHP is a Project Company intending to operate for 25 years, achieving its target profit is important to maintain the shareholders return within this project life. Chapter one provides details on the Utility industry and power sector in Qatar to gain a better insight about industry background. The chapter also explains the problem, significance of solving it and discusses the methodology along with the project limitations. Chapter two begins with the organisational profile of UHP followed by an organisational analysis. A SWOT analysis is performed by evaluating company's strengths, weaknesses, opportunities and threats in order to derive an internal organisational understanding. The chapter explains the current problems faced by the company from which the cost increase is identified as the key problem. In describing the key problem, various tables, graphs and figures are used for further insight. In addition, to identify the root causes of the problem, Cause and effect Diagram is applied as a root cause analysis. As a result of this analysis, Cost Management, Internal Control Process and Budget Control are identified as the key components that lead to cost increase in UHP. Then the identified key components are further explained in the chapter. In chapter three, established theories, models, published articles and relevant journals are studied with reference to the key problem and the identified components. Each of the key components and the sub-components are further studied in detail with reference to the literature and theoretical background in order to establish a solid theoretical foundation. These studies help us to understand and gain more insights as to how the current problem and its causes occur in similar situations. Finally, a study framework is established by identifying the appropriate techniques with the support of the literature that help to develop solution for the identified components with the view to achieve the objective of the project. Chapter four begins with the field project objective of reducing the cost by 9% in UHP. Then the components' objectives are established along with the intended

techniques as these will help the company to achieve the overall project objective. The chapter further analyses the current situation and discusses the findings for each component to develop solutions to achieve the final field project objective. Finally, the chapter provides the proposed project team along with the resource allocation in order to implement and execute the proposed solutions. The chapter ends with a cost benefit analysis that explains the net benefit achieved through the project solutions. Finally, chapter five discusses the key components of the project by linking the relevant literatures in order to provide recommendations to achieve the overall objective of the project that is achieving cost decrease. Consequently, recommendations along with an implementation plan for cost management, internal control process and budget control are provided by categorically outlining the time frames for solution implementation that can be carried out in short term to medium term basis. The chapter ends with a summary.

# Cost Overrun in Arab Architect's Project

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## Executive Summary

This field project finds strategical steps to mitigate the existing cost overrun in Arab Architects. It addresses the issues and areas of concern in various departments and shows as to how the cost overrun can be mitigated in those departments. The selected key problem of cost overrun has been analysed under three different components such as People management in projects, Project implementation processes and Technology management. The Arab Architects is on its way to sign off five new prestigious projects prior to FIFA 2022 World Cup. With the lessons learnt from the past and present profit drops, the company should make strategic move to sustain its business and hard-earned reputation by providing successful completion of the future projects. All departments of the company need to be committed and dedicated to face the upcoming projects effectively. The company's internal strengths, weaknesses, threats and opportunities are analysed with the help of SWOT analysis. Then the problem is elaborated in detail with the help of tables, charts, diagrams in order to determine the key components and its gaps and the current situation is analysed with the help of cause-and-effect diagram to find the causes and its root causes of the components. The cost overrun is found to be the key driver for the profit drops in the projects. The Arab Architects has identified the gaps and corrective actions strategies to mitigate the cost overrun by enhancing the three identified components. Then the key problem of cost overrun, identified three components and its sub problems, stimulating factors and techniques were analysed by various literatures to understand the existence of the problem in the industry and those literatures also helped to understand the significance of solving the identified key problem. Then a study framework was developed in order to solve the problem and techniques were analysed in detail with relevant literature, which helped the company to develop specific solutions development to overcome the issues under each component. Further, it describes the objectives of the key problem and the identified three components. Then the chapter moves to develop solutions to the root causes identified in each component. By implementing the solutions, the company could bring down the current cost overrun from 12% to 5% of the industry benchmark. The solutions development process benefits the company to come up

with various tools and approaches that could be used as standard of practice to face the future challenges associated with cost overrun problem in the projects. In order to implement these solutions, the company should assign the right team along with the right responsibilities to work for the objectives of each component. In addition, a cost-benefit analysis is carried out to understand the net saving that may arise by implementing this project successfully. Finally, it discusses in detail each component's findings connecting the literature and offers the recommendations that the company to adopt and benefit. The recommendations are categorised in three sections i.e., short term, mid-term and long term which will help the Arab Architects to overcome the persisting issue of cost overrun in future. And the recommendations could be accommodated for building future strategic and sustainable business development.

# Production Cost in Showroom Division of Khazanah

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## Executive Summary

The fundamental goal of conducting a business is to upsurge its value. In order to increase the value, either firm should increase its revenue or control its expenses. Moreover, cost control is one of the most important factors to sustain growth. Likewise, for a manufacturing company to secure maximum profitability, it should manage its production cost at the minimal amount. After scrutinising the financial data of Khazanah Trading & Decoration for the financial years 2014 to 2019, it has been observed that the production cost was increasing drastically. For the financial year 2019, the production cost to revenue was standing at 79%, which is very much higher than the average level of 68%. As a result, the overall net profit of the company was reducing, creating a major issue for the Khazanah management. Khazanah Trading & Decoration was commenced its business in year 2005 and currently leading in the business of bespoke furniture supply in Qatar market specially for local retail market. Khazanah has six numbers of retail showrooms and two numbers of state of art production facilities to serve the retail customers. While analysing the financial data of Khazanah for the last six financial years, it has been observed that the production cost to revenue fraction was on the rise, way beyond the average levels. For the financial years from 2014 to 2017 the average production cost to revenue fraction was 68%. However, for the financial year 2019, the revenue was QAR 66.9 million and production cost was QAR 53.0 million. The production cost to revenue fraction was 79% and the recorded net profit was QAR 1.1 million, which is 2% of the revenue, which is way below the average net profit margin of 11%. In this regard the author has undertaken complete data analysis along with interviews with factory/production manager and HR coordinator to identify the root cause of Khazanah's issue and performed the cause-and-effect diagram. With the help of cause-and-effect diagram, author has identified three root causes to the problem. They are supply chain management /raw material planning issues, concerns regarding people management and issues related to machine maintenance. Thereafter, literature review has been undertaken to identify and analyse the issue deeper and author has developed a study framework with three

components that affect the production cost. Subsequently, necessary techniques have been discussed to handle the issue. Author xiv developed an ultimate project objective of reduce the showroom division production cost from 82% to 65%. Then each of the project components were set with several project objectives and relevant techniques to mitigate the issue. Each of the components were analysed by the author along with proposed solutions such as introduce new MDF press machines, evaluate the vendors on regular intervals, simplifying the employee evaluation forms, valuation to be done in transparent manner, introducing the machine maintenance team with proactive mindset, etc. The details of the solutions were presented in the appendix to this report. Thereafter, the author has developed the project team structure along with the resource allocation to implement the project. The author has estimated that this project will run for 5 years from the date of implementation. The total estimated cost of this project was QAR 2.4 million in present value terms. The WACC rate was assumed to be at 11% to calculate the net present value of this project. And the total benefit of the project was estimated to be QAR 4.9 million, which resulted in QAR 2.5 million net benefit for the next 5 years in present value terms. Benefit to cost ratio was 2:1 respectively and the payback period of this project was recorded as 1 year and 5 months, which creates one of the most attractive projects. Also, the IRR of this project was 51 % and ROI of this project was at 29%. Thereafter, projects detailed output and outcomes were discussed in a table form. In the final Chapter 5, the author justified the proposed solutions (mentioned in Chapter 4) in-line with the literature review. However, there are external elements that affect the successful implementation of the project. Nevertheless, the outside factors should be carefully studied and necessary arrangements to be done before implementation of this project. Finally, the author has provided with three recommendations for each of the components. These recommendations will assist the management of Khazanah Trading & Decoration to implement this project successfully. Thus, will help Khazanah to overcome the current issue of increase in the projection cost in the showroom division.

# Reducing Non-revenue Water at Dehiwala Area of National Water Supply & Drainage Board

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## Executive Summary

National Water Supply and Drainage Board (NWSDB) is an engineering organisation who provides drinking water supply and sanitation solutions to the nation. NWSDB is currently having 50% of safe drinking water supply within the country through their piped distribution network. Main revenue source of NWSDB is from the treated water supply to its customers. One major issue facing NWSDB is losing considerable amount of treated water in the distribution systems in some areas. NWSDB considers this water as Non-Revenue Water (NRW). Therefore, this project is focusing on "Reducing non-revenue water at Dehiwala area of NWSDB". The monthly average NRW level in this area during 2019 is around 25%. Overall project objective is "To reduce average monthly NRW level from 25% to 18%". Hence, NWSDB is losing revenue from 7% (Performance gap on an average) of supplied treated water into the system. The average direct cost per month during 2019 to the NWSDB from this key problem is amounting to LKR 2.1 million and therefore, this is a significant issue. A project team has been formed to implement this project and the project will not focus on strategic or cultural aspects in NWSDB. NWSDB has around 10,500 employees in various sections contributing to provide safe water supply and sanitation solutions covering almost all the districts in the country. Services of NWSDB is delivered throughout the country by dividing whole country into 12 regional support Centers (RSCs). Currently, NWSDB is functioning under the Ministry of Water Supply while serving around 2 million consumers. Strengths, weaknesses, opportunities and threats (SWOT) analysis has been carried out to identify the NWSDB's internal capabilities and external possibilities. From the SWOT, it can be concluded that due to inefficiencies in the operation and maintenance (O&M) units and due to lack of expertise in NRW management, water losses or leaks have been considerably high. High NRW level in Dehiwala area has been identified as the key problem. Other problems that have been identified are High number of leakages and water losses (Major, minor and service connection leaks); Defective water meters and data handling errors; Unauthorised consumptions; and Delays of leak awareness, location and repairing. It has been identified that NRW in the Dehiwala area has an

increasing trend and the problem of NRW is persisting and the impact of the problem is substantial. The situation of other problems has been increasing too. A cause-and-effect analysis has been carried out to identify root causes for the main problem under 3 categories. They are Internal processes; Quality assurance; and Monitoring and controlling. A literature review has been carried out covering the areas of the project components, which are Main problem "non-Revenue water"; Internal processes; Quality assurance; and Monitoring and controlling. Literature review provides a sound theoretical background to the problem with a study framework. This review is based on the literatures, which had been addressed similar type of problems or issues in the past. Further, this gives a clear picture of what has to be done to increase understanding of the current situation of the problem. Finally, literature review focused on techniques such as SWOT analysis; Cause and effect analysis; 5 Whys technique; Training needs analysis; Process flow diagrams; Lean six-sigma; and Benefit-cost analysis to solve the problem. Setting of SMART objectives is critical for the success of any project and the main objective of this project is to reduce NRW level from 25% to 18%. There are sub-objectives to reduce average monthly; major, minor, and service connection leaks; illegal connections; and defective water meters. Further, reducing time to attend and correct leaks; and reduce overflows and leakages from storage tanks are other sub-objectives. Separate techniques and/ or methods were identified to achieve each project objectives. Then, the project component wise current situation and the developed solutions were given. In resource allocation, project team has been illustrated and resource allocation decision has been taken based on proposed solutions. After the benefit-cost analysis, the project focused on objective wise project outputs and project outcomes. For instance, expected output of main project component is "Reduction of monthly NRW from 25% to 18%" and one outcome of that is "Capacity enhancement with the use of existing pipe network".

# Increasing Labor Productivity at BIO Grow Lanka (Pvt) Ltd.

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## Executive Summary

Propose solutions towards increasing labor productivity at Bio Grow Lanka (Pvt) Ltd are the main objective of this Management Field Project report. BGL is well-established coir dust based substrate-manufacturing firm owned by the French group of growers. In the group, BGL has two manufacturing plants in Sri Lanka and a few others overseas. Being the first entity of the group, it is always compared with the other's performance by the parent country. Coco-peat substrate manufacturing is high labor incentive process and the product cannot be produced and store for the future sale. However, the on-time delivery is critical for the customers because when they ready to plant the crops the substrate must be ready in the greenhouse. Therefore, LP is a critical factor in the firm's performance. According to the historical data available in the factory, the LP of the factory is 20.05 kg of raw material press per labor hour. Fundamental study about the issue through the company secondary data and the interviews of the top management reviled that the lower LP is due to poor machinery maintenance, production planning and the people management of the factory. It was evident that there is considerable time waste due to machine breakdown and changeovers. On the other hand, the production department is struggling to have a better production plan, since they do not have the shipping schedule at least for one month. Therefore, changes are more frequent in production. People are not trained for the required level of competencies, there is no mechanism to formalise the process, and it is lead to more variation in the production process. With the study, Machinery Maintenance, Production Planning and People Management were identified as key areas to develop to resolve the issue. Then the theoretical studies were performed related to the low LP under the three areas identified from the Root-causes analysis. The thorough theoretical underpinning has reinforced the development and recommendation of the solution to resolve the identified root-causes of the issue. Few techniques were identified during the theoretical study, which later used to develop comprehensive solutions to the issues. Study framework was developed as the outcome of the theoretical underpinning and Machinery Maintenance, Production Planning and People management became

the main project components. The main objective of the project was to recommend a plan to increase LP and develop solutions to the same. Action plans were developed to reach the LP of 25 kg of raw material press per labor hour. Other plans recommend are implementing a preventive maintenance schedule to reduce the unplanned downtime by 20%, implementing SMED for the changeovers to reduce average change over time to 120 minutes, use the developed excel model for production planning to reduce the repetitive changeovers by 10%, follow up the developed SOPs to reduce the production rate variation by 10%, develop the skill of the machine operators through training to reduce the breakdown occurred due to human errors by 20%. It is highly recommended to implement the proposed solution with collaborating of other relevant departments to get the maximum output of them. For example, preventive maintenance schedule must develop by maintenance department with collaborating of the production department. In the first stage, the developed solutions can be implement as it is to reach the objective of the project. After that, there are few development proposed to further enhancing the result and the performance of the company.

# Reduction of The Daily Reverse Repo Amount of The Cash Management Unit of National Savings Bank

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## Executive Summary

The prime objective of this management field study project report is to analyse the organisational problem identified and propose solutions towards eliminating the issue. Such that the attempt of the study was to present solutions to reduce the daily Reverse Repo amount of cash management unit of National Savings Bank to a minimum level. Being one of the main state banks in the country, it currently has a large network of branches and Postal branches reaching every corner of the country. As the business volume of the bank is large, the daily cash flows of the bank are high. In examining the issue, three managers were interviewed to gather information. Root causes of the problem were identified using the Ishikawa analysis. In addition, the bank's internal records and publications were used for the study. Finance industry is becoming competitive than before making the banks to be more keen on their profits. The National Savings Bank being a leading state bank in the country has its own strengths and opportunities. The current environment the bank is engaged in business is analysed in a SWOT analysis. Also the political, environmental, social and economic aspects of the bank are considered with the application of PESTEEL analysis. In identification of the performance gap related to the cash management unit of the NSB, using different techniques, the problem was further analysed. The significance of cost reduction for the success of the business is high. In such a scenario, the cost of funds or return of funds is a critical aspect for the bank to increase its profit. The cash management unit of the bank has a significant amount of daily Reverse Repo invested in the respective banks. The cost of the funds occurs have been an issue in achieving efficiency and its impact on the profitability. Three main components of the problem were identified from the Ishikawa root cause analysis; namely; technology, processes and people. In the light of the root causes of the problem, three main components identified. Research findings in relevant aspects were studied to find solutions to the problem in a scientific approach. During the study, several techniques were revealed which provides ways to

develop solutions for the identified causes like lack of proper performance appraisal systems, absence of standard operational procedures and absence of proper forecasting method. The solutions will be developed for the issues in three main components identified. The primary objective is to solve the issue of increasing Reverse Repo of the cash management unit. The sub-objectives for each component identified is set in a way that achieves the primary objective. Accordingly, based on the findings of the literature review, techniques to be used in each component are identified. Further, based on the techniques, the solutions are developed to address the sub-objectives. The resources are allocated to implement the solutions and the costs and benefits received from the solutions are calculated and analysed. Accordingly, the benefit/cost ratio is calculated to weigh the benefits of the project. The output and outcome of each project components achieve the overall expected performance of the cash management unit. The responsibilities are assigned to team members in relation to the implementation of solutions. Therefore, solutions to address this issue have been developed under four project components aiming to bring down the current Reverse Repo amount from 40%. In order to solve the problem, number of solutions has been suggested which includes a cash flow forecasting information system, KPI based performance appraisal system, standard operational procedures for the cash management unit and training for the staff of the cash management unit. The expected 40% can be reached by addressing the issues identified. Finally, the conceptual connection to the practical aspect of the project is analysed and the recommendations are derived to make the implementation of the solutions a success.

# Reducing Customer Returns at Marks and Spencer Sourcing Office in Sri Lanka

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## Executive Summary

This project focuses on a key problem faced by Marks and Spencer (M&S) Sri Lanka Sourcing Office (SLSO), a large-scale sourcing business located in Colombo, Sri Lanka, as a subsidiary of M&S UK. The company is a part of the apparel industry based on its final products and engaged in manufacturing clothing products sourced from various garment manufacturers in the Sri Lankan clothing industry. The business reports Ł105 million (m) of average sales per year from 2017 to 2020 with the average customer Return To Manufacture (RTM) of Ł0.5 m per year during the same period considered. The purpose of this project is to understand the root causes of customer RTM in M&S SLSO and to provide viable solutions to minimise customer RTM by 0.18% from the existing level. The problem is evaluated in terms of value and volume and found that the problem significantly impacts the company's revenue, performance, and customer reliability. Following an initial consultation with the relevant managers of the M&S SLSO, an in-depth study was carried out using historical data on customer RTM in the light of the current situation. It was followed by the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. Subsequently, a literature review was conducted covering the areas outlined in the cause-and-effect analysis in such a way as to address the problem of customer RTM. Next, the study framework for the project was outlined with three project components: a). maintenance of sewing machines, b). the quality control of raw materials and c). the sewing process. Later, an adequate theoretical underpinning in relation to the problem was discussed and explained to better understand the problem, establish solutions, and make strong recommendations for the solutions in order to strengthen the outcome. The key objective of this project was to minimise customer RTM by 0.18% from the current annual customer return rate within one year (current average Ł0.5 m per year), and this was achieved by carrying out an analysis of the current situation in order to find the main root causes for the customer RTM and developing solutions to address these root causes. Three project components mentioned above have been addressed to eradicate root causes: a). sewing machinery maintenance to ensure that all staff have the professional expertise to eradicate the

root causes identified by training and developments, b). raw material to improve supplier assessment system and Standard Operating Procedure (SOP) for trim quality control in minimising customer RTM, and c). sewing process to design an audit system and a user-friendly measurement control system to reduce customer RTM within one year. In addition to that, root causes for customer RTM found in the cause-and-effect analysis were addressed, and strategies have been established to resolve the causes of each project component mentioned above. Root causes such as unavailability of a maintenance schedule and Total Productive Maintenance (TPM) training programme for sewing operators have led to customer RTM under the sewing machine maintenance perspective. Similarly, the lack of a methodical supplier evaluation process and the lack of knowledge for trim quality control fell within the raw material quality perspective that have contributed to the problem. Similarly, the lack of an audit system to verify the efficiency of Quality Controllers (QC)s and the unavailability of an easy-to-use measurement control system fall within the sewing process perspective. Subsequently, solutions were built under each project component to remove root causes. Sewing machine maintenance strategies include evaluating current sewing machine maintenance processes, analysing past customer RTM data, creating new maintenance processes, etc. Solutions such as the design of the supplier evaluation process and the SOP creation for trim inspection are established under the raw material component. Solutions to resolve sewing process defects include day-to-day auditing of QC passed products and the designing of a user-friendly measuring system. Established resources have been allocated to the project accordingly. All operations were budgeted, and the overall budget for the project amounted to Rs. 13,248,760 for one year. Cost savings due to reduced customer RTM from the project is estimated to be approximately Rs. 46,233,200 for one year. The financial gain of the project is, therefore, Rs. 32,984,440 for one year. In addition, recommendations for the solutions developed on minimising customer RTM have been discussed. This project aims to reduce customer RTM, which leads to improved customer reliability and overall performance of the company.

# Employee Turnover at IFS R & D Finance Product Group

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## Executive Summary

This report is focused on a project carried out to reduce the high employee turnover ratio in the finance product group of IFS R & D International (Private) Limited. IFS R & D International (Private) Limited is the most prestigious and one of the largest and Software companies in Sri Lanka with 1,400 IT and other professionals. IFS Finance product group is mainly focusing on developing the finance component within the IFS ERP system. It ensures the timely delivery of accurate and relevant financial information to decision-makers. All the development relating to the finance module is done by Sri Lanka R & D Finance Product team. IFS R & D International (Private) Limited has given a standard employee turnover ratio for each product group is 8%. But in the year 2019 the finance product group is recorded a 28% employee turnover ratio. And also, within the first four months of the year, the 2020 finance division has recorded a 9% employee turnover ratio. This study shows that the Continuous increase in employee turnover ratio of Finance product group is Company should seriously look into their prevailing strategies in the company. The key problem identified is justified by a thorough SWOT analysis where the problem of a high employee turnover ratio is identified as a weakness of the company and can be a threat to the company. Based on the SWOT analysis findings, further, analyse the significance of the key problem in terms of the finance product group performance and available experience level employees. Cause and effect diagrams are carried out with all possible causes' identification and drill down to the fourth level to identify the root cause. The non-availability of training programme to enhance relevant knowledge and Competent of the employee, Issues in the recruitment process, Performance Appraisal is not linked to annual salary increment, JD is not clearly defined, Issues in resource planning, Lack of Training and Lack of proper process to store and monitor specification after development is identified as root causes of the identified key problem. The theoretical review has been performed to facilitate and build the theoretical framework through understanding the related concepts. The theoretical background of the project was analysed by review of literature related to Employee Turnover, Training and Development, Performance

System and Career path and Work Process Management. Review of Literature has given the justification and strong base for the causes identified. SWOT Analysis, cause xiv and effect diagram, Training need analysis, Training schedules, Performance appraisal and one to one discussion are the techniques justified by the literature review. The study framework is developed by referring to the theoretical background reviewed. Training and Development, Performance System and Career path and Work Process Management has been identified as the main components of the study framework. The main objective of this project is to reduce the employee turnover ratio of the IFS R & D Finance product group from 28% to 8%. To achieve the main objective, improve average support task resolution time by 14%, 5% movement between executive designations categories, and improved the average project task investigation time by 22% has identified as sub-objectives regarding each component. Identified main three project components have been discussed in detail with the solution developed to achieve main and sub-objectives. Develop Technical and Functional training programme, clearly define Job Description for each designation and implement a process to store and monitor specification has identified as the solution to achieve main and sub-objectives. The resource allocation for the proposed solution has been conducted through the internal employees. The cost-benefit analysis has been carried out for each solution to measure the financial feasibility of each solution. Identified four outputs and outcomes are listed in the table regarding the respective project component. More discussion has been carried out on the identified three project components of Training and Development, Performance System, and Career Path and Work process Management by relating to the theoretical background. The theoretical background has been linked to the identified issues in IFS R & D finance product group to gain more clarity on theory application to solve the existing issues. Further discussion on the recommendation for the identified solution under each component and included the instruction to implement the proposed solution along with the time frame for implementation. The report is concluded with the most important recommendation to implement the proposed solutions under each component.

# Enhance the Usage of Existing Online Banking Product of Bank of Ceylon in Batticaloa Area

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## Executive Summary

Bank of Ceylon is the pioneer to the digital transformation and introduced the online banking with digital platform during the year of 2013 and still facing a higher tendency of lower usage of online banking product among customers. This field project endeavored to give a proposal for enhancing usage of online banking in Batticaloa District. The purpose of the study to suggest possible ways to enhance the usage of online banking in Batticaloa Area. Identifying the significance of the study with importance of non-interest bearing income contribution is one of the main revenue source and benefits relating to the organisation. The methodology used to this field project and faced limitations are discussed. The secondary data was used for the study. The secondary data was gathered from Bank of Ceylon Internal Reports, Bank of Ceylon Official Website, Annual Report, interview conducted with bank officials and customers and from various research data relating to the subject. Organisational analysis and problem opportunity identification done with SWOT analysis. When analysing the data, it was evident that some factors are affecting the usage of online banking. These findings included people related issues, process related issues, and system related issues and influencing other issues. Analysed problem in depth with root cause analysis. These findings suggested that marketing, training and development with good communication and improvement on technical systems are contributing factors towards enhancing usage of online banking in Batticaloa District. Declining trend of noninterest bearing income is identified as the key problem of this field project. Many scholars and research have studied the factors affected to the usage of online banking. They had found many reasons that led to the issue. These grounds could be identified under the three main categories, marketing, training and development and technical system. In this case the theoretical background of marketing discuss with marketing mix and trend of marketing in present environment. Training and development; enhance people product knowledge and skill with good communication. Technical system issues explain with current technology adaption and security and privacy of the system. For the purpose of developing a study framework for the problem to solve and identifying project components, the

theoretical background to the problem was reviewed. The project explains with details and main project objectives referring to project component are identified. The field project aim enhances the usage of online banking in Batticaloa District, enhance the awareness of online banking product among the customers, to improve knowledge of the staff by conducting training programme and to enhance the online banking transaction among the customers by improving of App technology in order to provide simplified and user-friendly access to the App. The project identified three major components. Limited resources were properly allocated according to a resource plan. The cost is a challenging factor of any project. It is analysed before implementing the project. The main outputs of the project are, to increase significant percentile to achieve the annual targets, increase the noninterest income by the effective usage of online banking product, reduce the counter transaction & cost saving and increase the customer satisfaction. Every identified project component always has to be remedied or resolved by taking into consideration suitable recommendations. Accordingly, this study tried to give recommendations for enhancing usage of online banking in Baticaloa District. Recommendations were made by analysing the secondary data on the proposal. The highlighted recommendations were, make awareness of the App and its additional security features through TV, radio, newspapers and social media, to conduct an awareness programmes and visits who involves in business activities (Corporate customers) in Batticaloa district, to establish the Wi Fi connection with in the banking premises, to appoint a person to assist the customer to access the initial login and help them to familiar the App to do the transaction, Technical on hand training for staff and incorporate the evaluation points with the proportion of achievement of the Digi product targets to all staff members Performance Management System (PMS) Further, in the technical system it has suggested to make modification of the initial login password format and simplified the process, include biometrics feature to the identification and authorisation of transaction in the online banking App.

# Reducing the Case Backlog in Global Support Organisation of FSMS (Pvt) Ltd.

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## Executive Summary

The field study is developed to identify the key issues related to the increase of the case backlog of the Global Support Organisation of FSMS (Pvt) Ltd. FSMS is a market leader in the enterprise resource planning software industry. Global Support Organisation of FSMS provides efficient and effective customer support service towards the customers who use FSMS ERP. Since this organisation is the most frequent organisation that deals with customers and other third parties, the quality of the support service directly impacts the brand value and the sustainability of the organisation. An increasing backlog can result in higher waiting time for an issue to be solved, which frustrates the customer. Then customer satisfaction towards the company starts to decrease as a result of it. The field project assigns a team consultant of the organisation to identify and provide instructions and solutions that can reduce and contain the increasing backlog to increase customer satisfaction level towards the organisation. A SWOT analysis has been conducted to find the current situation of the organisation. Then a cause-and-effect diagram was used to identify the main factors behind the increasing backlog. The author has conducted several interviews to get the perspective of the members. After analysing all the gathered statistics and other types of information related to the situation, three main components were identified as the key factors behind the increasing backlog. Customer engagement, internal processes and support members were identified as the main three areas which needs to be addressed to overcome main problem. The author has also identified the root causes of each component that should be identified though this field study. A detailed literature review was performed under the three areas which were identified from observing the gathered information. The theoretical study on customer engagement, internal processes and support members was performed with a limited number of literatures which are relates to the problem that gets addressed in this project. Also, the techniques that are going to be used for the solutions were also reviewed using quality literature. The main objective of this project is to reduce the case backlog of the global support organisation. Three objectives from the selected components were listed by the author that aid to achieve the main objective,

which is to reduce the reported case backlog by 10%. Reducing the information collecting time by 20%, reducing the average third line waiting time by 6%, reducing the average second line waiting time by 18% and increasing the average case owners case count by 12.5% are the three supportive objectives that will help to achieve the main objective. The author has suggested several suggestions under each component to achieve the objectives of the project. A proper description of resource allocation has also been provided. After conducting a cost benefit analysis, the author has found out that by implementing the suggested solution the organisation will be able to perform an extra 46 cases and that will become a total benefit of Rs.10,455,793.10/=. Based on the analysis done using the gathered findings, the author has suggested several solutions to be implemented. Most of the solutions can be implemented in a short time period. And the proper results can be observed by analysing the monthly statistics of the organisation. But some of the solutions are recommended to be re executed from time to time according to the situation. In order to get those suggested solutions to be implemented properly the author has provided several recommendations as well. These recommendations will help not only for the success of the project, but these will also help for the sustainability of the organisation.

# Reduce Employee Turnover in Intermart Printers (Pvt) Ltd.

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## Executive Summary

In the new millennium printing is a commodity where world business and society are gaining tremendous benefits with more attractive, recyclable and reusable printing and packaging. USA, China, and India becoming the world leading printing and packaging giants. The global industry revenue is predicted to staggering $821 billion in 2022. Based on the report published by the Sri Lankan Export Development Board (EDB) printing is identified as one of the highest potential areas to grow in next decade. This project was focused on the Intermart Printers (Private) Limited and identification of its current major issues through a systematic and scientific analysis to meet the main objectives successfully by providing solutions and recommendations. Retrieved data through organisation publications, reports and interviews was used to analyse and quantify the impacts on different perspectives including financial impact and performance gaps. As a conclusion required resource and cost benefit analysis was produced to support the recommendations to solidify the out puts and outcomes of the project as a result. Intermart was established in 2003 by fully Sri Lankan ownership and Intermart is currently an emerging industry leader in the printing sector in Sri Lanka with employee force of 160 employees. Based on the analysis of the facts and data it is revealed the finishing department was having major problem of turnover 65% for a year. Also, the average absenteeism for the year was 13 and Rs. 12,644,109.00 was the high cost of spoiled and reprinting. In addition, there were high customer returns of 117 and employee complaints was 22 on average and increasing. Further scientific analysis conducted on the above data through identifying root cause of the main problem. The identified main root causes revealed that training and development, performance evaluation and work assignment are the main contributors to the problem context. Further drill down exposed lack of knowledge and skills was impacting highly under training and development. Lack of proper evaluation and recognition process was the main root causes under the performance evaluation and recognition. High continuous working hours and high employee complaints were impacting on the work allocation perspective. The best way to identify proper solutions and recommendations was to

refer and analyse related literature to link and affiliate theoretical background to the identified organisational problems. While moving forward many similar projects and research studies conducted focusing on the main problem of employee turnover and its related issues. Mainly the conducted studies identified the employee satisfaction, motivation, stress levels, organisational environment and work life balance must be carefully managed by the organisations. Well planned training process must be in place to build the skills and knowledge of the employees. When considering the employee performance evaluation and recognition, its recommended to have performance-based evaluations and build competitive performance-based organisation culture. From the recognition perspective its recommended to implement cash or non-cash-based recognition programmes for employee motivation. Work allocation must be properly managed through workload assignment and proper employee grievance handling. As techniques its recommended and identified systematic training model with training need analysis, on and off the job trainings with training evaluation mechanism, managed by objectives, performance-based pay methods and complaint handling process. The next major step was to align the objectives with the identified problems and identify solutions and propose the resource requirements and highlight the outputs and outcomes of the project. The primary objective of the project is to reduce the employee turnover rate of the finishing department by 50% at Intermart Printers (Private) Limited. To reduce the spoil and reprinting cost by 20%, to reduce the average absenteeism by 50% and to reduce the employee average complaint rate by 50% are identified as related objectives. Resource structure is identified with proper project team with well-defined roles and responsibilities assigned. Based on the objective each solution is aligned properly with the team and respective resource allocations. Total project cost was estimated as Rs. 656,500.00 and based on the cost benefit analysis Rs. 2,936,707.10 estimated as cost savings and 4.47 is the calculated benefit cost ratio. The project is expected to improve employee satisfaction, commitment and motivation with increasing productivity and employee friendly working conditions as an outcome. Finlay discussion was conducted on the learnings of the study based on identified solutions to resolve the existing problems in Intermart. The discussion content is related and linked to literature which related to suggested solutions for similar problems in research context. Availability of resource and productive management decisions and monitoring, build supportive organisational culture by empower employees with knowledge, skills with benefits, and select the best suitable team and embed the change to the vision with highlighting the urgency by always appreciating and celebrating achievements are provided as recommendations to Intermart to make sure all the required supporting structure is in place to achieve the main objective with in the milestones as a transformative organisation in the future.

# Reducing Complaints at The Faculty Applied Science, SEUSL

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## Executive Summary

Stakeholder satisfaction is the most difficult and critical part of an organisation especially for public sector service providers. As satisfaction is subjective and more sensitive, improper management of human resources may lead to serious legal issues. Thus, optimising the internal resources is the most vital part in an organisation, which specially operates in the public sector, as mostly certain resources are idling or underutilised or wasted due to highly strict on the conventional operations. FAS is one sub unit of the SEUSL, which is geographically located around 17km away from the main university premises. Therefore, the faculty almost have small replicates of most important units and divisions inside the faculty. And the optimum utilisation of resources in terms of physical, human, information and finance are much important, ensure the efficient and effective performance of the faculty to reduce the complaints. Thus, this management field project focus on the improving the administrative operations carried out in the faculty to optimise the existing resources. As per the recent policy on increasing the student intake for the undergraduate studies in the state universities to increase the opportunities for the students to access the tertiary level education. Therefore, the FAS supposed to admit almost 60% increase in its annual intake for upcoming two academic years (i.e., 2019/2020 & 2020/2021). In addition to that, the faculty is already in the process of establishing new departments and launching new undergraduate and postgraduate degree programmes. It is the ultimate challenge, insist to pay more attention on this project to find better solution, with the existing resources to manage the administrative operations. As the primary step, root cause analysis was carried out using the primary and secondary data available in the institution as well as through the focused group and management interviews. Through the identification of the root causes in the operations, which increases the complaints in the operations; a detailed literature review was taken place to find out better solutions for the problems. With the support of that, certain solutions were identified and this project going to work on its implementation. Accordingly, major solution on restructuring and reviewing the conventional administrative operations to be transformed in to virtual workplace

(fully or partially) and automation of certain activities, organising and rearranging the documents, finding and developing mechanisms to monitoring and controlling critical tasks without errors and delay. This need was further insisted by the continuation of the COVID 19 pandemic situation, which forcefully push the FAS further not only the into distance learning and but also administration and management as well. Therefore, the proposed solution on process improvement is very much appropriate and timely need. In addition to that, the next critical task is managing the human resource which is the major challenge when there is a significant increase of workload without any benefits or any other additional resources as well as there is a transition is taking place. But, being administrative personnel, has to responsibility to smartly manage the transition from the conventional process, through motivation and the training and development. Accordingly, the project proposes improvement in the training need analysis and encourage team-based rewarding as well as special recognition and rewarding for innovations, to increase the employee engagement and to improve the process. For which proper training need analysis and frequent update of knowledge and the skills are much essential. Therefore, this project proposes development of web portal, in which all the necessary documents (Circulars, UGC ACT and Its amendments, any other changes in the public sector administrative regulations) will be uploaded and updated subject wise (Exam matters, Recruitment and staff management, student enrolment etc.). Further, the portal facilitates to conduct knowledge and skill assessment to update the essentials. This is a long term for an organisation for a very efficient and effective knowledge management and development. So, the project address on means and ways to over come the challenge with sustainable and simple solutions. Other than that, the proposed solutions, reduces the cost significantly in terms of the stationary cost, utility cost, overtime time and any other related cost and save the time and the speed up the process. Not only financial benefits, but also, it generates non-financial benefits as well such as reduces the employees stress and increase their satisfaction, which ultimately improve the process and their performance; initiate to step towards paperless organisation, which one of the strategic goals of the SEUSL, and contributes to greening environment. Further to the above the project taken as an initiative for other faculties, divisions and units to improve their operational efficiency to achieve the ultimate vision of the SEUSL.

# Low Usability of Registered People's Bank Mobile Application

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## Executive Summary

This field project aims at identified the critical factors affecting the use of mobile banking applications by People's Bank and at developing workable development with the aim of improving their use. People's Wave is a mobile banking application with additional features that can lead to customer access. Where different aspects influence on its performance, the author takes critical factors into consideration. The author therefore proposed solutions that might increase the use of the People's Bank mobile banking app usage. The People's Bank is state owned bank, posted a respectable 9.7% increase in total revenues and a pre-tax profit of LKR 25.7 billion on a consolidated basis, representing a 17.7% dip in Year on Year for the financial year ended on December 31, 2019. The combined balance sheet grew by 7.4% to cross LKR 2,049.8 billion as asset. The shareholder's assets rose year on year to LKR 119.2 billion by 5.1%. People's Wave is a popular, more functional, and customer-friendly mobile banking app that was launched in 2018. Customer's service expectations are very high and they tend to save money. People's Bank delivers value added services, which ease customers' daily financial activities. This project's literature review provides an in-depth review of the findings of previous studies carried out in this area. The literary analysis was based primarily on the diagram induced by the root causes in Chapter two. Further study framework components developed such as customer perceptions, training and development and ease of use. These drivers are the essential factors affecting the use of People's Wave functions. The solution was found in Chapter four with the help of literature. Literature validated the root causes and provided a basis for the recommendations. Further techniques were discussed in order to get a better solution like training evaluation, nine box grid model and needs for analysis. In fourth Chapter, the author has outlined the current scenario and presented solutions for the application based on the literature established in Chapter three for each project component. Introducing bio metric to the app will reduces the password complexity, staff training through special formed team by regional manager and better training to customer by trained staffs are the solutions improve the app feature usage. Further

reward and recognition is developed for highest performing staffs are also discussed as solutions. Within six months of the implementation of the solutions, the project performance and results are planned. Finally, for the whole project, the author created the cost benefit analysis. The last Chapter of this project addresses the importance to the determination of key problem factors as well as their impact on the implementation process of the solution of the previous study. This research focuses on the main areas for potential advances in artificial intelligence, chat boxing services, QR based payment and credit card limits. In the discussions, the established problem is clarified and the elaboration of solutions from Chapter three and four.

# Improving the Deposit Mix of National Savings Bank

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## Executive Summary

This report is prepared on a project carried out to increase the savings share in the deposit mix of National Savings Bank (NSB). NSB is the largest among specialised banks in Sri Lanka with a deposit base and an asset base exceeding Rs. one Trillion. Further, it is 100% owned by the government and the only Sri Lankan bank that can offer 100% government guarantee for the deposits and the interest accrued thereon. NSB is having a limited scope of business compared to licensed commercial banks with which the Bank has to compete and the Bank has to comply with few mandatory requirements which limit its ability in being competitive. Amidst all these limitations, NSB is having an ever growing deposit base exceeding Rs. one Trillion, in which higher percentage of its deposit mix consists of fixed deposits which are relatively costlier than savings deposits for the Bank. This high concentration to costly term deposits result in higher funding cost which could in turn limit the ability to go for profitable and quality lending opportunities. Accordingly, this project was carried out to explore the reasons for the Bank having lower concentration in savings deposits relative to fixed deposits and to provide solutions which could assist the management in addressing this problem successfully. Within the highly competitive financial industry, NSB is sustaining a better position with financial performance of satisfactory level. In 2019, after tax profit generated by NSB was Rs. 9,498 Mn by offering a wide range of products that cater to different customer segments in fulfilling their diverse financial needs. According to the historical data from 2015, BankR23;s share of savings in its deposit mix is being depleting and by end of 2019, it was reported to be only 21.5% of the deposit mix. Through a comprehensive analysis of the problem, i.e. historical trends and from other information obtained by interviewing experience officers who are having relevant knowledge, several reasons were identified which could have created adverse impacts on BankR23; s deposit mix with the use of Ishikawa Diagram. The root causes identified were summarised under three main project components namely; People, Process and Product related issues. The project is sufficiently backed by the proceedings of the literature review. The theoretical background of the project delivers the findings

related to the main three components identified in the problem analysis. The literature helped in gaining a clear understanding of xiv the problem and it further supported the authorR23; s view in identifying important root causes which were considered in developing the study framework. In addition, management techniques that are useful in developing solutions to address the identified root causes are provided with the use of theoretical studies conducted by several researchers as published in ranked journals. As part of providing solutions to the problem identified in this report, main and the sub objectives of the project are defined. Accordingly, the main object of this project was set to achieve 25% share of savings in the deposit mix of the Bank. In addition, several sub objectives were set related to the project components identified, successful achievement of which would lead achieve the main objective of the project. Then, in respect of those objectives, required resource allocation was identified and benefit cost analysis is conducted to assess the feasibility of the project. Further, expected outputs and outcomes of the project are discussed which were targeted purely to improve the deposit mix of the Bank through which the Bank can have positive impacts on funding cost and thereby the profitability. Finally, the identified output and components are discussed in light of the theoretical background demonstrating the conceptual understanding of the author and the application of MBA learning in providing solutions for real world problems. In order to make the project a success, it is required to ensure that identified solutions are implemented in an effective manner. To support that, recommendations are proposed to the management which should be considered in developing and implementing solutions as proposed in this report.

# Reduction of Defective Products at Yashodha Plastic (Pvt) Ltd.

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## Executive Summary

In the process of manufacturing in any industry it is unavoidable of having defective products at the end of the process. But it must be reduced as much as possible. This can be considered as a hidden cost in product costing and if generation of defective products occurs for long time without addressing the problem this would lead the company to become unprofitable. Because all the resources that can be used to do acceptable quality product is used to generate unaccepted quality product. In countries like Japan, is focusing on zero defects at their production process in production systems applied in Companies like Toyota. 100% quality inspection is not practical in the manufacturing process in medium and small-scale organisations in Sri Lanka, since they are not using sophisticated quality inspection machines. Thus, defective product can be delivered to the customer without being inspected. Yashoda plastic Private Limited is a company which is famous for electrical accessories like holder, ceiling rose and plug tops. The products are known by the people by name itself as Yashoda holders. The product is famous for low cost market. The company was established in 1978 and over the decades it has been able to gain the market for its products. Well-known brand name, distribution network, ability to invest more funds to the business can be considered as strength of the organisation. High defect rates, and usage of outdated machines can be considered as weaknesses of the organisation. Higher labour turnover within the organisation has created an issue of non-availability of skilled labour. There are many opportunities available to the organisation to enter into untapped market while having huge competition with Chinese imports. The excessive defects rate that the organisation is currently experiencing is a major issue that needs to be addressed immediately. Because most of the defects are identified at the end of the manufacturing process which has incurred all of the costs. Due to the higher number of defects in the organisation the profitability will be reduced without noticing it to the management. The accepted level of rate of defects by the management is below 2%. But, currently the defect rates in the electrical division are around 4.47% as a percentage of the output. Based on the cause and effect carried out, it can be noticed that these defects

are rising due to the poor maintenance and repair within the organisation and due to the poor skills among the production workers. Similarly, the usage of poor -quality material in the production process and its mixing percentage with virgin materials has caused the increment of the rate of defects. As per the previous studies carried by many numbers of scholars, manufacturing can be identified as the process of converting raw materials into finished good. Within that process defective products which does not meet the accepted quality level is produced as output due to various reasons. As per the perspective of customer quality can be identified fitness for purpose. Total Productive Maintenance, Six Sigma, Total Quality Management can be considered as important concepts in relation to this aspect. Employee engagement, the level of skills pertain by the employees, are also considerable factors in achieving quality in manufacturing process. Furthermore, in electrical manufacturing, injection moulding machines are used commonly. Thus, raw materials used in the production process heated and melted within the production process. Therefore, if different materials are mixed together, the material homogeneity will be lost. Thus, defective products can be risen. In addressing this issue, as a solution it can be recommended to have proper maintenance system in place for equipment while calculation and monitoring Overall Equipment Efficiency throughout the period. Carry out maintenance checklist and conducting daily review and weekly and monthly monitoring procedures are must. Increase the employee engagement through training and development while increasing the perks and benefits to the Employees to ensure employee retention within the organisation is a key in improving quality within the organisation.

# Improving Project Delivery Timelines for Agrithmics (Pvt) Ltd.

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## Executive Summary

Agrithmics (Pvt) Ltd is a Sri Lankan agile Agri-Tech, IoT cloud-based integrated Process Automation and Fintech company that digitally enables a variety of agriculture industries ranging from small-hold farms to their larger buyers and plantation companies around the country. Within just a short period into existence, the company has established many achievements and has created some noise in the market as well. Agrithmics has plans to soon grow beyond the tea sector, showing its potentially strong utility and value across a spectrum of crops. They have also expanded their products range and included new vertical such as Analysis and ERP solutions. Even though they have performed well as a startup, they have frequently faced the issue of constant project delays where almost all their projects face a schedule overrun. This has led to some significant impacts as well. Upon analysis, the main reasons for the constant project delays were identified under three categories namely the people and employees of the company, project planning and control and Quality. When further analysed, a small company with less than 30 employees had a turnover rate of nearly 26% within the year of 2021 which is way too high for a small firm. It also had poor project planning practices which further led to delays in the projects along with poor development practices which led to high defects and time consumption to fix and retest those defects. There were no proper processes and practices put in place within the firm which led to different team members handling situations and processes in ad hoc manner. The firm being a startup had been focused on attracting more clients and projects and very little attention was given towards streamlining and fixing these issues. Literature pertaining to similar issues faced by other industries and software industries was conducted next. This helped understand that the project delays are common in similar industries and the reasons leading to such delays were also common. Many scholars analysed these reasons and the impacts of them and have provided many suggestions over the years. This explained the tools and techniques that have been popularly suggested by the research and scholars over the years. Poor Project planning was considered as one of the main reasons for the overall delays and suitable project management tools have been suggested by the scholars in

their articles. The Report identifies the financial impacts due to these project delays and the contribution of each pf the components as well. Based on this, several solutions are proposed for the three components xiv to improve the project delivery timelines at Agrithmics within a period of one year. This includes options such as improved recruitment strategy, Resource Allocation practices, improved project management practices, streamlined processed for development practices to reduce the defects rate etc. The main objective along with the component wise objectives are also defined in this chapter. The resources required for implementing these solutions are explained as well along with the costs estimates. Once the cost estimates for the solutions are identified, the report moves on to analysing the benefits that can be achieved with the proposed solutions. This allows to calculate and identify the Benefit Cost Ratio which acts as a proof to validate the advantage of the proposed solutions and outcomes. The outputs and outcomes of the main objective along with all three components will be explained which will highlight the positive impacts that can be achieved by the company by implementing the proposed solutions. The report concludes with the detailed explanation on the Discussions of findings, recommendations, and Conclusion. All the findings analysed throughout the report will be explained and the relevant recommendations will also be explained for each component identified. This will help understand the positive impacts that these proposed recommendations will bring into the company. This will be followed by a conclusion to the overall report. Therefore, by applying the proposed solutions, Agrithmics (Pvt) Ltd can improve its project delivery timelines and minimise the impacts caused due to these delays.

# Improving the Completion Rate of Lean Implementation Projects in MAS Design Solutions

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## Executive Summary

As the largest business division within MAS Holdings, MAS Intimates has played a key role in implementing Lean practices within the business division from the inception of the Lean concepts within the business since 2005. The initiatives are driven by either the strategic direction given by the leadership which then cascaded down to each business divisions and then driven as separate projects or stand-alone initiatives which have been developed based on the day to day operational requirements and then driven as operational level projects. However, majority of the projects started within MAS Design Solutions, which is the centralised product development and support services center of MAS Intimates were on hold without achieving the desired results or creating an impact for the business performances. Due to the negative impression which has been created among the senior management of the MAS Intimates regarding the feasibility of the future lean implementation projects when comparing with the effort made and therefore, majority of the leaders are reluctant to initiate new projects without witnessing the outputs and outcomes of the ongoing projects. Based on these, improving the completion rate of lean implementation projects in MDS was focused through this management field study project. Through a comprehensive brainstorming activity, several root causes were identified within the fishbone diagram related to three categories including, contribution of the employees, training and development and resource allocation. Furthermore, a comprehensive literature review was conducted within the project focusing on the three categories in order to identify how the various scholars had identified the similar level problems related to project management and lean implementation with key causes behind them. It was evident through the literature review that similar kinds of problems could identify in the areas such as construction projects, IT system implementation projects and any kind of organisational transformation project. The majority of the authors had highlighted the importance of the contribution of the employees towards the success of the projects along with creating a knowledge sharing culture. Furthermore, the authors highlighted how the projects would be on hold or failed due to poor resource allocation as well. In

order to solve the identified problem, a comprehensive analysis had been provided by identifying the objectives of each project component and an overall project objective of increasing the lean implementation project completion rate within MDS from 43% to 100%. Solutions have been identified for each project component with detailed action level planning and the budget with a cost benefit analysis. The identified solutions are within the control of the DLE team as the team could actively involve in providing the solutions with the support of the business leadership. Furthermore, the outputs and outcomes of each proposed solution had also been identified in order to provide a more comprehensive validation for the proposed solutions. Finally, as the way forward plan, the given solutions were compared with the literature reviews and identified the commonalities between the suggestions and how the other scholars had identified same or different levels of suggestions for the same problem. As the conclusion, future recommendations were identified based on the guidance provided by Kotter (1995) in order to drive any kind of project within MDS as a change management initiative. From that approach, as a learning organisation, MAS would be able to inculcate the lean behavior within the DNA of the organisation and would be able to ensure that a cultural change within the organisation to work towards any organisational transformation initiative successfully in future.

# Reduction of High Non-Performing Loans Ratio of Ceylon Bank PLC

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## Executive Summary

Banks are playing a major role in the financial system and contributing the economic growth through providing essential financial services. Lending is a process of transferring funds from surplus units to deficit units and it is the main source of income generation for banks. Currently, depreciating assets quality of the banks has been a major concern. Main purpose of this management field project is to identify root causes of the current problem of high non-performing ratio of Ceylon Bank PLC and provide a long-standing solutions towards reducing the non performing ratio which is impacting on bank's performance and long term growth. High non-performing ratio has been a major problem of the Ceylon bank and bank has never been able to bring down the NPL ratio below the industry average over the past 10 years. The bank has also recorded a high NPL ratio compared to the competitor banks which impacted on negative outlook. The impact of the high non-performing ratio has been reflected in financial performance and negatively affected on the profitability compared to competitor bank performance. Extensive problem analysis was carried out based on the quantitate and qualitative data in order to identify the root causes of the problem. The problem analysis was elaborated using the cause-and-effect diagram under four major components such as credit evaluation, credit monitoring, credit recovery and human resources. Major root causes have been identified under the aforementioned four components in order to develop a solution. The literature review provided a guidance and knowledge from the scholars on their findings, research on the similar problem analysis and those research analyses have been further elaborated in this project and has been used in developing solution for the present problem of the bank. Theoretical background related to the problem analysis provided proven research data which are important for solution development. Study frame work has been developed based on three key components related to current problem such as credit evaluation, credit monitoring and credit recovery. Literature review shall reflect on the similar findings and research data with proven findings and shall use in solution development for the current problem of high non-performing ratio of Ceylon bank PLC. The main objective

of the project is to reduce non performing ratio of the Ceylon bank by 2% and bring down the bank's non-performing ratio below the industry average. The project was focused on providing solution to the main project objective through three main project components. The author has developed solutions in view of providing long term solution for the current problem and this project report includes the recommended solutions and have outlined the processes in the appendices. Further, this project has formulated project implementation processes based on resource allocation. Project viability was justified on the benefit cost analysis. Author has formulated outputs and outcome with regard to each project component in view of validating the project importance. The project identifications were discussed with regard to the project components and key identifications were further elaborated based on the relevant literature highlighted in this project. further, author has presented the recommendations based on each project components in order to provide longstanding solution for the high non performing ratio of Ceylon bank. having provided the recommendations in this project, Author concludes the project and it highly recommended for the management to evaluate the project findings and implement the solutions provided in this report in order to increase the assets quality of the bank and increase the bank performance and continuous growth.

# Transformation Towards Digital Channels by Corporate Customers at Commercial Bank of Ceylon PLC Foreign Branch

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## Executive Summary

The aim of this project is to identify the root causes that have resulted in the low usage of digital banking facilities by corporate customers of Commercial Bank of Ceylon PLC. Due to practical difficulties of collecting data and information from all the branch units of the bank to carry out the review of the project, the foreign branch of the bank was selected as a sample unit in view of the magnitude of the branch compared to other branches. The project problem is identified with the actual number of corporate clients of the branch who are performing regular banking activities but do not enjoy digital banking facilities introduced by the bank and the corporate clients who are already enjoying the digital banking facilities. To identify practical issues that have resulted in deteriorating the interest of corporate clients on digital platforms of the bank, interviews were carried out with branch staff representing counter staff and executive staff. The discussions had with the staff members of foreign branch of the bank revealed that low usage of digital banking facilities by corporate clients have created due certain problems with regard to negative customer perception, internal staff problems connected with lack of training on sales and marketing, complex processes and technical issues faced by clients. Accordingly, raising client awareness of the products positively increasing the customer perception and implementing proper training and staff development programmes can be identified as realistic solutions to solve the issue. After referencing theories related to the study, the project analysis was done focusing three main areas as competencies of internal employees, internal procedures and customer perception. In depth analysis of the theoretical section ease the overall understanding of the project problem and recognition of the root causes. Accordingly, above three segments were identified as the main three project components. And based on that, the problem solutions have been proposed and recommendations were discussed to achieve the project objectives. The ultimate objective of this project is to develop a productive strategy improve the usage of digital banking services by corporate clients of the bank up to 70% by the end of year 2021. Based on the main

objective, the study further highlights several sub objectives to be like, reducing negative feedback from the corporate clients by 50% in 2021, increasing the perception on the safety of online banking platform and usefulness by 80% in 2021 and increasing the training programmes related to knowledge enhancement and marketing of digital banking products by 50% in 2021. The project problem is basically analysed under three main project components and the development of a solution and suggesting recommendations are done based on the relevant project components. The developed solutions in brief are to simplify the process and procedures, establishing a separate digital banking unit inside the branch premises, arranging training and development programmes for the employees and introducing individual KPIs for non-executive counter staff. The relevant costs involved in the solutions process and resources required for the same are identified and highlighted in the project. Recommendations to eliminate project problem are suggested under the last chapter. According to the fifth chapter, it is proposed and recommended to simplify the internal process in order to positively develop the customer perception on the bank processing time that impacts the customer turnaround time, to form a special unit inside the branch premises to handle corporate clients requesting digital banking facilities and provide them with necessary training and knowledge, to facilitate precise training for sales employees to sharpen their sales capabilities and finally implementing individual KPIs for counter staff as well to motivate them more towards efficiently promoting and selling digital banking products of the bank.

# Improving the Declined Growth of the Ithuru Mithuru Saving Product of the National Savings Bank

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## Executive Summary

This report is based on a project to increase the growth of the youth savings product of National Savings Bank (NSB). NSB is the largest specialised savings bank in Sri Lanka with a deposit base of more than Rs. one Trillion deposits. Being a licensed specialised bank, NSB has to limit its functions compared to licensed commercial banks. With these limitations also, NSB was able to maintain its position as the 6th most valuable brand of Sri Lanka by the Brand Finance in 2020. Though NSB has a deposit base of Rs. one Trillion and deposit growth is continuing, the youth savings product- Ithuru Mithuru started to decline its growth from 2015. The youth segment is more important to a bank as they are the potential income earners in the future. Therefore, this project is conducted to identify the reasons and to provide solutions to that problem. In the financial industry, NSB is in a stable position with better financial performance. In 2019, NSB gained a profit of Rs. 9,498 Mn after tax. NSB offers a wide range of products to different customer segments to fulfill their financial needs. Ithuru Mithuru is one of the branded products of NSB dedicated to the youth segment. Though it shows a decline in its growth, other branded products that target ladies and children do not show any declining pattern. The reasons for this are analysed through a cause and effect diagram and several root causes were revealed. Mainly, the people factor, process factor and product factor are identified as critical areas to study root causes for the problem. As a service provider, workforce competencies are more important to attract more customers and a convenient process is required to retain the customers. Features of the product is another critical area to compete with the intense competition in the industry. The project is backed by the findings of the literature review. The main components identified are further discussed with findings related to similar issues to gain more knowledge on the problem. The significance of deposit growth of NSB with the growth of youth engagement, the importance of improving people, process and product components to meet the requirements of the customers as well as the Bank are

further explained using the theoretical background. The study framework is developed to summarise the findings and the project is conducted based on the developed study framework. Furthermore, management techniques that are to be used in developing solutions to the identified problem are provided with theoretical studies of several researchers. The growth of the Ithuru Mithuru savings product is the main objective of the product. To achieve that objective, the main components have to perform on their own by achieving sub objectives identified. On the other hand, analysing the current situation of each main component provides the necessity to develop solutions to overcome the problem. Expected outputs and outcomes through this project are supposed to provide short term and long term achievements to the Bank. Moreover, resources are required to make this project a success and the expected cost of the project is justifiable with the benefits. Finally, the author's conceptual understanding and application of learnings as an MBA is provided by linking the identified components and solutions with the theoretical background. Each component has solutions that are discussed through literature and to make this project a success, the author provides recommendations that should be considered when implementing these solutions. Attracting the youth segment to a bank is highly important for the survival in the future. Hence, the area discussed in the project is a red ocean and to overcome the adverse variance of Ithuru Mithuru growth, NSB has to implement the identified solutions along with the recommendations provided.

# Newhire Production Frontline Employee Turnover at Sparkle Link (Pvt) Ltd.

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## Executive Summary

The main objective of this project is to reduce new hire frontline employee turnover in the production department of SL organisation. Significance of this study is, new hire employee turnover in the production department directly influences the revenue of the organisation. Methodology of this project includes the interview sessions with senior management, brainstorming sessions with production front liners and also fishbone diagram is used to analyse the root causes for identified issue in the production department. Moreover, ABDC ranked journals are reviewed and study frame work is constructed. Limitations of this project are, this study depend on the SL internal records, interview and brain storming sessions held. Also, due to COVID 19 crisis organisation employees were unable to reach as normal due to certain restrictions. Author set the objective to reduce new hire employee turnover in the production department from 10.6 % to 4.5 %. Sparkle Link (Pvt) Ltd (SL) is an apparel manufacturer and exporters to the global market. Colombo production facility is with 80 skilled employees located in Mount Lavinia. Has capacity of producing Active wears, casual wears, workwear uniforms, sleep wear, children wear. In addition to that, screen prints, sublimation prints, embroidery and bag production. Financial report (2019/20) reveals that monthly average revenue of the organisation is LKR 3.5 Mn. Australia, Hongkong, United States, Netherlands, and Saudi Arabia are the main exporting countries. Quality, innovation and dedicated customer service are the main pillars of the organisation. SWOT analysis provides a brief idea about the organisation. Employee turnover in the organisation is calculated as 15% and out of that 10% is new hire employee turnover in the production department. Three main components identified by the fishbone diagram, which is used to analyse the root causes for the problem identified in the SL organisation. They are, work training, process improvement and human resource practices. Root causes analysed with the aid of fishbone diagram for the problem identified in the SL organisation. Theoretical background of the problem identified is analysed by journal articles and related studies. To evaluate and identify the related root cause of the issues identified in the SL organisation. This field study explains the related studies in

order to lower the employee turnover among the new hire production front liners in the production department of SL organisation. The three main components identified from the fishbone diagram are discussed. And the techniques author intended to use in solutions are also described. Practically implementable problem-solving solutions are described in order to achieve main objective of this project. Developed solutions are intended to be done within one-year period of time. Solution implementation process guided by the allocated resource people. Senior management is indicated by the benefit cost analysis of this project to make a better idea of this project. Each project component is linked to a project output in this project. Main objective of this project is accomplished by predicted output and outcome of each component identified by the author. Author discussed the identified components and provided suitable recommendations. The problem analysed and the components identified are related to literature discussion. Implementing solution require some critical factors to be considered by the management of the SL organisation. Recommendations are vital to be considered in order to the success of this project. In a nutshell, identified components are discussed and relevant recommendations are provided by the author in order to achieve the main objective of the Field Project.

# Improving Network Availability of Hutchision Telecommunications Lanka (Pvt) Ltd.

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## Executive Summary

The main objective of this project is to identify the root causes in downgrading the network availability of Hutchison Telecommunications Lanka (Pvt) Ltd (henceforth Hutch) below the threshold level and provide solutions to improve in a required level. Hutch is placed in the third position under the current market contest in Sri Lanka in terms of subscriber volume with the unique competitive advantage of having its own core and access network infrastructure and its own network operation team. While probing the probable issues, three personals from management team were interviewed to collect information, furthermore the internal reports and journal articles were read for the study. Currently Hutch network availability of Hutch averages to only 99.56% whilst the market leaders have a comparatively high availability which is above 99.9%. The Company has been losing significant amount of revenue directly and indirectly due this low network availability issue. In order to uplift the network availability up to 99.9% it is critical that a SWOT analysis be done to identify the weakness that has already made a significant impact in the issue highlighted and future threats. Furthermore it is taken as the initiation to identify the strengths and opportunities of Hutch to provide solutions for mitigate this issue. Hence a fishbone structure was designed to identify the root causes of critical problems associated in achieving the required level of availability and thereby would be able to identify potential outcomes. Network availability, factors affecting on network availability and its' impact towards business were explored through journal articles written on the problem area. The practical incidents identified and case studies done on three critical areas such as corrective maintenance, preventive maintenance and spare parts managements identified through root cause analysis were read and critically analysed to applied that knowledge in analysing the network availability problem at Hutch. Standard technique, processes and unique solutions recommended by researchers on specific problems related with maintenance have given good insights in providing solutions to specific problem areas. For the achievement of 99.90% target of network availability it is essential to practice just in time (JIT) attending mechanism for corrective maintenance (CM) to minimise the mean

time to attending (MTTA) to failed site and author proposed modification for existing work flow management (WFM) in operation support system (OSS). Even though a person is in a site at a correct time for CM it is essentially that the person be technically sound and has a good know how on all the critical equipment of the base station hence an E-learning platform was introduced for continuous improvement of the individual. Each site visit for a preventive maintenance (PM) add a cost for network operational expenditure (OPEX) and also it may hold or delay any other critical operation work at a priority site which may create a significant revenue loss. Hence it is required to have optimum PM schedule and Author has proposed a PM model. It is useless to have well established processes and not gain required achievement without sophisticated monitoring and control and hence author proposed a set of KPI and Dashboard for clear visibility of the maintenance programme. Efficiency and effectiveness of the PM and CM highly depends on availability of adequate of spares at regional buffers stock , by the way storage of unnecessary spare bulk consume company CAPEX and OPEX in wrong way. Considering profound issues identified in Spare management, author has proposed a spare categorisation model, spare forecast technique and preparation of local mini warehouse maintenance software platform to take required supportive level from spare management in overall availability target achievement. A benefit cost analysis has been done to show the validity of the target output and outcomes are listed taking big picture of the enhancement of network availability. Findings though the literature review on project components and the solutions developed for project components are reiterated to encapsulate the project outputs and outcomes. The critical short term and long term impact on business roadmap through this problem was expressed with quantitative and qualitative examples to take management attention on this problem. The solution proposed were recommended through the successful example taken form literature review, furthermore forecasted output and outcomes of each solution was validated through the benefit cost analysis.

# Reducing Delays of High Rise Building Solutions at Sri Lanka Telecom PLC

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## Executive Summary

Being the country's pioneering telecommunication service provider, Sri Lanka Telecom PLC has built a strong brand name in consumers' minds. High rise building fiber solution projects is an emerging business in the industry which needs to be captured by the company to maintain its competitive edge against the competitors. Since providing fiber solutions is a core competence of Sri Lanka Telecom PLC, the successful completion of high rise building solutions is of utmost importance. However, in the recent past it was observed that a substantial number of projects have failed to be delivered on time. This situation has unfavorably affected to the company in terms of financial and non-financial losses. In addition, the customer dissatisfaction has caused cancellation of contracts and loss of future contracts. The main reasons for delays in high rise building solution delivery were categorised in terms of project planning, execution and skills of project team members and supporting staff. When it comes to project planning, absence of a structured planning mechanism using standard project management tools and absence of automated tools were identified as key causes affecting delays. In terms of project execution, delays were occurred due to ineffective monitoring in place currently. There was no project charter defining project scope, objectives and responsibilities, thus the monitoring was not being carried out properly. In addition, many delays occurred due to lack of soft skills in project team members where negotiations, conflict management, teamwork and decision making were not done efficiently. Hence insufficient training provided with respect to required project management soft skills was identified as another root cause. Literature pertaining to above study areas revealed that project delays are common in long term and complex projects but the consequences are high. Many scholars have emphasised that delays of project delivery lead to customer dissatisfaction and disputes, hence project success is not achieved if time targets were compromised. Project planning is considered as a key aspect in literature and absence of planning is termed to be a main reason for project delays. The importance of monitoring in project execution has been given in literature with proposed frameworks for effective monitoring. In addition, the significance of

project charter and documentation in managing projects proactively, in enhancing visibility of project scope and objectives too has been highlighted in researches. Apart from that theoretical studies have proven that soft skills play an important role in project execution and many projects do not reach success due to absence of required soft skills in team members. It has been illustrated in literature that soft skill training has a positive impact on exhibiting required skill portfolio in project management and the scholars have detailed out the systematic methodology for conducting an effective training programme. The solutions proposed in the report included developing a project management software, designing a project charter for each building solution and conducting a soft skill enhancing training programme. The project management software can help to establish a structured planning process with minimal manual intervention, thus the project planning delays are reduced while supporting in project monitoring. A range of project management techniques including work breakdown structure, Gantt chart and critical path method has been incorporated to the software. The proposed solution of designing a project charter can help in reducing project delays caused by unclear time targets, responsibilities and scope of work. Setting clear boundaries on those aspects allow monitoring the progress of the high rise building projects proactively. The third project component was focused on enhancing soft skills of the project team members via training which helps in reducing the delays occurred due to staggered negotiations, conflicts, low teamwork and ineffective decision making. Finally the report discussed how the literature and solution development are linked to each other. In addition, the medium term and long term recommendations were given together with key considerations in implementing the solutions and the expected time frame for implementation. Therefore through application of proposed solutions, Sri Lanka Telecom can reduce the delays in high rise building solution provision.

# Reduction of Cost of Wastage in The Packing Process at W. M. Mendis & Co Ltd

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## Executive Summary

In the current competitive business environment, (commercial) manufacturers pay high attention to reducing waste in their manufacturing processes. In particular, high packaging material waste, quality rejects and machinery failure are identified some of the non-value adding costs, which leads to less profit margins in food/beverage processing industries. The recent company data from 2019 says that actual wastage in the packing process as a percentage of the total production value was 1.7% (LKR 106 MN in absolute terms), whereas the expected limit for the same was 0.5% of the production value (LKR 75 MN in absolute terms). The cost minimisation project is guided by Assistant Manager - Quality Assurance. The project team is involved in finding out root causes of the cost variance through brainstorming sessions. Interviews are conducted to validate the data set used for the project problems. W. M. Mendis & Co Ltd (WMM Ltd) is a liquor manufacturing and distribution organisation in Sri Lanka. They have two manufacturing facilities within the Western Province. This project is expected to be implemented in the Welisara manufacturing facility of WMM Ltd. The SWOT analysis carried out for the organisation has identified that the organisation has a good product, which it is struggling to fulfill due to shortage of working capital. High production cost has been identified as a major weakness of the organisation. High wastage experienced in the packing process has been identified as a significant contributor to this high production cost. Cause and effect analysis carried out to identify the root causes of the problem revealed that the main reasons behind wastage in the packing process are high rate of packing material damages, high process waiting time and high rate of quality rejects. The findings from the SWOT analysis and root cause analysis were used to further investigate the problem with the aid of previous literature on the issue. Ample studies agreed on the fact that wastage results in increased packing cost and reduces the profit margin, and that this is a prevalent burden in manufacturing organisations. Wastage also stands to negatively impact on organisational growth and improving productivity would help to minimise wastage and reduce the cost of production (Reni & Chaznin, 2010, p. 153). After reviewing solutions proposed in literature for

minimising wastage, the project components that were chosen to address the issue include machine maintenance, quality xiv assurance and process improvement. The two categories of wastage (material wastage and process wastage) which increase the production cost have been addressed and used to develop solutions. The solutions have been developed by linking the root causes with the project components selected. A preventive maintenance plan for machinery, a quality assurance plan for packing material and the development of a process flow diagram are some of the key techniques used in the project. The overall objective of the project is to reduce the monthly average of the cost of wastage in the packing process 1.7 % to 0.5% of the monthly average of the production value. Six sub objectives have been setup to achieve the overall objective per the first level causes identified in the root cause analysis of the key problem. The solutions proposed are expected to fulfill the objectives formulated for the project. The justification of each solution developed for every project component is discussed in the report. The literature review of previous studies has been incorporated to justify the solutions developed. A cost benefit analysis has been carried out and cost savings have been shown for one year after implementation of the proposed solutions. The NPV of the cost savings to be achieved through minimising wastage will be 31.5 times more than the present value of the investment made for implementing the proposed solutions. Finally, reduction of the cost of production through reducing the cost of wastage is the outcome of the project.

# Increasing Adherence of Managers to the Internal Promotion Process at Camso Loadstar (Pvt) Ltd.

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## Executive Summary

The international trade has grown exponentially during the last two decades with technological advancements broadening the scope of trade by connecting the lands overseas and making the world a smaller place. Customs as the authority in control of the trade across the borders has faced a new challenge with managing this trade flow with the resources at hand. The project intends to reduce the cargo clearance time mainly focusing on the containerised import cargo. Physical examination of cargo is a main part of the customs clearance process in Sri Lanka Customs for which the highest percentage of containerised cargo is currently subjected. Reducing the delays in clearance will have immediate effect in strengthening the trade activities more so for exporters who rely on imported raw materials to adhere to delivery targets set by the clients. Sri Lanka Customs is the agency responsible for the goods traded across border and has the control over them. Delay in cargo clearance due to high rate of physical inspection has high significance as it has many implications towards the economy of the country and international trade. Data obtained from ASYCUDA WORLD clerance system and also from TRS report 2018 which clearly indicate that high rate of physical inspection leads to delays in cargo clearance. The problem may be analysed under three components namely Information management, Clearance systems and Risk Management. There are many underlying root causes in the above domain whch contribute to the delays and managing these can improve the current situation in order to achieve better clearance time. Literature found on the research of other authors on similar areas also provide insights in to the problem at hand. The issue of high trade volume being almost impossible to physically examine as a part of the clearance process has affected many countries and they have searched for answers. Many authors indicate the possibility of using the large amount of data collected in the clearance process to analyse risk level of consignments. The literature also outlines the challenges and opportunities in the areas of information management and clearance systems.

# Increasing Employee Performances at Sri Lanka Telecom PLC

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## Executive Summary

Sri Lanka Telecom PLC (SLT) is a well-known telecommunication company in Sri Lanka which is named as the national telecommunication service provider. As the market leader in fixed telecommunication services, SLT maintains a customer base over 10 million. But, in the recent past, it has been observed that the company is lagging behind in the fierce competition in Sri Lankan telecommunication field. One of the main reasons which have been identified is that the decline of employee performances. As a service company, workforce is a key resource for the company who meet the customers regularly and represent the company in every action. It is required to rectify this issue quickly before the company start making financial losses. If the customers are not satisfied with the services, they can easily switch to another service provider as many similar type of products and services are available in the market for similar prices. SLT has a strong experienced staff which is one of the main strengths. With the use of new IT technologies, SLT can do better in the telecommunication industry. But, it has been identified that decline of employee performances has effected the company growth significantly which has reflected in company financial statements as well. Performance ratings have not been used to distribute annual company rewards which has resulted an increase in unachieved KPI targets. HR division has not used the ERP system fully for the appraisal process in SLT. Still, some employees use manual methods to complete the appraisal process. Employees have shown their displeasure on current training and development programmes as most of them have outdated or not reviewed. Due to these issues, employee confidence and motivation levels have decreased which has effected on carrying out their duties at work. Many literatures could be seen under declining of employee performances which have elaborated the main causes and how to overcome them as per the specific industry. The importance of measuring employee performances has been identified as a key task for a company to improve company performances. The selection of performance levels through a performance rating has been discussed with several global examples. The literatures are available which shows that how the performance should be aligned with company rewards. Integrating

performance appraisal with ERP system and the use of data analytics techniques have been identified as the key areas to improve employee performances. Training and development of employees have been widely discussed in many literatures which has been represented as an investment on employees by the company with the expectation of high returns in the future. With the analysis of the problem and the aid of available literature, the solutions have been developed to overcome the problem. In order to align the performance ratings with annual rewards, the procedure of conducting current KPI review meetings has to be optimised while introducing a formula on how to align the rewards with employee performances. Employees have to be familiarised with the ERP system and the ERP development team has to rectify the issues of the current ERP GUI and the system platform. A data analytics software has to be integrated with current HR processes by making a comprehensive way to analyse the employee performances. The issues in the training and development programmes have to be looked thoroughly, by conducting sessions to review and update current training and development contents and forming a supervisory panel to consult future programmes to improve the productivity. The proposed solutions have been linked with the literature refereed. The connection between the literature review and the solutions have been discussed with the practical aspects of each project component. It is important to know that to what extent the literature has been applied and how it is changed and customised according to the company. The recommendations have been made to implement the identified critical solutions which are significant for the success of the project. With the recommendations, the expected time durations are presented for these solutions. The key considerations have been highlighted with the potential of each and explained how to address them accordingly to implement the solutions among employees successfully.

# Reducing Customer Complaints at 99X Technology Limited

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## Executive Summary

This project is focusing on reducing number of customer complaints received to 99X Technology Limited which is a company involved in software product engineering to foreign market. Having less complaints in service industry is very important and having a healthy relationship between the customer and company is very important especially in IT industry to maintain a positive brand image. Based on the number of projects active in each year the company sets a KPI value as maximum number of customer complaints allowed to receive for all project teams and looking at past data it is evident that the KPI values were breached rising many operational and strategic challenges. Studying this identified problem is significant since with increased customer complaints few customers has exited the company losing profits and decreasing revenue while harming the brand image in the Scandinavian market. A project team is formulated to get help to study the identified problem and to analyse and gather both quantitative and qualitative data. There are few limitations faced such as external factors are not taken into consideration when providing solutions, risk management is not considered in the scope of this project and some identified issues cannot be backed up with quantitative data while some solutions such as organisational change management process are given as long-term solutions. 99X Technology Limited is a pioneer in software product engineering with more than 150 plus products while winning more than 20 plus awards both locally and globally and was awarded as a great place to work for the seventh consecutive year. The company is blessed with a foreign customer base and doing software product engineering in various business domains such as healthcare, financial management, warehouse management, facility management, ERP, housing services, etc. Based on the SWOT analysis it was evident that company has many strengths and the increased customer complaints is a major problem that needs to be addressed. The main three types of customer complaints that are focused on this project scope are product delivery deadline related complaints, product technical issues related complaints and conferencing facility related complaints. With the brainstorming sessions with the project team the root cause analysis has resulted in identifying main four components

namely people development, project delivery process, IT infrastructure and resource planning that would influence to receive increased customer complaints. Some identified major causes such as absence of a project kick-off process, no xiv proper technical training plan for engineers, no proper service and maintenance schedule for PCs and unavailability of a system to perform organisation wide resource planning has resulted in increased customer complaints. The theoretical underpinning is discussed based on the main four components from areas such as defining the gap of increased customer complaints, discussing about processes and best practices based on the literature and steps to follow to fix the identified gaps for main four components. Steps to handle customer complaints, importance of technical training, WOM communication, project kick-off process, business process change management, computer hardware planning, etc. are some of the main theoretical areas that was used to both discuss the problem and helped to propose solutions for the identified problems. The theoretical framework is built based on the components to justify the theoretical background of the study. The techniques used to analyse the gap such as cause and effect analysis, pareto analysis, brainstorming, TNA, process mapping, etc. are described in detail under each type of technique. The project focuses on reducing the number of customer complaints by 50% as the main objective while having few other sub objectives under each component to help achieving the main objective. Many operational solutions are provided based on the root cause analysis such as developing a technical training plan, introducing a new project kick-off process, introducing an SRS document, introducing a service and maintenance schedule, etc. to achieve the identified main objective. Many human resources from different departments and at different levels are involved to reach the objectives with few other types of resources. The cost benefit analysis shows that the project has more benefit compared to the cost and it shows a healthy ratio. The main outputs and outcomes are defined based on the components to achieve the main and sub objectives. A discussion under the main project objectives is carried under each component to illustrate the relation between the literature review and the actual status of 99XT. Both short term and long-term recommendations are provided under each component which are considered as crucial to achieve anticipated outputs and outcomes based on the proposed solutions. Some of the important short-term recommendations are to have a monitoring mechanism for training and development, and other proposed new processes to monitor the effectiveness. The project will help to achieve the objectives and the goals to reduce the customer complaints at 99XT using the proposed solutions.

# Reducing of Expiry and Damages Expenses in Ali Bin Ali and Partneers W. L. L.

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## Executive Summary

The core competency of the distribution companies to manage the stock at the optimum level and do the distribution with the right channels and eliminate operational inefficiencies to enhance the profitability. The nature of the FMCG distribution is high volume at the relatively low cost. It will provide a safe return to its investors since the risk level is low and there are no barriers to entry. Apart from that there are many homogeneous products and many substitutes available in FMCG sector hence in order to be competitive need to set the retail price at the best lowest price in order to get the higher volume of sales. There is a core relation between the profitability and the sales volume. Higher volume of sales resulted in crease in profitability. ABAP incepted in 1965. It has created a solid reputation in Qatar with strong partnerships of world's most renown brands in the FMCG sector. Historically it was able to double its revenue in every four years. Its growth was supported by the organic growth and new products. During last four years ability obtain new agencies or business limited due to already acquired many existing brands. Since the management pressure division take many steps to increase the sales which resulted in increased in damages and expiries. It is observed that due to the expiries and damages companies incurred QAR 11.5 million in 2019 and in 2020 incurred QAR 4 million compare to bench mark set by the management for the Ali Bin Ali & Partners. This has resulted in drop in the bottom line of the division. During the cause and effect diagram identified that main cause for the problem is supply chain issues, merchandising and training and development. There was a thorough theoretical underpinning was developed to supported to theoretical background in order to identified problem and develop a solution. Major areas were identified in root cause analysis was used to develop a study framework. They are link to the main problem of expiries and damages. Expiries and damages inevitable in FMCG sector but above industry standard is the inefficiencies of the operation of the distribution. In distribution companies supply chain is having key role in maintain the right product and the right quantities in the right place in order to reduce the expiries and wastage. This project's primary objective is to reduce the wastage and expiries

to 0.66% to 0.3% which was resulted in in 2019 QAR 11.5 million and in 2020 QAR 4 million expiries and damages. Sub objectives also set to support the main objective. In supply chain management expected to improve the forecast accuracy to 70% from 53% and the stock discrepancy in the counters from 2.1% to 1%. In merchandising planning to improve the near expiry return from 0.11% to 0.025%. In order to support the above to take place merchandising staff turnover to reduce from 12% to 5%. In the training and development front plan to decrease the overall stock days from 57 days to 50 days. There was a team formed including the author to achieve the above objectives. The total project cost estimate to QAR 1,021,081 and plan to achieve benefit of QAR 4,525,121. Finally discussed the theoretical backing of this project. Afterwards listed each project components. Under the supply chain management in order to improve the forecast accuracy required to use the big data analytics in order to identify the movement early movement in the customer behaviour apart from that planned to improve the integration of the system by activate the Demantra demand planning system in order to place the correct orders on time to avoid the duplicate orders. In the merchandising department need to identify the stock movement and inform to the concern parties to avoid expiries in the outlets. In addition to that company should retain the experienced staff and provide the facilities at least par with its competitors. ABAP must link its training and development needs to achieve the objective of reducing the expiries and damages. ABAP should transform its staff to human capital. It should invest on negotiation skills programmes and should provide training programmes to all the staff to enhance their knowledge. In the supply chain front they should aim to develop forecast accuracy by integrate the system and long term should link the third-party systems to current system for fast communication. In the merchandising team should focus on the display and with the training and development they should focus on enhancing the knowledge in commercial terms.

# Improving Compliance Audits at Colombo Stock Exchange

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## Executive Summary

This project report explains ways to improve compliance audits conducted by the Broker Supervision Division of the Colombo Stock Exchange. The share market is an integral element of any economy and the Colombo Stock Exchange provides the platform for the Sri Lankan share market to operate. The Broker Supervision Division is a regulatory division of the Colombo Stock Exchange that oversee business operations of stockbroker firms. Conducting annual compliance audits of stockbrokers is a key function of the Broker Supervision Division. Accordingly, the purpose of the project was to explore root causes for delays in completing compliance audits of stockbroker firms and propose solutions that could resolve them. The study is significant as increasing delays in compliance audits could cause negative consequences on investor confidence, affecting the Colombo Stock Exchange as a whole. Both quantitative and qualitative data were collated for this project, however, due to the strict information security policy of the organisation, obtaining certain information became a challenging exercise. The Colombo Stock Exchange and the Broker Supervision Division were described in detail and analysed through a SWOT analysis. The key problem of delays in completing compliance audits of stockbroker firms was set out, with a detailed description of the problem, presented with historical data spanning over a four-year period from 2016 to 2019. The problem was qualitatively presented through findings from interviews conducted with staff members of the Broker Supervision Division and a representative of the Securities and Exchange Commission of Sri Lanka. Further, audit commencement delays and rising investor complaints, which are additional problems that stemmed from the key problem were also presented with historical data over the same four-year period. The problem was further analysed using the Ishikawa diagram, where number of causes and the root causes were explored for delays in compliance audits, under four aspects as process, technology, people and environment. A theoretical background to the project was presented with literature on delays and other causes relating to the four aspects of process, technology, people and environment identified in the Ishikawa diagram. The theoretical background was further elaborated by illustrating literature

on possible solutions in relation to the process, technology and people aspects, which includes digitised audit processes and risk-based auditing. This enabled the author to emphasise that past researchers have also recommended the solutions proposed by the author. A study framework was then developed based on the three most prominent aspects identified as key components that contributed towards reducing delays in completing compliance audits. Techniques such as process improvement, risk management and training needs analysis were next described, as such techniques are intended to be used to address the root causes and implement proposed solutions. The main project objective was set as to reduce audit delays from more than thirty days to less than fifteen days and accordingly, project component objectives were set, enabling the achievement of the main project objective. The three project components, process, technology and people were elaborated in detail, by explaining the current situation of each component and listing out the solutions to be developed to achieve the project component objectives. A resource allocation was tabulated to demonstrate the personnel required to implement proposed solutions. A benefit-cost analysis was next carried out by estimating the costs and benefits associated with the proposed solutions. Thereafter, expected project outputs and outcomes that could be derived by implementing proposed solutions were described for each project component, which ultimately result in improving compliance audits conducted by the Broker Supervision Division. The final chapter was dedicated to demonstrate the link between literature identified on process, technology and people and the proposed solutions to be developed. This link, enabled the author to strengthen the decisions to implement proposed solutions as, there are past studies that prove results of improving audits through solutions proposed. In conclusion, recommendations were given on implementing the proposed solutions of the main project outcome and the identified project components, by highlighting key considerations that needs attention, at the point of implementation of solutions. Additionally, the author recommended possible long-term solutions that the Colombo Stock Exchange could explore in effectively achieving the overall objective.

# Employee Retention at Brave Guard Security & Investigation Services (Pvt) Ltd.

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## Executive Summary

This report focuses on the key problem relating to the employee retention of security personnel at Brave Guard Security & Investigation Services (Private) Limited. The organisation is one of the leading security service providers within the industry and has served for a period of over 20 years, with a cadre strength exceeding 1,100 security personnel in deployment. The security personnel of the organisation account for 97% of the organisation's employees and are linked directly to the service provided. Retention of this segment of employees is therefore of much importance for the future growth of the firm. The records of employee turnover depict a gradual increase in numbers after the year 2017. The organisation recorded an employee turnover of 36% in the year 2019 and it was highlighted that 75% of resignations were tendered by the new recruits. The rate of retention decreased from 82% to 64% during the 3-year period. Therefore, the key problem for the organisation is the retention of personnel newly recruited in to the organisation. A SWOT analysis has been conducted in order to identify the internal and external factors surrounding the operations of the organisation. Based on the study a cause and effect diagram has been drawn up to identify the root causes contributing to the key problem of employee retention. The inconsistency in conducting Training Needs Analysis, lack of orientation, non-availability of a system for work scheduling, lack of a standardised recruitment and selection process, the lack of job descriptions and incentive schemes for personnel and the ineffective communication and lack of additional grants in processing employee benefits were identified as the root causes of the problem. The literature review has been conducted in order to understand the theoretical background and knowledge of the key problem and related areas. Literature based on employee retention, training and employee performance, employee orientation, work scheduling, recruitment and employee welfare was studied in identifying the problem areas and potential solutions that may be used by the organisation in order to handle the problem. The study framework has been developed based on the literature studied. The 3 main components of the study framework were identified to be training and orientation, work allocation and administration and employee welfare. Objectives

relating to the main outcome and components identified were analysed. The main objective of the organisation is to increase employee retention of security personnel from 50% to 83%. The sub objectives to each component have been identified and relate to indicators such as client complaints, loss of shift duties, recruitment costs and employee complaints. Based on the root causes and current situation of each component, solutions have been developed. The introduction of a Training Needs Analysis system, implementation of mandatory orientation programmes, introduction of a system for work scheduling, implementation of standardised recruitment and selection process, implementation of clear job descriptions and incentive scheme for personnel and the introduction of awareness programmes and grants on employee benefits have been suggested as solutions. The required resource allocation and the cost-benefit analysis of implementing solutions have been included as part of the report. The outputs and outcomes of individual solutions have also been stated with respect to each project component. The project report has been concluded by discussing the main outcome and individual project components in relation to the literature studied and the practical aspects of each area of the project. This section has been completed with the aim of connecting the warranted knowledge with the functional aspects of the organisation. The outcome of employee retention and project components of training an orientation, work allocation and administration and employee welfare have been established based on individual solution implementation. Recommendations and key areas to be considered in implementing the solutions of Training Needs Analysis, mandatory orientation programmes, work schedules, a standardised recruitment and selection process, employee job descriptions including incentives and awareness programmes including special grants on benefits available to employees have been included as part of the concluding section of the report.

# Low Adaptability of Customers Towards Using Internet Banking in Bank of Ceylon Dankotuwa Branch

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## Executive Summary

Bank of Ceylon introduced internet banking facility to their customers in year 2009. But the adaptation to use the facility among customers is really low. The focus of the project is to identify the factors which affected the low adaptability of customers to use IB facility in Bank of Ceylon Dankotuwa Branch. Branch is aiming to increase profitability though increasing quality loans, increasing fee based income and also reducing NPA. But the main issue branch is having for not been able to go for that target is that many of the staff members are doing unproductive routine work in the front office. The branch is aiming to reduce the number of tellers working in the counters and use those staff members in other productive business activities. For this long queues in the branch can be reduced with higher adaptation of customers accessing IB. The percentage of IB facility owners in the branch is 3% from all eligible accounts and when analysing more only 7% of active accounts have IB facility and even from that only 34% is actively use the facility. Also when comparing the number of transactions taken place through internet banking it was 10% from the volume of over the counter transaction in average. The SWOT analysis was carried out to understand the internal strengths, weaknesses and external threats and opportunities for the branch in the area. It was found out with the increasing competition with other banks entering to the business, the market share and the profitability of the branch began to reduce. But still the branch is the leader in the banking industry of the area. Also through the observations of branch records it was revealed that higher volume of over the counter transactions are still being performed and very low number of customers actively use IB facility. Through the Ishikawa Diagram the current situation was analysed to identify main components for this issue as perception, technology, security and privacy and customer range. Also the root causes to the low adaptation to use Internet Banking facility were also identified. In the literature review emphasis was given to analyse the researches done in the areas related to adaptation of Internet Banking and the benefits it gives to the industry and to

the customers. Also the behavior of IB in Sri Lanka also has been analysed. Then analysis was carried out through researches that speak about the main components that were find out through the Ishikawa Diagram under Perception, Technology and Security and Privacy in relation to the customer adaptation in IB. The solutions to address the low adaptability have been developed under three project components aiming to increase the number of accounts having IB facility to 25% from total eligible accounts, which currently has a value of a 7% as main objective and for achieving that to increase and update the awareness about the IB product 100 % of staff members where currently it is 30%, allocating 50% from all promotional campaigns for promoting IB facility and to increase the IB facility usage to 80% from 34% of the IB facility holders as sub objectives. Author has provided techniques to achieve these objectives. Cost benefit analysis has been carried out and with the achievement of these objectives author has analysed that branch expects a net financial benefit of Rs.572, 000.00. This amount is to be increased with time as some of one time payments will be removed. In the final chapter identified components has been discussed in relation to the literature analysed in the third section. Then the recommendations for the successful implementation and to gain the expected productivity and profitability have been discussed. Appointment of an assistant to support and coordinate IB related matters, provide accessibility to IB for customers inside the bank premises, availability of information and updates to the customers, increasing the awareness of the IB facility among all staff, facilitating mote user-friendly interfaces to the customers are the recommendations that can be given to increase the customer adaptation to IB facility in relation to the identified components that prevents customers from using the IB facility. The finance industry of Sri Lanka is moving ahead with ICT transforming into digitalisation. But for the success the increasing adaptation is needed from customer and banks should pay more attention to attract customers more to use digital banking activities such as IB more and more for the betterment of customers as well as the industry.

# Reducing Rejections in Account Opening at Doha Bank

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## Executive Summary

This management field project study aims to reduce the Account Opening Rejections in Doha Bank Retail Department. Doha Bank is the third largest commercial bank in Qatar with a market size of 8.5% in Qatar banking sector. At present, Qatar banking sector has become a thriving industry as a result of upcoming 2022 FIFA World Cup and also due to Qatar Vision 2030 which focuses on infrastructure development, development of health and wellbeing of its countrymen by uplifting their overall living standards. Other than that, Qatar has the highest per capita income. Despite having many opportunities for advancement around, Doha Bank was gradually losing its market reputation and stance due to increasing number of Account Opening Rejections. The number of Account Opening Rejections have been increasing since 2018 and it had caused a considerable reputational damage, poor customer service quality and has incurred unwanted operational costs on the profit. End of 2020, there was a recorded 41% of rejected Account Openings and to rectify the errors, the bank had to allocate an extra budget, extra operational team and deal with unsatisfied customers. This project therefore mainly aims to eliminate this gap in the Account Opening Process by conducting an in-depth root cause analysis. The root cause analysis identified three components such as system and process, procedures and compliance and training and development as three major factors contributing to the increasing number of rejections. The SWOT analysis conducted on Account Opening gave a clear idea of internal opportunities that can be used to overcome external threats that Doha Bank needs to focus on when troubleshooting the Account Opening Rejections. In order to establish a theoretical background to the targeted problem and propose solutions, the three main components identified via the root cause analysis was further explored and supported through a literature review. A detailed and a comprehensive study frame was built around the root causes to extract solutions and recommendations. The solutions were pinned down in this chapter through a theoretical perspective and as techniques a SWOT analysis, root cause analysis, training plan, incentive scheme, Business requirement document, process management were used. The primary objective of the project was to reduce

the number of Account Opening Rejections in Doha Bank. The sub objectives were listed down in order to support the primary objective such as reducing the account opening turnaround from 46 mins to 20 mins and to reduce the additional operation cost spent on corrections from QAR 1.76 Mn to QAR 0.984 Mn. Under each component, the current situation was evaluated and proposals were made for recommendations. In order to execute the project, a project team was set with duly allocated roles and responsibilities. A detailed budget including a cost-benefit analysis was conducted and as per the benefit-cost analysis, Doha Bank has the ability of deriving a net incremental benefit of QAR 0.788 Mn and the benefit-cost ratio of 3.2: 1 if project is implemented. The expected project outcomes were also established. To conclude, the findings of the project were discussed in relation to the theoretical findings. Following theoretical findings, a list of recommendations was made under each major component. Under system and processes component, modifications and improvements in the current account opening interface was carried out to improve the process flow and secondly establishing an API was underlined. Under the second component, procedures and compliance, a standard procedural guideline and a checklist was developed to establish a common conceptual understanding. In training and development component, a training plan was developed to train the CRS's and the relevant branch staff and an incentive scheme with controls was proposed as means of encouraging the employees to perform better and gain rewards at the same time.

# Increasing the Revenue Achievement at Ooredoo Indirect Channels

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## Executive Summary

Ooredoo is the leading telecommunications company in Qatar, serving the ICT requirements of both consumers and businesses. The Indirect Channels business segment of Ooredoo Qatar is responsible for selling to and servicing the telecommunications requirements of around 23,000 small businesses in Qatar. Despite being the most populous in terms of number of customer accounts, this segment has not been achieving stipulated revenue targets over a period of time, and with competition strengthening and market dynamics changing, there has been significant management concern into reviving performance. Framing and analysing the problem is crucial towards developing plausible solutions. Through a SWOT analysis, the current high-level state of the business was framed and through discussions and interviews with stakeholders, as well as the reviewing of reports, a cause and effect diagram was developed, identifying areas of sales management, process management and marketing management to be addressed. Specifically, under sales management, issues pertaining to the motivation of agents, as well as their skills and competencies were raised. Under process management, concerns came up on the retention management process, as well as concerns on the order management process. Under marketing management, concerns around customer engagement, and the non-leveraging of digital tools to address customer needs and the resultant loss of revenues is looked at. Based on the areas identified to be addressed, a study framework was defined after the establishment of theoretical underpinning through the referencing of academic material, which reinforce a basis for the project and for developing solutions. Further, techniques to addressing the root causes identified under the components were defined, which would be used in building solutions to address the root causes. The main objective of the project was to increase revenue achievement for the year 2021 to 98%, while bringing in and retaining close to QAR 8Mn. This is to be achieved through the incorporation of solutions to address the motivational and training needs of staff, optimising the retention and order management processes, and deriving additional revenues through enhanced customer engagement utilising Artificial Intelligence.

The resources and costs for the implementation of the said solutions are thereafter factored, as well as deployment benefits to the organisation through a benefit cost analysis to derive the net benefit of the engagements. Furthermore, the outputs and outcomes of the various proposed solutions are listed. Thereafter, the various findings based on the components identified are discussed. This compares and contrasts the findings from literature against the ground situation at Ooredoo. This is followed by an elaboration of the recommendations offered through this study to Ooredoo, and how best they can be executed. These are based on the on the experience with working with the organisation, and knowhow of the organisational and local culture. The report concludes thereafter, with further details offered as appendices.

# Reducing Cost of Production at Aqua Packing (Pvt) Ltd

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## Executive Summary

Cost leadership is one of major strategies companies mostly think to implement nowadays. Companies are started as small businesses and become economies of scale with time. It causes both variable costs and fixed costs to increase. Although revenue has not grown, manufacturing companies are struggling to get better profits with time. Because of that it is necessary to look at variable cost control rather than fixed costs because it has a significant effect on production costs. Aqua Packaging is one of the best exporters over the two decades of time. It is identified that the company has had a big problem of increasing variable cost of production per unit for the last four years with respect to the budget as a manufacturing company. So, to find out solutions this project was carried out within six months under limited budget and resources. It was clearly built up by the project team by representing key personnel. Company was only considered to control variable cost which is having a big impact on cost without affecting revenue. The SWOT analysis was successfully carried out by the team to evaluate internal and external potentials with the brainstorming sessions. It was clearly identified that increasing manufacturing cost internally is a major weakness at Aqua Packaging. Then it was found the other problems which were related with the key issue and data related those issues were described. Then root-cause analysis was done and identified the root causes which were required to develop study framework and solution development. Then literature review was carried out for the relevant key issues identified based on three components. Those are material and inventory management, maintenance management and quality assurance management. Theoretical background for all those components were discussed and the study framework was developed based. In addition, all related techniques were also identified and discussed to use in project implementation. Solution development had been developed based on the set objectives and sub objectives that were developed based on major three components. Then after resource allocation was done for each objective with an appropriate set budget was attached for each solution. Another xiv important matter which was shown in this project is cost benefit analysis. This analysis

clarified the project implementations whether it is successful as concerning solution developments. Output and outcome of the project was discussed later based on three project components. Finally project findings were discussed clearly by considering the links between the project components, objectives and solutions which were developed based on study framework, related theoretical background for reduction of variable cost of production. Then the report elaborated the recommendations to execute project implementation successfully.

# Reducing Non-Performing Advances Ratio of Finance Leasing Category of Richard Piers Finance Limited

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## Executive Summary

The communicable disease notification system in Sri Lanka is well established and functioning remarkably well. This provides us the basis for control and prevention of any disease which has a potential to become a threat to the health of the public. A communicable disease surveillance system serves two key functions; early warning of potential threats to public health and programme monitoring functions which may be disease specific or multi disease in nature. Public health legislation and regulations (for example, regulations governing communicable diseases of public health importance) provide the regulatory framework for the implementation of surveillance and disease notification systems. The important component of public health legislation and aim to ensure adequate measures for the protection of public health and strengthening of the public health response to the spread of diseases. The purpose is to ensure maximum security against the spread of diseases with a minimum interference with the contacts. Communicable disease notification and surveillance system has poor infrastructure and many drawbacks. Its quality improvement is a challenge and requires an accurate and efficient care and notification systems at all levels to achieve new and simple models. The most important problems of the notification system in curative sector, notifying process and preventive sector included shortages in human resources, high workload of the person who is responsible for disease reporting and staff unconsciousness about the disease notification system were problems at notifies level. Lack of standard processes for notifying diseases, lack of obligation to report, not analysing notification of diseases, lack of proper training to personnel about disease notification and high costs for training and maintenance of IT online notification systems are among problems in disease notification process. Timely notification of communicable diseases is crucial for prompt response by public health services. A systematic literature review reveals the theoretical suggestions for these drawbacks. The existing process and introducing new developments that connects with organisation profile. Understand the concept which

would assist to originate a theoretical framework which will direct to suggestions and recommendations to determine the key problem recognised. designing architecture for an (Online) IT system for notification process of communicable disease in the regional health division Jaffna followed by developing process and finally staff training for capacity building to efficient and effective results. The study frameworks are guide to achieve the project outcomes through the identified project components. Notification systems for Communicable diseases are specific and therefore difficult to compare. However, it demonstrates that three project components of the notification system that are Design IT System, Design Process and Staff trading. In order to achieve the main objectives, the project components should be established. Critical analysis of the prevailing system and gives the solutions in details for the identified issues of the prevailing system describe in project. The project components will be divided work breakdown structure and several solutions will be given for each component after analysing the current situation of that component. Mainly, this project will reduce the time taken process of notifying disease and will be benefitted for communicable disease prevention and control. Communicable Disease notification system has similar problems and its need change, improve; update and continuous monitoring of the notification system are very important. Although the notification process can vary in different methods, but being perfect and timely are important principles in system design. A functional communicable disease notification and surveillance system is essential to provide the necessary information required for preventive action against communicable diseases and to make decisions on public health related issues. The main purpose of notification of communicable diseases is to prevent the spread of the disease, epidemics, death or disability resulting from the disease. The best communicable disease notification and surveillance system should provide rapid identification, timely response and information on the incidence and prevalence of disease. Completeness and timeliness of data are principles of disease reporting system and all attempts to reform disease reporting system must be done in order to achieve performance of the system.

# Reducing Non-Performing Lone Ratio of Regional Development Bank

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## Executive Summary

The main objective of this management field project is to provide solutions for reducing non-performing loan ratio of Regional Development Bank (RDB) up to 8.00% from total loan granted amount. Basically, qualitative analysis and quantitative analysis were used to find the root causes of problem. Solution and recommendation were given after analysing the problem by using recognised tools and techniques. Development banking sector is different from most famous commercial banking sector. Regional Development Bank is 100% state owned development bank which was established by Pradeshiya Sanwardhana Bank Act, No. 41 of 2008. RDB is categorised under licensed specialised bank (LSB) in the banking list of Central Bank of Sri Lanka. RDB is the development bank of Sri Lankan government. It consisted with 276 branches which is third largest branch network in Sri Lankan banking sector. From 2016 to 2019, NPL ratios of RDB are 2.85%, 3.27%, 5.40% and 9.63% respectively. Industrial norms of NPL ratios are 3.60%, 3.40%, 3.60% and 4.30% respectively. NPL ratio of RDB shows that incremental trend since 2016. Hence, reducing NPL ratio is utmost important to maintain financial stability of the bank. Also, absence of this kind of study causes further increasing the NPL ratio and eventually, it causes to degrade the credit rating of bank as well. Subsequently, bank borrowing rates also will be increased and net interest margin would be minimised. During the study, several factors were identified as main causes to increase NPL ratio of RDB. Policies of RDB are much connected with NPL ratio. Bank own processes and systems are also well connected with fluctuation of NPL ratio. Also, NPL ratio depends on people (staff) who are engaging with loan process. On the other hand, external factors are also well influenced to the fluctuation of NPL ratio. Literature review was used to gather guaranteed knowledge that relevant to the specific problem. Also, Literature review was found under main five categories such as theoretical background of problem, policies, process and systems, people (staff) and external factors that affected to increase non-performing loan ratio. Based on the analysis, study framework was developed, and it is used to find the solution to the specific problem. Problem analysis will be illustrated base on main project objective and three project

components. It was developed under the policies, processes and systems and people (staff) Project objective will be illustrated under each project component, Current situational analysis was indicated, and proposed solution development would be expressed under each component. Causes to increase the NPL identified as; RDB credit policy is not updated as per the contemporary business needs. Also, credit admin policy is not available at the moment in RDB. Hence, credit policy must be updated and credit admin policy must be provided as solutions. Loan disbursement process is too long-time consuming process. Loan evaluation system is not linked with technical evaluation part. Simplified process and technical evaluation part for loan evaluation must be provided as solutions. Also, KPI based evaluation system and IT based loan monitoring system are not available with RDB. Those items must be provided as solution to the problem. Also, resource allocation and cost estimates were stated against each project component. Benefit – cost analysis and project output and outcome will be indicated at the latter part of this project report. At the ending part of this report, discussions would be given against the outcome and identified components. Also, recommendations will be given at the last part of this report with achievable time frame after implementation of recommended solutions. After implementing this solution, it is expected that reduce NPL ratio up to 8.00% from total loan granted. Accordingly, estimated reduction of NPL would be 2,320 LKR million. Eventually, estimated bad debt will be reduced up to 39.21 million LKR from 78.42 million LKR. Hence, expected benefit will be 39.21 million LKR. Total project cost will be 1.17 million LKR and benefit-cost ratio will be 32.5.

# Reducing Overtime Expenditure to Control Staff Cost at Laugfs Pitakotte

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## Executive Summary

The Management Field Project for the Pitakotte LAUGFS Supermarket intends to address the issue of the rising overtime expenditure of the LAUGFS Pitakotte outlet which had increased by 109% during the period 2018-19 whilst the changes in the staff counts during the period were 5%. Overtime is a significant cost of the LSM group staff cost bill where overtime expenditure contributes to 17% of the total value which is an annual cost exceeding LKR 100 million per annum at a monthly value of LKR 9 million on average. The cost is a major driver for other related costs such as staff meals, utility expenditure and related maintenance costs of the outlet which in total carries a significant value of LKR 40 million per month on average with annual values exceeding LKR 480 million. Concerns arise as the overtime expenditure in the group witness an overall increase over the periods whilst the staff counts see minimal change. To understand and analyse the Internal and external environmental factors of LSM group through the SWOT analysis, it was observed that there are several areas which directly contribute towards the underlying problem at hand. LSM is a retail brand which had been in the local market for 20 years and is the pioneering entity for the 24/7 shopping. The company grew at a moderate pace in the initial stages where they pursued to drive for higher expansion plans only during the last 6 years, by introducing new management concepts and systems to build its operations which have been mundane. With the help of brainstorming sessions carried out several possible root causes were identified and put down under a cause and effect study to understand factors which trigger the overtime expenditure in relation to the HR practices and staffing principles, Operational design of the outlet functions and the supporting IT infrastructure facilities. For the purpose of supporting the findings to be justified through the review of literature, an exploration of relevant theories and the regulatory set up is carried out. Under the literatures focus areas on the regulatory set up for overtime work and possible trigger factors which were identified on the cause and effect been staff recruitment and management, operational design and the role of IT infrastructure is discussed. Supporting insights are drawn from Journal articles, Books,

Reports to better understand the problem and to provide possible solutions through the same. As per the literature, it is confirmed that the contributors identified play a role in increasing the overtime expenditure of an organisation and that this is not a problem which is specific only to retail as overtime is a HR cost which is common to all organisations which ought to be managed and controlled effectively due to it been a regulatory concern as well. The study framework thus would entail the main three components which have been identified as the contributors for the rise in overtime expenditure. Following the development of solutions for the possible overtime triggers and the establishment of objective and outcomes for each of each solution, the plan of action for how the solutions are to be implemented is discussed in detail in the project implementation. The literature findings have been used to devise the plan of action including theories, models and concepts which could be used for the organisational requirements. Solutions have also been arrived at using knowledge gained in MBA studies and applied as appropriate to suggest improvements to the existing situation in relation to the contributors identified. The implementation costs of the suggested solutions are then discussed in the budget cost for each component and the return of the investment discussed through cost benefit analysis have proved that the suggested solutions ought to be carried out for Pitakotte, using which as a model could be adopted for the remainder of the outlets belonging to the same business model. Final part of the project discusses the overall perspective of the problem and recommended solutions to address the issues. Solution have been linked to the root causes identified in the cause and effect analysis and connected to the overall objective of the study. As per the project guidelines a solutions are specified under timelines to be implemented within the company.

# Improvement of The First-Year Survival Rate of Executives at Linea Aqua (Pvt) Ltd

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## Executive Summary

Employee turnover in any organisation is costly when it is outside the natural attrition since there are direct as well as hidden costs. The attrition during the first year of employment results in a bigger dent compared to any other. Linea Aqua is a leading swimwear solutions provider which thrives in the industry as a multi-million-dollar joint venture between MAS Holdings and Speedo International. MAS has defined the First Year Survival rate as the proportion of employees who served the organisation more than a year after joining the organisation. At Linea Aqua on an average, 47% of the new recruits at the executive carder leave the organisation during their first year of employment every year. This is a substantial cost to the company. Although the overall turnover trend of the organisation is a downward curve, the turnover of executives has a significantly upward trend, hence attention must be paid to them. Since the average survival rate of the company is 69.51%, there is a substantial and consistent gap between the recommended and healthy rate related to the survival of executives during their first year of employment which is 95%. The company loses a Rs. 160,214.29 per every executive who leaves the organisation during their first year with an estimated spend of minimum of Rs. 13,458,000.00 on new executive recruitments which amounts to nearly 14% - 15% of its annual revenue. This will be a huge loss if there they leave the organisation before adding any value or return to the organisation. To find a solution to this problem, through multiple discussions and brain-storming sessions with multiple parties, several causes to the problem were identified which were then categorised under Line Management Supervision, People Management and HR system. As per the literature, high turnover rates have been associated with decreased customer satisfaction, productivity, future revenue growth as well as profitability of an organisation. Specially in the case of apparel industry, this is a significant issue since the industry is much labour intensive and skill-dependent. The cost associated with the exit of an employee is multi-faceted and it also impact the positive work environment. Through surviving or retaining its employees, an organisation is saving itself from many such costs and negative experiences. PSS should contribute to POS. When supervisors

are supportive of employees, there is a positive effect on employee attitudinal and behavioral outcomes while it shows higher levels of engagement and lower intention to quit the organisation. Mentorship is a great way to foster this relationship. Personal characteristics such as one's personality can be inbuilt while ones like skill, ability can be learnt. Big Five personality model is a great way to understanding how these traits affect turnover. People management involves ensuring triple fit of employees recruited to the organisation, they have sufficient role clarity and that they are offered a structured programme that mandate training which is a great way to increase Organisation-based self-esteem leading to Affective Commitment. Clarity of organisational goals is also important to any employee specially at the point of the interview by HR. They are largely responsible for organisational social (perceived supervisory relationship, peer group interaction, and person-organisation fit) and technical subsystems (managerial job characteristics, work technology support, and perceived organisational support) have significant impact on knowledge job. The overall project objective to increase the survival rate in executives during their first year of employment from 69.5% to 95%, is proposed to achieve through reduced number of grievances to HR and counsellor by new recruits by 50%, reduced number of supervisor issues as the reason of exit, at exit interviews by 30% and reduce number of probationary extensions by 20%. To address issues identified at Line Management Supervision component, a SOP/ programme structure for mentorship along with a training programme to sensitise managers/supervisors were developed. For the people management component, a SOP for the communication on role clarity, a data collection tool that captures individual expectations against demographics and a programme structure for the entire year that include mandatory training and follow up was developed along with a tool kit to capture personality traits and to communicate to the line manager. For the final component, HR system, a Presentation/focus group discussion to raise awareness of HR team was designed along with the development of SOPs for the communication on role clarity. The net benefit of the project is predicted to be Rs. 3,580,444.20. It is recommended, at the discretion of management, for the HR Director can be given a performance goal on first year survival rate. In terms of training conducted, for internal training an experienced internal trainer in DGM or above level should be involved while for the external trainer is someone who is familiar and aware of MAS culture and the terminology and has a reputed name in the industry. It is also recommended to get the support of the central talent analytics team to get a data visualising dashboard done, while the HR team should keep constant check in with the new recruits, at least once in two months, and shall report quarterly to the HR manager on the progress, any other training requirement, feedback or any issues.

# Controlling the Increasing SMS Sector Non-Performing Assets of Hatton National Bank PLC

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## Executive Summary

Banks in any economy is considered as the backbone which provides an intermediary service to the economy in an efficient manner. Considering the importance of the banking system many international and local government supervisions are available to monitor the performance of the bank which regulate the performance of the industry as a whole. Considering all the risks attached to a bank, credit risk is most vulnerable to the bank performance and even its existence. When a contractual obligations or lending is defaulted, credit risk emerges for the banks which leads to deterioration of bank profit, increasing cost which ultimately affect the bank's Profit and Loss (P&L) statements. This project aims to analyse the causes of increasing NPA trend of HNB Plc. With the past global experiences, the management of NPA is vital to the bank to maintain the liquidity position as well as the generation of forecasted cash flows. Various methodologies based on the qualitative and quantitative information were used to in identifying the root cause of the problem. With the information and data collected across the bank, the project report is prepared in five chapters. HNB Plc as one of the leading private commercial banks in Sri Lanka has 257 branches island wide with over 4000 staff force in ten regions across the network. The stability of the bank was determined with a SWOT analysis which reflected the increasing trend of the NPA of the bank portfolio as a serious threat. As per the financial year ended on 31st of December 2019, the Non-Performing Assets position of the bank was reported as 5.91% which is 5.5% increase in YOY basis which stood at LKR 43.8 billion. The NPA of the SME portfolio of the bank contributed LKR 17.78 billion to the NPA as at 31st December 2019. Considering the risk of same, the increasing NPA of SME sector was identified as the problem for the project which needs to be addressed with immediate measures. For this purpose, data from various primary and secondary sources were collected and interviews with relevant personals were carried out to obtain better understanding and improved knowledge. Based on same a cause and effect diagram was established to identify the causes and the problem in a descriptive manner. A detailed literature review is conducted based on the cause and effect diagram and each

component of same was referred with previous studies on related industry. The main three components identified were process, policies and people and more specifically, inefficient monitoring, extending facilities with policy deviations and inefficient employees on the respective components. The literature for the components were extracted from ABDC ranked journals, articles, global consultant survey reports and other acceptable sources. Based on the same a study framework was developed. The identified three objectives and the study framework is expected to control the increasing trend of the NPA and manage same efficiently and effectively. Monitoring phase of a credit facility is a recurring activity until the full settlement of a facility. Considering the process component, due to the non-availability of a credit scoring model, high degree of manual intervention and judgmental approaches are done in the stage of accepting or rejecting a loan proposal which needs to be avoided and decisions to be made on a quantitative approach. The people factor is vital to any organisation in achieving its objectives. Hence the timely training and development programmes helps to enrich the human resource of an organisation towards achievements of the organisational goals. The current position of all three components were made understood in order to recognise the areas of concerns to develop solutions to overcome same. Based on the proposed solution, resource and budget allocations were done to assess the viability of implementing the proposed solutions along with the possible outputs and outcomes were also analysed to define the success of the proposed solutions. It is vital that the banks have a proper monitoring process since same provides signals prior to the risk occurrences. Having a quantitative decision making process would help avoid ambiguity in the decision making process. The well trained employees who are well aware of the impact of NPA to the bank will further reduce the credit risk of the bank. Considering all factors mentioned it is important to accept the fact that the support of the management in realising the proposed solution is very much important. Further, considering the pandemic situation, long term recommendations were also made to the management in curtaining the increasing trend of the NPA.

# Increasing Inventory Record Accuracy at Warehouse of Srilankan Airlines Engineering Division

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## Executive Summary

The project attempts at addressing the low inventory records accuracy levels of the warehouses of the Sri Lankan Airlines engineering division. Low inventory records accuracy has created many issues to the operations of the engineering division such as delays in maintenance of aircraft, disruptions to the maintenance schedule and the flight schedule. Also, most importantly the issue has heavy financial implications in terms of penalty charges for lessors due to maintenance delays, additional costs for urgent materials shipments, waste of manpower due to idling, and indirect financial losses due to the damage to the reputation of the airline due to delays. At the moment the average inventory accuracy levels are at 78.6%. The aim of this project is to identify ways to increase accuracy level up to 95%. As the first step an organisational analysis was carried out to understand the factors that are causing the low inventory accuracy. This was carried out through the involvement of staff members of the section through brainstorming sessions. Methods such as SWOT analysis and cause and effect analysis was utilised for this study. Identified main components were the issues with the warehouses processes, lack of a training and development plan and the lack of effectiveness in database verification. An extensive literature review was carried out over the inventory record inaccuracy and the 3 components identified by the study of the organisation. Facts identified by other researches was explored and ways they can be adopted to solve the issues of the organisations was identified. Finally, a study framework was developed. Based on the study framework objective were developed. The current situation of the components was discussed in detail and the proposed solutions for each component in order to achieve the set objectives were presented. Main objective of the project is to increase the inventory record accuracy up to 95% from the current 78.6%. The 3 sub objectives are as follows. Reduce incomplete transaction percentage from 5.12% to 1%, reduce incorrect transaction percentage from 5.65% to 1%, and reduce “query” stage items from 7.35% to 1%. The cost for the

implementation of the solutions were calculated and the expected cost savings too were calculated. It was found that the benefit cost ratio is favourable for the implementation of the project. Finally, the connection between the literature components and the project solution/objective components were discussed and recommendations for the successful implementation of the project was presented.

# Reduction of Non-Performing Advances in Bank of Ceylon Kadawatha Super Grade Branch

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## Executive Summary

Increasing Non Performing Advances (NPA) is one of critical issue that have to be dealt by any financial institution in Sri Lanka. Industry norm of the NPA percentage is around 3% whereas most of the licensed commercial banks and other financial institutions are having the ratio above the industry average. When it comes in to Bank of Ceylon, overall NPA percentage is close to 4.4% as at the quarter end of September 2020 and an increasing trend is assumed in future months as well. The research was done considering Kadawtha SGB. A study was done to identify key project components to achieve the research objectives. Situation Analysis which analyses the current situation of the problem was carried out and Ishikawa diagram was created to identify the main root causes for the increase of NPA. Five Projects components were developed based on the critical issues that are leading the increase of NPA as situation analysis, processes (drawbacks in credit evaluation mechanism), People (demotivated and non-dedicated recovery staff) and Systems and policies (lack of timely recovery actions of the branch). Under literature review, due emphasis was given to analyse the researches done in the area of NPA and to find out the main highlights or key findings of the researches on increasing NPAs. Further, the recommendations were given for the reduction of NPAs of the branch. A separate mechanism of credit evaluation in branch level with a screening by the next higher authority above the branch manager and a separate unit for evaluating the credit above the threshold of LKR 25.0 Mn have been proposed as a recommendation. This will enable the branch to give quality credit and ensures the regular monitoring of individual significance loans of more than LKR 25.0 Mn. Then the developing of the knowledge of the recovery staff through proper training and development programmes was also proposed thereby ensuring the effective and efficient recovery monitoring actions are taken in a timely manner. At the same time, a separate online recovery monitoring system to monitor the NPAs and to generate the alerts and reports in a real time basis was proposed as a separate interface to the existing system. This will enable the branch to identify the potential risk loans which can be transferred to NPA and to take actions to prevent them transferring to NPA. The system can amalgamate the updating of the actions that have been taken so far and to monitor the future actions as well.

# Reducing Complaint Resolution Time at Huawei Airtel Managed Service

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## Executive Summary

Customer complaints resolution at Huawei Airtel Managed Service is very crucial because when there is lack of performance in the complaints resolution in terms of time and the accuracy, according to the contract between Huawei and Airtel, Airtel impose a monthly financial penalty upon Huawei. Therefore, the profitability of the Huawei Airtel is reduced. Therefore, managers and the employees in radio frequency department who are handling the customer complaints in Huawei Airtel in a high workload as well. The purpose of the study was reduce the delays in the customer complaints resolution process and increase the productivity of the manage service. Then as the output the penalty imposing on the Huawei by Airtel can be reduced. Therefore, the profitability of the Huawei increase. Therefore, it had to identify what were the undesirable delays in the customer resolution process and had to identify root causes for each of the delays and provided the solutions to reduce the delays. As the methodology first the interviews of the Huawei Airtel manage service employees was carried out in order identify the undesirable delays in the resolution process and identify the root causes of the each of the delays. Then SWOT analysis carried out to check what were the strengths, weaknesses, opportunities and threats in the organisation and in the weakness category whether poor management of customer complaints resolution process was appearing as a key weakness in the organisation. As the key findings it was found that drive test team delays were contributing to the customer complaints resolution process in terms of report preparation delays and customer complaints tracker updating delays. To reduce these delays standard report format was defined and proposed a procedure to contact the customers and update the complaints tracker respectively. Then it was found that reworking of the customer complaints by the drive test teams and the engineers caused to the complaints resolution delay. As solutions it were proposed training programmes for engineers and drive test team. Then it was found that report checking delays and delays in complaints tracker preparation by engineers cause the complaints resolution delays. Therefore, it was defined standard customer complaints report and a standard tracker format for the customer complaints tracker. As key recommendation it was proposed that both customer complaints report preparation and complaints tracker preparation take to an online platform in order to reduce the delays further.

# Balance Confirmation Process Improvement at a Foreign Bank in Sri Lanka

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## Executive Summary

"This management field project discusses about a process efficiency gap of a foreign bank. The bank is a reputed foreign bank hence shall remain anonymous due to intellectual property rights. Henceforth, will be referred to as bank ZXC. The initial chapter provides a brief overview of the problem identified at bank ZXC. Which is a process delay caused by the manual process flow. Then followed by the significance of providing a solution/s to the identified process dilemma. Further, the chapter has described the methodology that would be used to provide a solution/s and the limitations in conducting the project." "Next chapter will be delegated to the in-depth problem description. The chapter has commenced with a brief background of bank ZXC. Thereby, Moving on to the strength and weaknesses of the bank. Thereon, the chapter leads on to the detailed problem description. The problem description consists of many internal quantitative information which is essential to further analyse the problem. In order to identify the key root causes of the issue an Ishikawa diagram has been implemented. Through the Ishikawa diagram the author was able to identify four main components affecting the process. Further, there were seven main root causes identified which affected the efficiency gap." "This chapter showcases the literature review related to the project issue. The literature review is mainly based on the components of the Ishikawa and providing a solution to the root causes identified. Further, the theoretical analysis helped to evaluate how best the root causes can be resolved with the available solutions provided for similar situations. Further in this section, the study framework is being implemented post the theoretical evaluation. The author was able to understand the how similar issues were tackled in each situation and how the same knowledge can be applied to this project. Further, five techniques which are applicable for each project solution is been discussed towards the end of the chapter. "Furthermore, this chapter explores the main project objective and the sub objectives which were concluded from the components of the study framework, in order to achieve the main objective. Thereafter the chapter depicts the benefit cost analysis of the project. The solutions arrived upon reviewing literature, requires to be

implemented as solutions. In doing so, there are certain costs the bank should incur which will in turn provide a benefit. A detailed analysis of the costs and the benefits ascertained via implementing those solutions are provided in this chapter. Further, the resource allocation and the project output and outcome are discussed towards the end of the chapter." "Final chapter showcases the conceptual understanding and application of knowledge through analysing the key theoretical aspects and how best it could be applied to the practical scenario through the project components. This section indicates the key recommendations in implementing of solutions and potential time duration of implementation. The recommendations suggested are also the most vital aspects that are required to be implemented in order for the project to be successful Further, the chapter suggests long term recommendations for bank ZXC to implement in due course.

# Reducing Examination Process Time at Examination Department of Sri Lankan Aviation College

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## Executive Summary

The Management Field Project of reducing the examination process time at the examination department of SriLankan Aviation College (SLAC) was undertaken to devise a project plan to reduce the current standard process time of fifteen days to eight days. Aircraft Maintenance Organisation and Aircraft Maintenance Training Organisation approvals from EASA and CAASL gives SriLankan Airlines the ability to sustain its operations and to produce qualified personnel into the field of Aircraft Maintenance. The reduction of the examination process time will enable the organisation to conduct more examinations and revenue-generating training programmes to maximise profit. The examination department uses a manual paper-based examination mechanism to conduct examinations and an Electronic Question Bank (EQB) to securely store and select the questions for papers. The scope of the study was limited to immediate and short-term steps that can be taken to reduce examination process time and cost associated. During the analysis of the problem, it was identified that of the many factors, planning, staff, and technology has a major contribution towards examination process delays in examination results release. The first identified problem was planning. Due to lack of planning, there were examination papers laying idle for majority of time. Next staff was not utilised in an optimum manner due to restrictive procedures adopted by the organisation. Secondly, it was identified that in terms of technology there is no identified solution for SLAC to integrate all the information and the software that is used in the examination department and SLAC does not fully support the laid down procedures. This mismatch in the Electronic Question Bank (EQB) used in generating question papers has created an additional workload for KEs. Further analysis revealed that the already designed Student Administration Portal (SAP) is also not supporting the required functions of the examination department of authorising the results and viewing reports required. During the literature review it was understood that organisations need to understand the importance of adapting when a new normal

is present and be vigilant to identify new trends. By going through the literature, it was identified if the organisation does not go for good coordination between the departments by looking at a corporate goal there will be inefficiencies in the company. This will lead to high costs and customer dissatisfaction. Literature also reaffirmed that leaders need to take proactive measures to avoid any non-compliant or illegal action being carried out in the organisation. In this context, the importance of person to position which is a very sensitive task was also discussed. Furthermore, when it comes to implementing technological solutions, it was understood that most of the solutions fail due to ambiguity and lack of support from the top management. Utilising for a fully automated question bank solution using student's laptops was discussed and it was understood that there are many areas to consider in terms of question security which is very critical in examinations carried out by STT. Then the importance of timely feedback for students on their performance at examinations and assignments was discussed to understand importance of feedback to the students. As solutions, Electronic Question Bank (EQB) modifications were introduced to reduce idling time of master paper marking. Then a process was introduced to keep the idling time before papers being marked by scheduling personnel for paper marking within an agreed time period. This will make the idling time of process from twenty three days to seven days. Further examination process was modified and many responsibilities including paper marking assigned to Examination Support Supervisor (ESS) and Examination Support Executive (EOE). This process will be handled in a secure environment with many controls put in place. At the same time, aligning staff with the company goals, rewarding them and engaging them in the process was recommended. In the next stage, several modifications to the existing EQB and SAP were introduced to overcome the misalignments in the laid down procedures and the software. To reduce the time waste of accessing the training and examination records it was proposed to digitise all the training and examination records and store it in a secure location accessible to required parties. Under the recommendations it was discussed that the examination department could move onto other advance solutions such as remote examinations using proctoring tools for non-approved courses which can be conducted online to make the course complete and recognised by the industry. This solution is recommended for implementation only once the aviation industry regains sufficient momentum. It was again emphasised that, for any digitisation project to be successful, commitment of the top management is crucial.

# Reduce Legal and Doubtful Debt of Richard Pieris Tyre Company Limited

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## Executive Summary

This project mainly focus on provide recommendation for problem of increase legal and doubtful debt (LADD) of Richard Pieris Tyre Company Limited (RPTC). RPTC is fully own subsidiary of the Richard Pieris and Company PLC (RPC). Company was incorporated in 1932 as a partnership business after in 1940 it converted to Limited Liability Company. RPTC is operating belongs to the tyre industry. Company main business model is tyre retreading and manufacture, import and distribute of tyre, tube and flap. Company has five manufacturing location in Island wide as well as they have more than 1300 authorise dealers in Island wide to distribute company product. RPTC is a market leader in tyre retreading industry in Sri Lanka they have more than 70% market share. Organisation analysis provided the ability and capability of the organisation to achieve goals and objectives. SWOT analysis indicated organisation strength, weakness, opportunities and threats. Main strength of the company is reputation and strong brand name as well as company main weakness is leaves experience workers from the company. Technology changes, enhance of construction, agricultural sector and lifestyle changes create business opportunities for company further increase of competition in day by day create threat for company. RPTC was suffering from increase of LADD. As at 31st March 2020 Company LADD was LKR 118,546,043.00 as well as it was 16% from total debtor balance of the company. When analysing the business model-wise LADD report of the company as of 31st March 2020, the trading business model LADD balance was LKR 52,854,082.00 and it was 22% of the total trading debtor balance as well as retreading business model LADD balance was LKR 65,691,961.00 and it was 13% form total retreading debtor balance of the company. The increase of LADD Company pushed several problems including cash flow problems, working capital management problems, reduce the profitability of the company, increased legal fees for recovery debt and loss of revenue generation dealer points. According to the observation as well as primary and secondary data, some reasons were found for the increased LADD of RPTC through the Ishikawa diagram. These reasons are credit evaluation process, people, credit approval process and system. Under the literature

review, discussed and analysed previous researcher findings, concepts and solutions about the main project objective and project components including legal and doubtful debt, credit evaluation process, credit approval process and people. Study framework has developed by author after analysing literature finding, primary and secondary data. Study framework consists with three project components such as credit evaluation process, people and credit approval process. Three main techniques were developed by the author to address project components. These are formulates new credit policy, conduct training and development and implement internal control system. Main objective of this study was reduced LADD of RPTC from 16% to 10% as a percentage of total debtor balance of the company. Author had developed sub objectives for each project components ensure achievement of main objective. To achieve each sub objectives author had developed solution for all project components as well as author had explained current situation of each project components. To ensure achievement of main objective and sub objectives author had allocated recourse among company employees. When reduce LADD of RPTC it was generated benefit for company as well as when implement Solution Company had incurred cost however author has certified benefits of project through cost benefits analysis report. According to the benefit cost analysis report project net benefit is LKR 4,140,736.00. Project outputs and outcomes under main project objective and project components has analysed it was ensured success of the project. Main project outputs are reduce finance cost by LKR 4,266,457.00, reduce usage of bank overdraft usage by LKR 50,000,000.00 and increase net profit by LKR 5,000,000.00. Main outcomes of the project are enhanced financial position of the company, enhance customer satisfaction, enhance employee productivity, increase share price of the parent company and ensure survival of the company. Finally, author has presented discussion for project outcome and each project objective as well as author had developed recommendation for RPTC to achieve main objective which is reduce LADD from 16 % to 10% as percentage of total debtor balance. These recommendations can be short-term and mid-term recommendations. These recommendation were formulate new credit policy, communicate new credit policy for relevant parties, obtain bank guarantee, conduct training and development programme, sponsor for credit management diploma programme, establish own legal department and develop existing legal department.

# Reducing the Amount Written Off as Bad Debts

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## Executive Summary

This field project is about recommending solutions to the management of the company on reducing the amount written off as bad debts. There are five chapters in this report and each chapter covers five different unique areas. Chapter 1 gives a clear explanation of the background of the problem. The continuous rise in bad debts is one of the key problems that had been affecting the performance of the organisation in the past few years. Therefore, the author has selected this area to do the field project on and to recommend appropriate solutions to the management. The author has clearly explained the importance of doing the field study and the methodology used in the same chapter. Even though there were few limitations in carrying out the project, the author has successfully managed to complete it on time. The second chapter briefs about the organisation under consideration and the author has carried out a SWOT analysis to explain about the internal and external factors of the organisation. Facts and figures indicating the problem are explained in detail. The figures were taken from the organisation's internal data. The figures are displayed through charts to explain the significance of the study. The problem is explained using the data from the past six years. In the year 2014, the bad debts had been a percentage of 0.04% of the total sales. However, in the year 2019, it has gone up to 0.21% of the total sales. In simple terms, bad debts have increased by five times compared to the year 2014. The author has used a cause-and-effect diagram to identify the root causes. Three root causes are identified under the components of customer risk analysis, Business Intelligence Systems and credit collection. The third chapter explains the literature relevant to the components indicated in the study framework. Each component is described in detail with relevant literature from recognised journal articles. This chapter also explains the techniques used for each component in deriving the appropriate solution. Each component uses a unique technique to recommend a solution to the problem diagnosed. The author has designed a study framework in order to indicate the relationship between the components and the objective of the field project. In the fourth chapter, the author has set objectives for each component. SMART objectives are set for each component and for each component relevant solutions have been suggested. Author has also performed

a cost and benefit analysis and has separately identified the costs of implementing the solution and the benefits the organisation can have with the implementation of the solutions. The net incremental benefits of implementing the solution are 1.9 Million. The author has also explained the outputs and outcomes of implementing the recommended solutions. The total costs required to implement the solution are around Rs. 228,000.00 and the benefits are in the range of 2.1 Million. Chapter 5 discusses about the recommendations the author had suggested for the components identified under the third chapter.

# Improving Project on Time Delivery (OTD) at ARIMAC Lanka

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## Executive Summary

Technology is changing the world today. Companies that embrace digital technologies have the competency to excel in the market more than their competitors. The Information Technology (IT) sector in Sri Lanka is planning to achieve USD 5 billion in 2022 by exporting IT services to other countries. This will account for 12% of export services. This research is mainly focused on Arimac Lanka a digital and IT solutions provider in the Sri Lankan market. One of the biggest problems faced by this company as well as the industry is that projects are not delivered on time, either it will go over budget or will have to reduce the features and functionalities of the agreed solutions. More than 60% of projects are delayed in the last year and this has been the highest recorded delay rate in the past few years at Arimac. Due to these delays, 20% of expected revenue was not realised which had a serious impact on the cash flow. In addition. the company has to bear doubling outsourcing costs and resource allocation issues. Arimac Lanka has been in the industry for the last ten years providing digital solutions to various local and international clients. They have also won many global awards due to the quality and performance of the systems they deploy. Introduction about the industry, brief description of the company, methodology used to conduct the research, and the limitations faced by the researcher have been elaborated at the beginning of the research. Through the SWOT analysis company's strengths, weaknesses, opportunities and threats were identified. To understand the root causes for this underlying problem fishbone diagram has been used. Three main components were identified after analysing the literature and the current situation prevailed at the company. Information flow management, labour forecasting issues, and internal process improvements can be listed as those three components. There are loopholes in passing and capturing the information, lack of record-keeping and information not passing to certain departments are the main reasons for the identified first components. Labor forecasting is very low and when there are vacancies those are not filled at the right time. Employees' main focus is to get the job done, not following the standards and protocols that are put in place. Whenever a delay happens work is done

using an informal manner, keeping room for many mistakes in the future. Solutions for these identified components are described and elaborated on in the later stage of the research. This study is intended to achieve five objectives that will ultimately help to improve On-Time Delivery of projects at Arimac. Timelines of achieving these objectives are limited to less than one year and benefits can be seen after the implementation of these solutions at Arimac are explained in detail in Chapter 4. At the end of this study, recommended solutions were elaborated in a more detailed manner including the steps of implementation, budgets needed for each solution, and budgets needed to implement these solutions. It is evident that implementing the suggested solutions will bring out the expected results obtained by the organisation. All these solutions are backed by strong theoretical models and literature.

# Declining Net Promoted Scores Received by Customer Resolutions Center Agents Dialog Axiata PLC

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## Executive Summary

The telecom sector of Sri Lanka has undergone a tremendous change by improving the overall operational functionality of the network. The presence of low-cost operators has led to a renaissance of fierce competition on price and, consequently, a sharp erosion of margins. The telecommunication industry has reacted to this change in trend by adjusting themselves by diversifying their product range into a portfolio rather depending on single product or a service. Dialog Axiata PLC is one of Sri Lanka's largest telecommunications service providers and the country's largest mobile network operator with a market penetration of about 44% in the mobile market. Dialog has diversified its business from mobile telephony, Direct to home TV, fixed home broadband, digital services, and finance. The backbone of Dialogs business which is its state-of-the-art network is maintained by the Group Technology division which is the engineering arm of the Dialog. The Customer Resolution Center is the centric position of the Group Technology which has consolidated with multiple complaint handling units which were scattered before. The objective of this consolidation is to increase operating efficiency and provide faster solutions for the customers. Customer satisfaction is one of the most crucial factors which has become a determinant in service-related companies and industries. Among most of the customer satisfaction measuring techniques Dialog use the method of Net Promoted Scores (NPS) which directly measures the customer satisfaction regarding the service delivery of entire company. CRC agents are given the targets of NPS and the targets are renewing yearly basis. The company is facing a problem since 2019 which is agents are not achieving the NPS promoter targets which indicates a dissatisfaction of the customers. Among both controllable and uncontrollable reasons, CRC agents' service delivery has been criticised and identified as one of the key reasons for customer dissatisfaction. The dissatisfaction has created high customer churn cost in the major products of DTV, HBB, Voice and MBB of the company. Over the course of this study, three areas of suboptimal

operations have been identified that require immediate remedy. One component is the absence of Employee Performance resulting in the employee service provided to the customers. The second and third components are Technical Expertise and HR and Technical Process where the total customer satisfactions dilutes over the period. The main project objective is defined as to decrease Customer Resolutions Center detractor NPS rate by 10%. As this study focuses on internal and controllable factors, the prominent objective is expected to be achieved by three of the sub-objectives the first is, To increase Customer Resolutions Center Agents promoter NPS targets achievement by 25%. Secondly, to increase the product-related learning and learning engagement hours of CRC employees by 10% and Thirdly, to increase employee engagement in HR and Technical process defining by 10%. These objectives were set in order to reduce the detractor/ negative NPS rate and to motivate internal CRC agents to achieve the best in service delivery. Author investigated on the current situation and the probable reasons behind the negative results in a systematic approach and then developed the solutions which are to be undertake in achieving the objectives. The cost of each provided solution was then calculated against the benefits of the solutions according to and compared against the overall cost perspectives. Through achieving the project objectives author expects to save 40% of the total churn cost related to the main three products delivered by the company. Finally, author has given recommendations in implementing the solutions in an ideal situation by considering the constraints and limitations associated with the practical situation of the organisation. The recommendations given were intended to be implemented short time which is lesser than 1 year with the purpose of reviewing and modification of the process. Also, the investment and benefit ratios are provided in detail in the report. A benefit cost ratio of 4 is expected with the successful implementation of the proposal. The benefits however are expected to be seen within a grace period of 6-12 months upon implementation.

# Reducing Operational Wastage of UNI-DIL (Pvt) Ltd

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## Executive Summary

The main objective of this field project is to identify the root causes of the operational wastages in Uni Dil (PVT) Ltd. The identification of root causes for wastage in the production process contributes to minimising those wastages. The author identifies three main variables under the operational wastage namely performance of employees, inventory management and machine performance. The identification of root causes and providing solutions to them lead to increased profitability of the company. The small reduction of operational wastage in the company leads to enhanced profitability by a large percentage. In the 2019/20 financial year operational wastage of 5.4% consists of Rs. 98,451,362.95which was just below ten million. During the past year, the company had used 22,547,651 Kgs of corrugated papers for production and 1,218,100 Kgs were not converted to output. The average operational wastage of the company is 5.4% leading to a total loss of Rs 98,451,363 The small saving in this wastage contributes to a huge growth in profitability of the company. Although the company has a significant production wastage, during the 2019/20 financial year the company generated a revenue of Rs 2,928,834,081.00 leading to a profit before tax of Rs.211,531,891.00 which is a significant growth compared to 2018/19. However, The operational wastage of the company has increased year by year. The operational wastage percentage of 4.4% in 2016/17 has been increased to 5.4 % in the 2019/20 financial year. This seems to be a small percentage but in terms of monetary value, it is a significant amount. Analysis of the organisation's strengths, weaknesses, threats and opportunities is done by using SWOT analysis. It reveals ways and means for the company to mitigate operational wastage. Fishbone Diagram is used to identify the root causes of the problem. According to analysis, it reveals that the performance of employees, inventory management and machine performance contributes to operational wastage. The literature review has been done to gather warrant knowledge in this area and it helps to find previous studies conducted in the subject area. The study framework was developed based on three variables mentioned the performance of employees, inventory management and machine performance. Those are the driven factors behind the operational wastage

in Uni Dil (PVT) Ltd. Literature contributes to verifying the root-causes identified during the brainstorming sessions and provides warrant solutions taken in the history by scholars. Additionally, reading journal papers opens eyes to different aspects of the issue which was not focused on before. Ultimately all these help to develop solid recommendations for the problem. The recommendations given in chapter five are based on the literature review of this chapter and the experience of the author. The author provides eight solutions to reduce operational wastage based on identified three components. The providing of training to forklift operators and factory employees may contribute to reducing operational waste by a large amount. The conducting of quality circles every week adds more value to their hard work since everybody can discuss and find solutions to their issues. Inventory management issues of using over-reel sizes and over-GSM papers can be reduced by establishing a demand forecasting unit in the company which is one of the main drawbacks. The accurate forecasting of future demand may contribute to maintaining the appropriate level of inventory. The development of a strong relationship with customers may ease this forecasting since companies can identify changes in the behaviours of customers in advance. Finally, training given to machine operators and evaluation of training contributes to reducing machine breakdowns. The final chapter of this report describes the relationship between the problem and previous studies done by scholars and the development of solutions. This contributes to linking the warrant knowledge with the practical aspect of implementing recommended solutions in the organisation. It draws the management's attention to the application of training programmes in a successful manner and the evaluation of them using theoretical models. The recruitment and selection of employees to the organisation and criteria to be considered. The establishing of a demand forecasting unit and enhancing analytical skills contribute solutions not only to these issues but also to other issues. Furthermore, enhancing analytical skills helps to identify threats and opportunities in advance and preparation for them in advance. The recommendations mentioned above will ensure the achievement of the intended project objective.

# Reducing Teachers' Turnover in Lyceum International School

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## Executive Summary

During the latter part of the 20th century, international school culture in Sri Lanka had been growing to cater the needs of parents whose requirement to facilitate globally accepted primary and secondary education. Lyceum International School is the largest international school chain in Sri Lanka with all the facilities for children from lower kindergarten to secondary school. As a branch school Wattala - Lyceum has more than 6000 students and more than 500 academic staff. At present, the school is facing slightly higher teacher turnover which was identified as the project problem by the author. Therefore, under the main project objective of reducing teacher turnover In Lyceum- Wattala, the project is being developed methodologically. Having analysed SWOT, it was able to identify that higher teacher turnover was an operational issue. It has mainly spread among teachers who are employed in secondary section exam classes, newly appointed teachers, and those who have only a degree. However, higher teacher turnover, parents' and students' complaints, leaving students after ordinary level examinations, decrease in income due to losing children are the main issues that school faces at present. The developed Ishikawa diagram reflected the project problem that occurred under four components such as recruitment process, reward system, training and development, and working condition. Many scholars have defined employee turnover is a situation where an employee permanently terminates employment from the existing employment. Many scholars have observed that higher employee turnover is caused by various reasons such as job satisfaction, job security, working condition, recruitment process, motivation, organisational justice, perceived organisational support, managerialism, personal and professional development, planning and learning time, mentoring or induction opportunities, giving opportunities for teacher collaboration, and meaningful interaction of principal with teachers. However, according to identified root causes, literature was supported under three main project components of the recruitment process, reward structure, and teacher training and development. Finally, identified how to solve these issues using various techniques which are supported by the literature. The main project objective is to reduce teachers'

turnover from 16% to 8% within the period of six months from the implementation of recommended solutions, the project developed. To cover three project components, sub-project objectives were developed under recruitment, rewards structure, and training and development and techniques to solve the problems were presented. As the next step, resources were allocated among each project component by the various personnel to solve the project problem. However, the estimated project cost is LKR (Lankan Rupee) 664,000 and the estimated project benefit is LKR 6,519,290 Hence, the author is expecting to achieve set outputs and outcomes by implementing this project. The project especially focuses on a few main areas as critical factors. They are; changing the nature of employment contracts, reinforcing the recruitment process, adjustments in the reward system, and implementing teacher training. The author recommended that the requirements immediate actions to change the job contract into a permanent base and to include a new selection method into the recruitment process. As well as it is necessary to publish new reward systems among teachers to get awareness. The institute's support towards teachers' training will be required to enhance the effectiveness of the project.

# Reducing Cut Panel Wastage in The Off-Site Embellishment Process of Mas Intimates – Casualline

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## Executive Summary

The apparel industry is in a competitive state as never before in history where manufacturers are in a tireless drive towards cost reduction. This is mostly a result of demanding customers who expect better quality and variety at the best possible cost levels. Cut panel wastage is a severe issue discussed in the apparel industry given the high contribution of fabric cost to the overall garment cost. MAS Intimates-Casualline division was selected as the study ground for this project where a total wastage of 17Mn per annum which is similar to the basic salary of 73 direct cadre employees each month. The project revolves around three components namely material management, cutting process excellence and quality inspection process as affecting the increasing wastage reported at off-site embellishment. Primary data such as focus group interviews and secondary data such as green boards, purchase orders, emails etc. were utilised in bringing the issue forward. Several limitations were present in the study, especially with regard to its direct connection with outsiders, which was inevitable. MAS Intimates Casualline is the only company in the MAS Intimates cluster which does athleisure products covering both intimate wear and casual wear. A total of 22% of the garments stitched are sent to off-site embellishers out of which 1.32% is identified to be wasted. This is a significant value to the company and of the total wastage, 62% was due to fabric damage for which the internal company policies have the responsibility. The damage is analysed in the study in several aspects. It was identified that the production call-outs due to cutting errors were at a significantly high level whereas the transportation costs of re-cuts to embellishers due to the identification of cut panel issues by the embellisher was beyond the standard. Also, the fabric damage, for which the supplier (Casualline) is responsible was way beyond the industry averages. Tools such as fishbone diagram and 5-Why analysis were utilised in narrowing down the issue further. An in-depth literature study was conducted to build a strong theoretical background to the study also with the intention of generating solutions to the problem

in hand. Wastage had been discussed in many manufacturing related industries. It was identified that the garment manufacturing is moving more towards customer orientation at a lower cost. This was noted in literature as a serious challenge where manufacturers are pushed to reduce the costs down with minimum wastage. Scholars were followed in defining wastage in manufacturing industries especially relating to the cut panel wastage occurring in garment manufacturing. It was noted that weaknesses in processes and also human related factors are contributing largely to the said wastages. The four areas identified through the fishbone diagram namely supplier performance, material management, cutting process excellence and quality inspection process were read in literature to further support justification. Standard Work, PDCA Cycle, Visual Factory Pyramid and Failure Mode Effect analysis were figured from literature as four techniques that could be utilised in solving the issues identified. Four objectives were set for the project out of which the reduction of the total cut panel wastage from 1.32% to 0.5% was noted as the core objective of the project. This was backed up by three other objectives which were identified as the most critical areas driving the cut panel wastage. Fabric damage from the company end was planned to be reduced from 62% to 35% given the industry standards for which solutions were initiated covering SOPs and encouraging work place arrangement practices both to the company and suppliers. Customer call-outs due to cutting errors were targeted to be reduced from 19% to 10% following the factory KPIs. Mechanisms such as visualisation of standards and following problem solving techniques were proposed to reach the targeted customer call-outs level. Finally, the transportation cost of additional re-cut sending to suppliers were targeted to be reduced from an average of Rs.60,000 to Rs. 10,000 per month given the factory standard. A project structure was formed guided by the General Manager and led by the Manager – Cutting and Embellishment. The project was calculated to generate a cost of LKR 3.1Mn with an overall benefit of LKR 16.5Mn. Several recommendations were made from the authors perspective to ensure the smooth flow of the project. Serious commitment was expected to be gained from the embellishment supplier side and from the other adjoining internal departments for the success of the project. It was recommended to run several initiatives to gain the complete buy-in of suppliers and other departments. Also, it was recommended to ensure effective communication without which, whatever the results the project success brings is rendered worthless. Continuous follow up and continuous improvement of all initiatives taken were considered to be a high priority future direction for the company.

# Improving Employee Expense Claim Process at Alpha Ltd

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## Executive Summary

The summary of all the chapters included in this project is described in this section. The travel industry is indeed more attractive but one of the most affected industries in the country due to the sensitivity. Alpha Ltd. which is being used to identify a management issue is unveiled throughout the project. The first chapter provides the introduction of the project. The expectation of the project is briefly introduced through this chapter. Further, an introduction is provided by referring to the significance, framework, and limitations of the project are described in this chapter. Chapter two provides the platform to describe the organisation and the problem. The organisational structure and the position structure are mentioned along with the organisational profile. The more important SWOT analysis is also described in this chapter. The latter part of the chapter focus on the main problem which is focussed through the project. Supporting the problem, the available hard data which describes the issue is presented graphically and in tabulation formats. These data have been obtained through the reliable sources of the company. Plus this data presentation is more important to identify the problem in a more summarised way. In aid of that, a well-structured root cause analysis is presented for the readers to identify the causes for the issue described in the project. Thus it provides a deeper understanding for the readers to find out the exact reasons for the issue. Because the root cause is analysed with four-level for each cause. Thus, the level of digging each cause is more comprehensively done. Overall, this chapter provides an analysis of the problem describes in the project. Chapter three provides the theoretical approach to finding the solutions to the project. This is evaluated through the ABDC ranked journals, where the solutions are more practically applicable to organisations. The literature reference is made to each component identified in the root cause analysis. As a result, the more relevant solutions to the key causes can be identified. More importantly, the literature review which is carried out through chapter three provides the ideal platform to identify the solutions to the problem which are specific and more relevant. Also, the similar issues which have been analysed through the journal articles can be used to come to more modern solutions to the project. The

study framework is graphically presented for the readers to identify in solving the problem. Further, the management technics which are useful to resolve the issue are comprehensively discussed through this chapter. These technics are related to the solutions described in chapter four. All of the technics are discussed with appropriate literature available. After passing through the main requirements of the project, the real descriptive explanation is provided in chapter four. This includes the sections which describe the core contents of the project. Establishing the main objective along with the other objectives which are expected to achieve through the identified components are the key in this chapter. These objectives illustrate the clear picture in the minds of the readers on which direction the project is moving to. Thereafter, the current situation of each of the components is briefly described in the chapter. Similarly, the solutions which are suggested by the author are listed out for each component. The expectation is to successfully achieve the solutions to reach the main objective of the project. To achieve the solutions, the expected resource allocation is also clearly mentioned in this chapter. Further, going forward the chapter provides a detailed description of the costs involved in this project. This is presented in a tabulated format to specifically identify each cost element. For the management to conclude proceeding with the project, the benefits are also listed. More importantly, the outputs and the outcomes expected through each project component along with the main project are presented in a tabulated format. Hence, this chapter includes all the main areas which are expected by the management of the company to conclude. Because this chapter summarises the exact requirement of the management. Due to the content available in this chapter, this can be considered as the main aspect of the project. The readers will also be able to identify the importance of the project and the suggested solutions to reach the main objective of this project. Further discussion on the identified components is described in chapter five. This discussion is based on the critical literature identified in chapter three as well. Hence, the discussion provides an in-depth identification of the components. This is helpful for the readers to identify how likely and relevant the solutions suggested in chapter four as well. Strengthening the viewpoints of the author, the recommendations are made in this chapter. This provides the groundwork that is expected from the company's point of view to achieve the project successfully. Altogether, chapter five is a summarised version of the components. The detailed explanation of each chapter is evolved through the below sections.

# Reducing Time Over Run of Infrastructure Development Projects at Bandaranaike International Airport Katunayake

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## Executive Summary

Employee turnover in any organisation is costly when it is outside the natural attrition since there are direct as well as hidden costs. The attrition during the first year of employment results in a bigger dent compared to any other. Linea Aqua is a leading swimwear solutions provider which thrives in the industry as a multi-million-dollar joint venture between MAS Holdings and Speedo International. MAS has defined the First Year Survival rate as the proportion of employees who served the organisation for more than a year after joining the organisation. At Linea Aqua on average, 47% of the new recruits at the executive carder leave the organisation during their first year of employment every year. This is a substantial cost to the company. Although the overall turnover trend of the organisation is a downward curve, the turnover of executives has a significantly upward trend, hence attention must be paid to them. Since the average survival rate of the company is 69.51%, there is a substantial and consistent gap between the recommended and healthy rate related to the survival of executives during their first year of employment which is 95%. The company loses Rs. 160,214.29 per every executive who leaves the organisation during their first year with an estimated spend of a minimum of Rs. 13,458,000.00 on new executive recruitments which amounts to nearly 14% - 15% of its annual revenue. This will be a huge loss if there they leave the organisation before adding any value or returning to the organisation. To find a solution to this problem, through multiple discussions and brain-storming sessions with multiple parties, several causes of the problem were identified which were then categorised under Line Management Supervision, People Management and HR system. As per the literature, high turnover rates have been associated with decreased customer satisfaction, productivity, future revenue growth as well as the profitability of an organisation. Especially in the case of the apparel industry, this is a significant issue since the industry is much labour intensive and skill-dependent. The cost associated with the exit of an employee is multi-faceted and it also impacts the positive work environment. By surviving or retaining its employees, an organisation is saving itself from many such costs and negative experiences. PSS should contribute to POS.

When supervisors are supportive of employees, there is a positive effect on employee attitudinal and behavioural outcomes while it shows higher levels of engagement and lower intention to quit the organisation. Mentorship is a great way to foster this relationship. Personal characteristics such as one's personality can be inbuilt while ones like skill, and ability can be learnt. The Big Five personality model is a great way to understand how these traits affect turnover. People management involves ensuring the triple fit of employees recruited to the organisation, they have sufficient role clarity and that they are offered a structured programme that mandates training which is a great way to increase Organisation-based self-esteem leading to Affective Commitment. Clarity of organisational goals is also important to any employee, especially at the point of the interview by HR. They are largely responsible for organisational social (perceived supervisory relationship, peer group interaction, and person-organisation fit) and technical subsystems (managerial job characteristics, work technology support, and perceived organisational support) having a significant impact on knowledge jobs. The overall project objective to increase the survival rate in executives during their first year of employment from 69.5% to 95%, is proposed to achieve through a reduced number of grievances to HR and counsellors by new recruits by 50%, reduced number of supervisor issues as the reason of exit, at exit interviews by 30% and reduce the number of probationary extensions by 20%. To address issues identified at the Line Management Supervision component, an SOP/programme structure for mentorship along with a training programme to sensitise managers/supervisors were developed. For the people management component, an SOP for the communication on role clarity, a data collection tool that captures individual expectations against demographics and a programme structure for the entire year that include mandatory training and follow-up were developed along with a tool kit to capture personality traits and to communicate to the line manager. For the final component, the HR system, a Presentation/focus group discussion to raise awareness of the HR team was designed along with the development of SOPs for the communication on role clarity. The net benefit of the project is predicted to be Rs. 3,580,444.20. It is recommended, at the discretion of management, for the HR Director can be given a performance goal on the first-year survival rate. In terms of training conducted, for internal training, an experienced internal trainer in DGM or above level should be involved while the external trainer is someone who is familiar and aware of MAS culture and the terminology and has a reputed name in the industry. It is also recommended to get the support of the central talent analytics team to get a data visualising dashboard done, while the HR team should keep a constant check-in with the new recruits, at least once in two months, and shall report quarterly to the HR manager on the progress, any other training requirement, feedback or any issues.

# Increasing the Project Conversion Rate at HC Consulting - Sri Lanka

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## Executive Summary

The Management Consulting industry is a unique knowledge intensive business that aims to analyse, strategise and enable effective solution implementation for corporates worldwide. As such, it is important for Management Consulting firms to secure a pipeline of potential prospects to ensure long term growth and sustainability of the industry as a whole. In this context, the project conversion rate plays an important role as it directly correlates to the firm's topline and profitability. The project conversion rate is calculated as the number of confirmed projects divided by the number of project proposals. In times of ever-changing global complexities, new knowledge and technology, firms in the industry need to continuously improve and be up to date in order to service clients in an effective manner. The focus of this project will be to explore the ways and means of increasing the overall number of projects or clients for HC Consulting, thereby increasing the project conversion rate. HCC – International operates as a boutique consultancy with operations across 48 countries and own offices in 4 regions. HCC – Sri Lanka operations account for a significant portion of HCC – International operations and therefore the performance of the local office is vital for the growth and sustainability of the boutique firm. In the local market, the firm has been in operation for the past 2 decades and has worked on key strategy related projects for clients across multiple business sectors. The firm has built its strong brand image and reputation as one of the leading consulting firms in Sri Lanka. Despite the boutique nature of the firm, HCC has been able to sustain for over 2 decades due to several key salient factors as identified in this study. The Author has adopted techniques such as SWOT, cause and effect (Ishikawa) analysis and brainstorming sessions, in order to analyse the industry, organisational context and the identified problem. The conceptual framework of this field study project has been developed based on the concepts and solutions presented in literature. The main project components of the study have been identified as process improvement, training and development and knowledge management. Sub objectives and solutions have been derived based on the main project components identified. The conceptual framework of the study has

been designed to show the interconnection between the key project components and the main project issue. The theoretical background is supported by techniques used in examining the problem. The solutions developed in the report are derived from the literature survey conducted, to understand the theoretical background for each project component of the study. The main objective of this Management Field project is to increase the project conversion rate to 40% from the existing 11%. The significance of the decline in the project conversion rate is that it has a direct impact on the topline of the firm, since consultancy fees depend on the number of projects secured. Therefore, in order to remedy the current situation and increase the project conversion rate, sub objectives have been designed with the assistance of internal company data, industry average benchmarks to give solutions and recommendations for sub problems. Tools and techniques have been identified as training needs analysis (TNA), cold prospecting process, codification strategy for knowledge management, ADDIE model-based learning initiatives – to name a few. Finally, implementable solutions along with the Author's recommendations have been discussed for each component, in order to evaluate and further understand the benefits for HCC by initiating the project. These recommendations relate to the proposed solutions discussed for each project component. They have an impact in both the short term and long term and have been linked to specific outputs and outcomes for the project. Through the implementation of the suggested solutions and recommendations it is expected that HCC will be able to secure more projects and thereby increase its project conversion rate. Further it will address the issue of declining overall profitability and revenue of the firm, to ensure long term growth and survival of HCC as a leading boutique consultancy in the coming years.

# Eliminate Grant Payment Processing Delays in Sri Lanka Export Development Board

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## Executive Summary

The management field project report addresses the problem of grant payment processing delays at Sri Lanka Export Development Board (EDB) to provide implementable solutions. The methodology and limitations to the project have been initially identified to develop a clear scope for the project. It is expected to improve the payment process focusing on the finance division at EDB as discussed in the limitations. Organisational analysis carried out using SWOT analysis provided a grater foundation for the problem analysis. It was noted that most of the organisational and divisional weaknesses have caused the recognised problem. Few of the key problems in the organisation derived following the conclusion to the SWOT analysis. While focusing in to the composition of various type of payments in the organisation, grant payments holds an important position with a considerable percentage. Analysing the most recent 100 grant files and the questionnaire given to the divisional staff explained the existence, significance, and persistency of the problem throughout the period. The gap in the expected performance and the actual performance is significant given its 21 days in average. A payment takes average 24 days to complete, while the divisional KPI is 3 days only. Impact of the problem to various related parties were recognised through computations. Given the fact EDB is a government organisation, it is significant not only for the organisation but for the country as well. A detailed problem analysis using Fish bone diagram by Ishikawa, it was possible to find root causes in four different sub causes. Out of the four, employees, Process standardisation and monitoring and controls considered as highly vital. Further analysis in to the selected sample and individual discussions with related parties identified these reasons and root causes. Employee sub causes had the great impact for the problem due to lack of training and motivation. Secondly the available process is not standardised which ultimately created delays. Thirdly, it was visible the loopholes in the process and internal controls in various stages in the process. Interviews, discussions, sample analysis done has been exhibited in this report to support the problem and causes identification process. A chapter to the report is allocated to study and discuss the related literature for the key

problem and main sub causes. Based on the researches and scholarly articles, a clear idea has been developed on the problem and it has been identified as a “service failure”. Further study on the same problem and sub causes provided sufficient knowledge for the nature, their impact to the organisation and related techniques as well. The chapter summarises with a study framework for the project with main three components. Selected techniques which can be used for solution development has been described in the later part of the chapter. There are six techniques with supporting literature for the recommendations. Different range of approaches has been proposed in this report to eliminate the key problem. As discussed, solutions are directly related to the main three project components. In order to eliminate the grant payment processing delays, several improvements have been recommended. Firstly, from the employee aspect, a proper training programme and establishment of individual KPIs are proposed. It is expected to increase their knowledge and engagement hoping for a better contribution. In literature it was clearly explained the bad influence of less motivated employees. Secondly, for the process modification, a standardised process using the four filed mapping is recommended for the grant payment process. Additionally, checklists for individual grant programmes should be introduced to reduce the preparation time. Finally, internal controls and monitoring ability within the finance division is recommended to improve by automating the internal file transferring system. It was recognised this system as main part for the grant payment channeling. Therefore, automation will provide the required controls to the system and the payment process as well. Another recommendation is to establish a filtering point for payment requests to reduce the unnecessary routing time of files.

# Enhance Budget Performance in Terms of Rupee Deposit - Foreign Branch

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## Executive Summary

Budgets by and large used by companies to evaluate performance and usually agreed and deployed in the beginning of the year which hardly allowed to change. Commercial Bank (CB) one of the leading banks in Sri Lanka for a consecutive period. It is well known for diversified branch network, cutting edge technology and for its stability. Foreign Branch of CB is responsible for handling corporate clients of the bank and its mainly which is one of the key contributors to the overall performance. However, budget target in respect of local currency in the context of corporate banking found to be not achieved for past few years which is combined effort of units of the branch. The problem was not revealed until the management decides to segregate operations of foreign branch of CB in 2016 merely to identify the cost of operations. As result local rupee operations was once considered under foreign branch now operate under new cost center. Unit's primary purpose to facilitate corporate clients of CB while operating as branch in the heart of the Colombo city. Unit only facilitate corporate accounts in respect of current accounts without lending facilities and the operations is restricted to local currency as well. Unit was continuously behind the budget with as exception to the year 2019 where the whole economy was disturbed by security threat as well as political instability. The year 2019 began with the backdrop of political instability and climaxed in April with Eater-Sunday bombing by terrorist all the preplanned figures were mere documents. The economy was underperforming lead by political instability as result Sri Lankan rupee depreciated at least by 40% compared to January 2018. CB has gained its reputation over the period and is and was leading the industry creating its own style. Its main strengths as revolve around competent staff as well as cutting edge technology. Further bank has gained its reputation for being profitable but compliant and found be leading in every aspect of the competition. However as briefed above corporate division LKR operations have been underperforming without getting much attention as the branch as whole covers its weakness. The main problem of the unit was closely related to marketing or sales and the most sorted product nowadays of digital access along with traditional process design. Data in the respective

areas confirms that unit clearly has derailed and there is no adequate methodology to bring same back to the track. Literature in the respective areas were found to very interesting as the author sometimes had to change the line of thinking even if it was the same outcome. The company budget itself has been challenged both previous two years. It suggests theories and techniques need new ways of thinking. For an example "beyond budget" instead of traditional budgeting is a way out to this phenomenon. The foremost discovery was that the literature highlights specially in corporate sector the business transaction is stem from lending relationship not as a banker-depositor relationship at same time multi-banker. The antidote was to build relationships thus it is called to think beyond ordinary selling towards professionalism. Owing complexity and the technology involvement sellers or tellers now require dynamic aid when the discussion has started. Digital cannot be treated anymore as a mere channel to reach customers as the famous quote "being digital" has become a necessity. Product guide should address the practical usage which captures the tacit knowledge of the employees which act as aid salesperson. Customers always being attracted to pleasant work environment and tend to enhance the perceived quality in the process. Project objective is to achieve the budget allocation through new/existing corporate clients for a year. The challenge is to encourage corporates to name us as the main banker and by doing so to funds will be channeled through the bank. The digital access to be marketed as the main differentiator thus adequate effort should invested in this regard. The customer experience will encourage repeated purchases as well as positive word of mouth. Conceptually author is convinced that business should recognise the Digital along with one their functions. The unit under discussion could be stated as evolved over the period thus the workplace environment had been only adjusted for the situation. The processors also should be properly designed to enhance be in par with the corporate clients' requirements. Finally, success of project always as result of how it is being planned, managed, and executed. The solutions suggested towards achieve set objectives through adding more customers and allow customers use digital platforms more frequently while improve processers as corporates require channel funds frequently between customers, suppliers, or business partners. Corporates known as revenue generators and process large number of transactions which will enhance overall profitability and further open more avenues as some corporates formed in groups. The integral part, the change this brings is very significant even could be observed during brain storming sessions has to be absorbed by quality leadership essentially by non-other than Head of the Department's personal involvement.

# Reducing Turnover Rate of Outsourced Staff at HNB Center of Aspiration

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## Executive Summary

This project aims at reducing turnover rate of outsourced staff at Centre of Aspiration (COA) in Hatton National Bank PLC (HNB). COA is the centre for centralised recovery operations at HNB. Aligning with bank's human resource policies, COA has outsourced staff assigned to carry out recovery operations in the bank. However, due to high turnover rate of outsourced staff, COA is unable to achieve its objects and carry out smooth recovery operations. Due to this factor, COA has incurred high staff costs which reduces the efficiency of operations. Additionally, due to interrupted recovery operations, the bank's provision for non-performing assets have increased as well. The author carried out a SWOT analysis which indicated that proper staff management will help COA. In order to find out the causes for the high turnover rate, the author gathered data from both primary sources and secondary sources. The author carried out interviews with staff at COA and resigned outsourced staff. Thereafter the data was analysed using an Ishikawa in order to identify the root causes for the problem. The causes for the problem were categorised into three components, namely Training and Development, Performance Management and Internal Processes. Under Training and Development, the causes were identified as lack of proper training, reference material and lack of knowledge sharing among staff. Under Internal Processes, it was identified the lack of proper targets aiming newly assigned staff and work allocation contributed to high turnover rate. Under Performance Management, the main root cause was the lack of career progression for the outsourced staff. A thorough literature review was carried out in order to determine the connection to the problem and how to resolve the problem. The literature confirmed that the identified causes contributed to high turnover rates in organisation. Under Training and Development, it was identified that proper training can help reduce the turnover rate by developing the required skills in the staff. Under Performance Management, it was identified that creating opportunities for career progression within an organisation can help retain the staff since financial benefits can motivate staff. In the case of target setting, it was identified that improper targets can lead to staff demotivation, which can eventually lead to staff resignations.

One of the ways to overcome this is by setting step targets which will change based on the development of the staff. After identifying the three components, the author set up objectives in each component. The main objective is to reduce the turnover rate of outsourced staff to 25%. This will be supported by the other three objectives in the respective components. The three objectives are, to reduce the customer complaints by 50%, to increase the percentage of outsourced staff absorbed to permanent cadre to 30% and to increase the percentage of newly assigned staff who achieve the targets to 50%. The author then developed solutions in order to achieve these objectives. Based on the solutions, the resources needed for each solution was identified and a benefit cost analysis carried out. From the benefit cost analysis it was found that implementing of the solutions were financially beneficial for COA. Finally, the literature and the solutions were studied which showed the relationship between them. Recommendations were given which the COA is required to implement to successfully control the turnover rate of outsourced staff at COA. By implementing the given solutions and recommendations, the COA will be able to reach the required staff mix and carry out recoveries in an effective manner which will help reduce the provision provided for non-performing assets at HNB. COA would be able to reduce the permanent staff members and increase the number of outsourced staff, thus, reducing the staff costs at COA.

# Improvement of Overall Equipment Effectiveness (OEE) in Secondary Manufacturing Department at Ceylon Tobacco Company (PLC)

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## Executive Summary

The main objective of this management field study project is to do find solutions to improve the overall equipment effectiveness of the secondary manufacturing plant at Ceylon Tobacco Company PLC. Ceylon Tobacco Company is a part of the British American Tobacco company which is one of the largest multinational organisations producing nicotine products. Sri Lanka is an end market which focuses on producing factory manufactured cigarettes and has an end to end supply chain starting from the leaf fields until the supply network to distribute the finished goods around the country. Main competitors of CTC are the illicit trade and the ever growing beedi market. While there are very strict government regulations with zero advertising, heavy duties and taxes, it is important to improve the equipment effectiveness of the organisation and give more value to the consumers. Overall Equipment effectiveness is a measure commonly used by manufacturing organisations to measure the performance of their production facilities. It gives an indication of the percentage of manufacturing time which was truly productive. It considers availability, performance and quality aspects in the production. A high OEE value will indicate that factory has manufactured good quality products (Quality) as fast as possible (performance) with minimal stop times (availability). OEE of CTC has been on declining trend for the past 5 years and currently it has a below average OEE performance of 61% while the required level is 70%, whereas the industry benchmark is 85%. Having a below average OEE figure in the factory indicates that there is room for improvement. Potential cost savings if the OEE can be improved are impactful for the business. Some of the factors hindering the OEE performance at CTC are the high number of stops causing unplanned downtimes, a reactive maintenance system and gaps in process improvements. During the study, a thorough literature review was conducted to identify the reasons causing a lower OEE in factories and manufacturing environments referring to ranked journal articles and publications. The identified gaps that needs to be improved were addressed in

journal articles where several techniques were used. Techniques identified were used in formulating solutions to the key areas that need to be improved, namely; training and development, process improvement and machine maintenance. Solutions were developed with the aim of increasing the OEE from 61% to 70% by 31st December 2021 with the sub objectives of improving people capability through training, to reduce the rate losses by 30%, introducing the machine maintenance performance system and a PDCA cycle to ensure that a predictive maintenance approach is taken to reduce the unplanned downtimes in machines. Process improvements are suggested to reduce the process failures by 50%. Solutions were developed using the techniques identified from literature and was adapted to fit the context of the problem. Some of the techniques used in formulating the solutions were, a training need analysis, training evaluation using Kirkpatrick's four level evaluation model, Visual workplace concept, reapplication management, PDCA cycle, maintenance performance management, balance score card for maintenance indicators and equipment ranking based on machine criticality. These techniques were used in other manufacturing environments and has been proven effective in order to improve the OEE. Therefore, these techniques were suggested in step by step approach along with a benefit cost analysis, justifying the investment on these new work practices. Finally, the project team was identified with their specific role in implementing the solutions within CTC and a detailed output and outcome of implementing each of the components were listed. Then, a detail explanation of how the theoretical techniques identified was converted to actionable set of tasks are discussed along with recommendations. Recommendations considers the practical difficulties that may occur at the implementation stage. The actions or the step by step guide when implementing the proposed solutions are presented after considering the probable resistance and other company specific factors which will act as a guide for the successful implementation by the identified team. In conclusion, given that these actions are executed well, it will result in an improvement in OEE performance and will save a significant amount to the company.

# High Employee Turnover of Mid-Tier at SYSCO LABS (Pvt) Ltd.

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## Executive Summary

Knowledge workers are one of the most important assets to a service organisation. In the current context, the firms who are in highly competitive industries such as IT should take the maximum use out of the resources available in gaining competitive advantage over other competitors. During the study carried out under Management Field Project, the author has focused on maximising the utilisation of such assets, thus the skillful employees of the organisation. One of the major concerns of the IT industry, employee turnover and its adverse effect on Sysco Labs (PVT) Ltd has been considered as the focus area of the Management Field Project. Accordingly, the author delineates the significance of the performance gap in contrast to the set objectives of the organisation with regards to financial and non-financial aspects. Subsequently, the approach in which the performance gap is being analysed as well as providing solutions, along with its limitations are also being discussed. The company in focus Sysco Labs (PVT) Ltd, is the IT arm of a leading food services distributor in the United States of America, with more than 650 employees working in both Sri Lanka and USA. As of now, Sysco Labs is having six key divisions where four of them are purely focused on core functions of the business and the remainder act as supportive functions. Being an early entrant to the restaurant industry with renowned product offerings backed by an inhouse software design centre, availability of full stack engineers with (24 X 7) support, and brand excellence as an IT organisation in Sri Lanka can be considered as strengths of the organisation. In contrast, lack of research and development focus in developing innovative products, work-family conflicts among the engineers, frequent SLA breaches resulting in penalties, and lack of career advancement opportunities among the engineers are considered to be weaknesses of the same. Stemming from the weaknesses of the organisation, employee turnover and its antecedents are further analysed through theoretical lenses. In the context of Sysco Labs, key drivers of employee turnover have been categorised into three segments, namely, Software Systems, SAAS Delivery Process, and People Management. Among them; technical debt along with industry engagement, work-family conflict in terms of excessive utilisation of

human resources along with the complications of the software delivery process, issues with the performance evaluation process along with rewards and recognition criterion have been further analysed with the usage of scholarly articles and reference books. Consequently, the author has delineated the plausible solutions in resolving each of the root causes based on the solutions proposed by the scholars. The techniques in which the author has used in analysing the performance gaps as well as the techniques in which the solutions can be arrived at are elaborated to a greater extent. Once the theoretical contribution has been delineated, the author discusses the prevailing situation of each of the project components highlighting the problematic areas. Consequently, the proposed solutions in solving each of the performance gaps are also being discussed. Accordingly, the software development life cycle which is being implemented through agile methodology has been discussed along with the proposed solutions. Software as a service (SAAS) delivery process will then be discussed by referring to the agile methodology along with the proposed solutions. The existing performance evaluation process as well as the rewards and recognition will then be discussed to a greater detail along with the proposed guidelines and enhanced processes. The author has also discussed the resource requirement in implementing the proposed solutions. Benefit cost analysis in monetary terms, along with the expected outputs and outcomes have been discussed at the latter stage. The solutions proposed by the scholars in resolving the performance gaps and the solutions proposed by the author are having a logical relationship. Thus, the relationship among the two entities have been delineated to a greater detail. Consequently, there can be a couple of action items which impacts the success of the project to a greater extent. Hence, the author has identified such instances among the proposed solutions and stated the significance of each of the items in making the Management Field Project a success.

# Revenue Growth Rate for Enterprise Business (SBU) of Mobitel (Pvt) Ltd

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## Executive Summary

The project was conducted with the objective of increasing the year on year revenue growth of Mobitel enterprise business unit by addressing three main components: Product/solution development, after sales support and employee development. It was pivotal to understand a suitable solution development plan as the company's performance was being comprised due to a serious, yet continuous drop in revenue through the past three years when the market has been having opportunities for growth prospects. This project initially identified the core problem and issues associated with the declining revenue growth rates of Mobitel enterprise business unit. During the study eight root causes were identified through the use of ishikawa fishbone diagram. Out of these right root causes six were identified as important causes for the declining revenue growth through a detailed analysis pointing out the significance with the use of hard data. The data of each cause pointed out towards the loss of revenue and the opportunity to stream more revenue into the organisation. The report was thereafter backed through relevant literature review bringing in key findings for conceptual understanding. Theoretical background has been done with respect to the key issue and problem identified in order to obtain a clear understanding and make use of management techniques to resolve the problem. Accordingly, three project components were identified: product/solution development, after sales support and employee development which have clearly depicted via a study framework. Thereafter techniques used in the projection of solution have been clearly drafted aligning to the application of the project. Thereafter clear objectives were laid out in terms of the outcome of the project and project components. The first project component focused about the product/solution delivery aspect where the unit's current use of a waterfall approach was changed to an agile approach for seamless project onboarding and revenue maximisations. The research and development scope were redefined as well given the unit a dedicated team with a new set of KPIs to create innovative approaches in creating additional revenue and looking at cost optimisation methods. The second component was based on the after-sales support aspect of the unit. A

dedicated 24/7 enterprise support desk was recommended to cater to the ongoing request and enterprise customers with L1, L2 and L3 support and address the issues of customer churns. In parallel a new SLA was defined outlining key service, deployment and maintenance criteria highlighting escalation procedures as well. The third component was based on the employee factor addressing to lapses in training allocations on improving the digital competencies and skills of the enterprise sales staff in order to capitalise market opportunities. A highly defined new training policy was drafted including an evaluation criteria. The component also addressed the factor of less employee engagement by defining a new framework to improve engagements levels within and across other business units. Towards the latter of the project a cost benefit analysis was done to evaluate the associated costs and benefits derived from the solutions based on the components. Resource allocation was carried out in identifying the key resources, roles and responsibilities that will be initiated at the implantation of the proposed solutions. Finally, the identified problems were linked to the theory addressed and thereby require recommendations were made by the author to each of the project components. The successful execution of the proposed recommendations is expected to bring in the intended outcome of improved performance towards the organisation in terms of revenue.

# Reducing Ageing Inventory of Soft-Logic Retail (Pvt) Ltd

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## Executive Summary

Under the Management filed project author address the issue of Inventory aging problem at Softlogic Retail (Pvt) Ltd. Core problem is gradually increase the over 365 days' inventory from 2015 to 2020 by 7% which is expected to be in 4% in annually. Due to this Inventory, there are several cost elements directly and indirectly impact on the P & L and on annually it is around 100M. When it comes to the consumer durable Industry in generally Stocks can be hold maximum 180 days and until there after it won't move or sell out problem will arise. In such a situation it is starting to make unnecessary problem to the Organisational performance. Such as Holding long period of time is lead to working capital problem of the company and create additional cost in holding and warehouse function. Not only that handling damage, Insurance cost and obsolete losses are the related issues with aging stocks. Once analyses the Internal and external environmental factors of Softlogic Retail (Pvt) Ltd, it was observed that there are several areas which directly impact on increasing aging stock through the years. Softlogic is a one of conglomerate in the Sri Lanka with operating in diversified business range. But still when it comes to the retail sector there are several things to be improve and implement in order to ascertain operational efficiencies to the company. Due to this internal process and control issue still, company couldn't achieve the acceptable aging inventory level. Hence with the help of brainstorming session which was conducted by author has been identified several root causes under the Inventory management, Sales and marketing management and similarly human resources management. Further to narrow down the specific problem conduct the SOWT analysis to figure out the specific location of the problem. Further the author carried out the literature review in order to identify the key problem area and what are the relevant theories used in the previous studies. Under the literatures author focused on Inventory management, sales forecasting and demand planning and training and development. In order to find overview this problem and find out the possible solution Journals, articles, Magazine and Books were used by the author. According to the literature related to the main three areas it has identified that lack of proper standardised process and procedure

are the main drawbacks of the company which lead to cause the problem and based on the literature reading author found out viable option which easily can implement in the company as operational level. The project implementation part author has been identifying under main three circumstance which derive through study framework. Thereafter objectives were defined under each area to measure the project output and outcomes. The literature findings were used to implement the solution part of the project and different theories, model and concept were adapted as per the company requirement. based on the MBA knowledge and Industry experience author suggest several improvements in inventory management, sales forecasting and training and development in order to sell out goods in early stage without stagnate in longer period of time in the shelve or warehouses. The Budget for each component were discussed and cost benefit analysis have proved that project feasibility is viable. The final part of the project will have discussed about the overall perspective of the problem and propose solutions to overcome the issues. All the solutions have been linked to root causes which has identified under the chapter two and connect with the objective of the study. As project guidelines in order to implement and execute within the company the author has suggested timeline, monitoring and controlling process in order to meet the objectives.

# Reducing Shipment Transport Cost at H Embellishment (Pvt) Ltd

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## Executive Summary

One of the main requirements of the transport system is to increase transport capacity while decreasing the costs of mobility. Sea mode and air mode are the two ways of exporting garments. Based on the choice of mode, cost will be changed and most of the apparel factories like the sea mode since air mode is too costly. Every business has problems regarding how to manage transport costs effectively. Most organisations used several strategies to improve their efficiency in the company. In this project, H Embellishment was selected as a problem identification company and developed solutions for those identified problems. High shipment transport cost was identified as the main problem for the H Embellishment Pvt Ltd. Solutions were set under a limited budget and need to fix within limited time frame too. Here, the shipment transport cost is to be reduced without losing the current and future sales. According to the industry norm most of the garment factories having problems regarding transport cost. The cost which occurred from plant to the harbor was considered as shipment transport cost. In the first and second interviews carried out by the writer with the respective Managers and Executives was able to identify the root causes for each category of high shipment transport cost. SWOT analysis was carried out to identify the strengths, weakness, opportunities, and threats related to the organisation. The main problem identified as high shipment transport cost was mentioned under weakness category as key point. The respective data, information, and calculations were described under key problem with other subordinate problems. The theoretical background affecting the main problem and the subordinate problems faced by the company discussed in detail. Shipment transport handling, monitoring and production and transport planning were the three components identified under study framework. Related literature for each component was discussed. Key problem and associated sub problem related literature was mentioned under each category of the three components. Then study framework along with the related techniques was discussed in detail. Solutions were set under each objective and aligned to the three components identified. The main objective was to reduce shipment transport cost which is from plan to the harbor. Resource allocation

for each solution has been identified. Estimation budget for each solution was given with respective documents. The benefit cost ratio for the project was xiv carried out whether the project was successful in budget base. Project output and outcome for each solution along with the three components were mentioned separately. With the previous studies, similarities have been identified in this project to reduce the shipment transport cost. Solutions are identified and developed for the three components of the shipment transport handling, monitoring and production and transport planning. For the execution of the project, recommendations have been given highlighting the critical areas that need to be considered for a successful implementation.

# Time Taken by Geological Survey and Mines Bureau For Processing of Applications for Mining

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## Executive Summary

The intension of this project was to reduce the internal processing time for issuance of mining licenses by Geological Survey and Mines Bureau (GSMB). GSMB is the regulatory body for managing all the minerals except gems and hydrocarbons in Sri Lanka as per the Mines and Minerals Act No. 33 of 1992 which was amended by Act No. 66 of 2009. By issuing mining licenses, GSMB mainly regulates mineral industry in sustainable manner in Sri Lanka. In this process, GSMB always gets the consent from other state owned agencies including but not limited to Central Environmental Authority (CEA), Urban Development Authority(UDA), Department of Archeology and relevant Divisional Secretariats. However, lengthy time taken for this process was criticised in many forums during recent past and total blame was focused mainly on GSMB despite the fact of involvement of external agencies aforesaid in this process. As a result, GSMB planned to improve the efficiencies of events internal to GSMB in this process first, and become a set example for those external entities. The main objective of this project is to reduce GSMB internal processing time on issuance of mining licenses to 35 days where current time taken is 65.05 days. In order to understand the problem, root cause analysis techniques were done using Ishikawa diagram. There, data were taken for 06-month period and cluster samples were taken for in-depth analysis using qualitative and quantitative data. Qualitative data were based on statistic obtained from the regional offices of GSMB and quantitative data were based on interviews done with office staff attached to regional offices and customers. Accordingly, several key root causes for the delays internal to GSMB could be identified in the process of issuance of mining licenses. Author did a literature survey further mainly using ranked journals in Australian Business Deans Counsel (ABDC). The collected information was useful in understanding the theoretical background to the problem and developing implementable solutions to solve the problem of internal delays in the issuance of mining licenses. In addition to ABDC ranking journals, few ABDC non ranking journals and books too have been referred for finding a proper solution to the problem. The one of the main objective of literature review is to understand how scholars look at

the problem to be need solution. further, by referring literature review, anyone can easily understand the experts in the world relevant to particular topic. In line with the aforesaid main objective, four sub-objectives were formulated under the project. They were reducing acceptance of applications without adequate information, reducing processing errors, reducing technical errors at site inspections, and increasing monitoring frequency. All objectives and sub-objectives were formulated in Specific, Measurable, Attainable, Relevant and Time bounded (SMART) manner. Introduction of iljn,k, to achieve the success of the project. Leadership is essential for successfully implementation of projects. In order to achieve better outcomes from the projects, it is essential to monitor the projects aligning with expected outputs.

# Reducing Ticket Resolution Time within the SSRS Team at CA Technology PTY Limited

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## Executive Summary

CA Technology Pty Limited, a global IT company, well known for its integrated suite of Enterprise Performance Management (EPM), Business Intelligence (BI) solutions and consulting services, functions within both the project and product industry. The company provides solutions in terms of the products that they sell and also bespoke custom solutions to clients, as and when required. Such provision of solutions is handled by the company's branch within Sri Lanka which acts as a global services delivery centre and thus handles the development, testing and delivery of all the above-mentioned solutions. It has been noted that the ticket resolution time within a business unit of the company, the SSRS Team, impacts the performance of CA Technology Pty Limited, as a whole. Thus, this report discusses the aforementioned problem in detail along with recommended solutions proposed to overcome the said problem. Initially, the background of the problem related to its origin within the company, the significance of the problem, the overall methodology of this project and the limitations are discussed. The problem being discussed originates within a business unit within the Sri Lankan arm of the company known as the Global Services Delivery Centre (GSDC). Overall, the company shows strength in its ability to provide a personalised service to its clients spread throughout various countries within the world while the uniqueness of the strategic ERP solutions contribute to its current status as well. However, the company and main the SSRS team faces issues due to a lack of proper requirements management, poor project management and also inadequate resourcing resulting in a loss of reputation. If the above weaknesses are overcome, the company has an opportunity to extend into untapped regions within several countries, while at the same time, extending awareness about competitors within the market who may threaten the company. Additionally, interviewing team members within the business unit and using tools helped uncover the underlying issues of this high ticket resolution time. Exploration into previous research knowledge surrounding similar problems in cases with high ticket resolution times, assisted in identifying the key components that form the framework of this problem; customer service management, project

management, and requirements management. Supporting literature demonstrated that a proper flow in analysing the issue should be available within any team along with the team being well-versed in knowledge related to customer support as well as the products and services xiv delivered by a company. In terms of project management, it is identified that constant disturbance from top management and lack of allocation transparency contribute to issues within a team. Finally, volatility of requirements and lack of documentation can present problems that have a chain reaction throughout a delivery cycle. Various techniques that have been previously used by scholars to overcome similar problems are also considered in this context. Using the literature gathered from previous scholarly studies, the objectives for this project are outlined against the framework constructed. Each objective that is to be achieved is specific, measurable, achievable, relevant and time-bound allowing the vision related to the outcome of the project to be converted into clear-cut measurable targets. Objectives along with the outputs and outcomes of the project will contribute to the identification of successful achievement of the objectives. Solutions proposed based on the literature analysed will be proposed to be in line with the objectives while the benefits of each proposed solution are evaluated in terms of its costs and benefits to the company as a whole. The definition of performance indicators in terms of customer service, the use of proper tools in project management and the implementation of a standard process for requirements management, is some of the solutions being discussed in relation to this project. The solutions identified and proposed for each project component will be evaluated in terms of resolving the key problem; the high-resolution time of tickets, identified within this project. The considerations in implementing the solutions within the mentioned timeframe are touched upon outlining any revisions or changes to the financials components of the project. Each recommendation is related to the outcomes identified and links to each project component as well. This is done to ensure that the proposed solutions for each component will in turn result in the main problem being discussed within this study, being resolved through short-term, medium term or long-term goals.

# Out of Stock Issue of Rasakari Cubes of World Care PLC

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## Executive Summary

The prime objective of the field project is to find solutions towards Rasakari cubes in World Care. Rasakari cubes is a sub-brand under the savory category in World Care and it contributes 6% to the total sale of World Care. But due to the out-of-stock situation that is occurring frequently, Rasakari cubes is losing its market share and its strong presence in the trade. Hence the competitors have taken this operational issue as an opportunity, and they have strengthened their distribution together with their strong marketing hand. As a result, Rasakari cubes has experienced a market share loss of 1000 bps in the recent past. Since the out-of-stock issue of Rasakari cubes has become a major business issue not only for the savory category but also for the entire World Care. The market potential and losing to competition have given courage to the author to find solutions to reduce the current OOS (OOS) issue of Rasakari cubes and as a result, this field project was carried out over six months of time. Even though the author is functioning in the customer marketing department, due to the passion for finding solutions to the operational issue, the author engaged frequently with supply chain members and understood the reasons behind the current OOS issue. As a result, the author has been able to find a few root causes which contribute to the current issue in a significant way. With the support of the supply chain team, the author established a small project group in order to get more insight and knowledge about the situation and learn about the supply chain matters. Meanwhile, project group met a few times though teams call and conducted a few sessions to find solutions to root causes. One of the limitations for the project was Covid-19 pandemic situation. Due to that issue project team could not conduct physical meetings and all the discussions were limited to phone conversations or team calls. Due to that project team representing the head office of World Care could not experience the practical operational constraints in the factory at Dambulla. Dambulla factory was shut down for a one-week time with the reporting of few positive cases and with that, all the path to visit the factory was blocked by the project team. However, without considering it as a limitation, the project team geared the discussions and developed solutions to overcome the current out-of-

stock issue of Rasakari cubes. Meanwhile, the author referred to journal articles, books and research papers which have been written based on similar kinds of operational issues. By spending a good considerable time on literature, the author has been able to find a few models and theories that can be used to overcome the current out-of-stock issue of Rasakari cubes. Those identified models were used as techniques in developing solutions for the project. Apart from that author briefed those models to the project team and discuss their opinion on applying those models to World Care PLC. With the agreement of each and every stakeholder, the solutions have been drafted with reference to the identified techniques. However, it was identified there are some models that the author identified, are currently in the company process as a norm. But those are not executing properly, and stakeholders are not aware of them at all. The solutions will cost LKR 810,000 and will give an LKR 81,682,691 savings. The cost is for a period of one year and savings also for a period of one year. In addition to the financial benefit, gaining market share back, increasing customer satisfaction, reducing work pressure on key stakeholders, motivating the labour force, and establishing team engagement were identified as non-financial benefits. In the later part of the project, the author has highlighted areas that should be improved in future in order to gain the fullest success of this project. As per the author top management should focus on bringing down new machinery as the company is using 50 years old machinery right now. Apart from that human resource department should focus more on factory labour and should develop a path for career advancement.

# Reducing Non-Availability of Trucks in KTS Freight Forwarders (Pvt) Ltd

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## Executive Summary

This Management Field Project focused to identify the management issue prevailing in KTS Freight Forwarders (Pvt) Ltd, due to the non-availability of truck fleets to cater the customer demands. KTS Freight Forwarders (Pvt) Ltd is one of the prominent logistics solution providers located in Colombo. It handles over 400 shipments per month using the company-owned fleet of trucks. The company handles pre-negotiated customer demands of certain manufacturing organisations in Sri Lanka in export and import handing, custom clearance, and other documentation activities. Although the organisation is having a dedicated staff and a customer-centric culture, there are some impeding factors which hinder the operational effectiveness of the company. Since the company mostly depends on manual methods in freight management, there is an issue in the efficient allocation of resources to achieve the expected outcome. So, this project intends to suggest solutions to improve organisational efficiency by investing in the right resources to explore the true potential of the company. The author together with the staff of KTS has been able to identify the root causes of the business issue through brainstorming sessions. Non-availability of trucks to allocate to the right orders at the right time has been an issue and it has impacted the revenue of the organisation since the main revenue generation point of KTS has been proportional to the capacity allocated for a particular shipment under a negotiated rate. Considering the truck allocation data in KTS, it is evident that nearly 60% of trucks have been underutilised monthly due to various reasons. On average there is a 10% of operational loss over profit each month. So, addressing this business issue would impact the bottom line of the company to increase the revenue generated. The problem of non-availability of trucks has been caused due to the sub- causes of scheduling of trucks, truck turnaround time, equipment and other external factors. It was identified that delays in the scheduling of trucks have been caused due to non-availability of a freight management system and there are no real-time updates on vehicle position to allocate fleet to right orders. Since there is no tracking mechanism to track driver behaviour and no performance measures in placed the truck turnaround time has not been monitored. Since there

are no preventive maintenance of a fleet of trucks and no future budget allocation is done the equipment condition is not properly maintained. The external factors which are out of the control of the company have been excluded from the problem analysis. The theoretical background related to the identified sub-causes and root causes has been discussed by the author in order to identify the potential solutions that have been widely used by scholars related to the freight forwarding industry. The study framework has been developed for the field project based on the cause and effects identified during the problem analysis and the solution development has been carried out with the insights gained from the literature for providing solutions to the identified root causes. Further, those sub-causes have been identified as the key project components of the Management Field Project and the author has provided solutions and recommendations related to each project component. The main project objective is to increase the availability of the trucks at KTS Freight from 40% to 70% within a period of one year. In order to achieve the objective other three sub-objective and action plan has been developed related to each project component by conducting a detailed analysis related to the problem. The solutions are mainly related to the three project components introducing a Freight Management system, monitoring truck locations, introducing a transport management system to monitor driver behaviour, introducing KPIs to monitor driver behaviour, introducing equipment maintenance tracking and introducing RCM practices. The project costs have been identified related to each project component and resource allocation has been done based on the available resources of the company which can support the implementation of the project. Finally, the author has listed down a set of recommendations to streamline the business process of KTS Freight to achieve efficiency in the organisation. As a short-term solution, it is recommended to the management of KTS introduce a checklist to monitor the truck condition to increase the available number of trucks which are in operation. As a long-term solution to implement a Freight Management System which could accommodate order management, scheduling of trucks, monitoring of trucks and truck drivers, report generation and equipment maintenance handling can be recommended. The introduction of KPIs and RCM best practices as a part of the management process has also been also recommended by the author in order to provide solutions to the business issue. The use of IoT in the business and incorporating management practices are the key aspects which are related to this Management Field Project.

# Reducing Hight Employee Turnover of Nursing Department at Nawaloka Medicare Private Limited

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## Executive Summary

The prime objective of this management field project is to come out with a solution which is more compatible with mitigating the high nursing turnover at Nawaloka Medicare Private Limited. Nawaloka is a large conglomerate of businesses in Sri Lanka and Nawaloka Medicare Private Limited is the first subsidiary and regional hospital of Nawaloka Hospital PLC. This study was conducted to identify the real reasons which are affecting the nursing turnover at Nawaloka Medicare Private Limited and give solutions which are more effective on the organisational performance. Internal data of the organisation have been analysed and solutions derived from the data analysis. Then conducted a focus group discussion about the current issue top key management personals and their views related to the problem have also been considered. Environmental analysis of Nawaloka Medicare Private Limited was carried out using SWOT analysis and most of the internal and external environmental-related factors about Nawaloka Medicare Private Limited, were exposed during the SWOT analysis. In chapter two, it has given a brief description of the organisation and its financial and non-financial performances. By analysing the data which was found the current position of the organisation. Then the key problems that the organisation currently facing in terms of nursing turnover and its impact on the revenue have also been identified. By linking the effect to the revenue; the key problem which the company currently going through due to high nursing turnover was identified. Nawaloka Medicare Private Limited serving to the nation as a health care provider in Sri Lanka. According to the current situation, the organisational analysis and problem analysis had done in previous chapters. Then reasons for the problem and the courses of the problem and the suggested solutions to mitigate the problem have been explained in the literature review by using previous literature findings. With the support of the literature review, the reader and author can be able to identify the components as well as solutions in the proper manner. The main components; which are Human Resources and Administration, the Hiring process and

the People factor been discussed deeply in the literature. The project about Nawaloka Medicare Private Limited is mostly focusing on the nursing department which is the heart of the hospital. The nursing turnover of the hospital is making a huge impact on the hospital's operation and the quality of the service. Hence chapter four, it is elaborating on the highly vulnerable areas which have an impact on the problem of the project. Therefore the solutions to solve the problem have been arranged under each component in this chapter which is to reduce the nursing staff turnover from 31% to 10%. The resources allocation to the related and responsible personals has been mentioned and Rs. 1, 025, 000/- cost has been arranged to take approval as the cost of the total project. Finally, the output and outcomes of the project have been mentioned according to the solution at the bottom of the chapter. In addition to all the four chapters financial and non-financial benefits can be identified in this project. The author has recommended some valuable recommendations in relation to the discussed solutions as well as different solutions which are going to be beneficial for the organisation both short term and long term for the organisation. According to the first component, the author recommended dividing employees into three categories and starting a short-term development and developing the organisation into a second level whilst helping the organisation to achieve competitive advances. Then it establish the educational institute and then turn it into a separate business which had courses for most of the medical-related positions in the organisation. Finally, with the loyalty of the employees, the author recommended that they can achieve sustained competitive advance for the organisation over the other competitive organisations around the hospital.

# Reducing Loose Packaging of Munchee Super Cream Cracker 190g at Ceylon Biscuits Limited

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## Executive Summary

The key objective of this management field study project report is to propose solutions towards reducing the generation of loose packaging of Munchee super cream cracker 190g at Ceylon Biscuits Limited. The focus of the report is on Munchee who is the market leader in the Sri Lankan FMCG industry under the biscuits category. CBL's flagship brand is Munchee and it was started as a high protein biscuits manufacturer for school children in 1968. Due to the fast-moving nature of the products the companies always geared to be ahead of competitors in order to have a competitive advantage over others. According to AC Nielsen report the leading biscuits category in the local biscuits market is cream cracker which is 23% from the total biscuits market and Munchee is enjoying 70% of it. Environmental Analysis about Ceylon Biscuits Limited was conducted using SWOT analysis. SWOT analysis is a snapshot of the organisation and it discusses the organisation's strengths which can be used to capitalise on the opportunities for the company. It identifies the weaknesses of the company that should be converted into strengths. Further, it gives a snapshot of the opportunities and threats that the organisation faces. By using the SWOT analysis it was identified the current environmental situation of Ceylon Biscuits Limited. Further, in chapter two there was a brief description about the financial and non-financial analysis to figure out the current performance level of the organisation. Then the problems that the organisation is currently going through have been discussed with identifying its impact on the revenue of the organisation. Then the key problem was derived due to generation of loose packaging of Munchee super cream cracker 190g at Ceylon Biscuits Limited and the impact of which is creating on the revenue been identified. Ceylon Biscuits Limited is one of the largest business entity which is serving to the Sri Lankan economy. So according to the identified key issue in the organisation the impact of the issue to the revenue of the organisation been discussed in the previous chapters. Then for the further understanding, the key problem and the solutions to mitigate the problem been discussed in the chapter three Literature Review in detail according to the related literature according to the problem. According to the presented literature;

author and the reader could get a clear picture about the generation of loose package of Munchee super cream cracker 190g at Ceylon Biscuits Limited along with product, packaging and transportation and logistics components identified in course and effect diagram as the crucial components which are effecting to the loose package of Munchee super cream cracker 190g. Munchee super cream cracker 190g is contributing 4% to the total turnover of Ceylon Biscuits Limited per annum. Hence the impact the discussed problem creating to the organisational performance is in a considerable level. Therefore objectives been set in chapter four in relation to the key problem which is making an impact to the organisational performance. Then the estimated cost to implement the proposed solutions been discussed and in the cost benefit analysis, the tangible benefit which is generating by implementing the solutions been described. After the budget arrangement the project team was nominated and the resources allocation been described according to the solution and the authority of the officials. Finally the output and the outcomes which are generating after implementing the solutions been explained in detail as the final step in this chapter. Moreover to the above all four chapters, chapter five is recommending another recommendations to each and every component that the company can implement in long run as well as to successful the above solutions in better manner. According to all the financial and non-financial analysis done in the above four chapter as well as the solution implementations, there are still the best practices that the organisation can follow while implementing the proposed solutions. In addition to that while implementing those new solutions there are some areas that the company can plan to take the company to the next level. Hence as the final chapter; the author had recommended the further recommendations for the organisation to move forward in short and long run by solving the key problem in the same time.

# Bring Down NPL of Lease and Finance in Automobile Agreements at Central Finance Company (PLC)

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## Executive Summary

This entire project attempts to explore issues pertaining to the "Non-loan Performance of Leasing and Finance in Automobile Agreements at Central Finance Company PLC" and provides recommendations in a managerial perspective. The review of the annual reports in the past three years (2017-2019) state that there is a risk of loan impairment of leasing and finance in automobile agreements. This has caused the Non-Performing Loans to reach the level of 5.6, which has exceeded the average rate of 3.5. Since its inception, this problem had been identified in three main key areas. The first key area is about the fundamental issue of the unexpected credit loss. The second discusses the deterioration of portfolio quality while the third is the impact of poor asset quality on profitability of the business. The study has been carried out by reviewing previous researches by scholars which is referred in the literature review. Apart, the author makes use of the views of the senior executive officers through brainstorming and interviews. The author has developed a theoretical background to address the prevailing situation which is identified from the Cause and Effect diagram. The problematic areas under Monitoring and Measuring are limitation in current system tool; and failure to identify borrowers' traits. As a result, inability to be alert to prevent loans being default and the increasing in expected credit loss are identified as effects. The Staff Engagement component is discussed under unrealistic KPI and lack of motivation and support, which identify the lower earning potential of the staff. As a result, there is an weak Net income for the company. The Staff Development component is discussed under lack of financial literacy and lack of financial exposure that identify the lack of training opportunities, difficult to get adapted to recovery process work setting. As a result it is significant in amount of amortise cost on overdue loans and advances. The main objective of the project is to provide recommendation plans to address the Non-Performing Loans on Lease and Finance in Automobile contracts related issues. In order to achieve main objective of the project, solutions are developed

and proposals are made for an action plan to improve the loan performance on Lease and Finance by bringing down the current NPL rate by 26%. Recommended action plans for the company are decrease expected credit loss ECL on loans by 40%, decrease probability of default PD on loans by 15%, and decrease Amortised cost AC on loans overdue by 10% Solution development is proceeded after the detailed analysis of the problem under main and sub components. The solutions are developed mainly related to the Information Management for the development and implementation of credit risk analysis and monitoring framework to integrate into Information management system, Revising the compensation and benefit structure under Reward Management. Further, the proposed training and development programme is restructured for the credit and recovery staff under People Management. According to the relevance and applicability, the resource allocation is done by the need base. The project team has been structured by forming the members for project management, consultants under MD/CEO, and project sub-committees comprising different disciplinary areas such as Account and Finance, HRM and IT that are subordinate departments to the credit and recoveries function. The project cost is developed by employing suitable techniques after analysis. Under chapter five, the project recommendations have been listed and elaborated to identify what requires implementing in order to develop solutions.

# Reduce Life Insurance Policy Lapses of Union Assurance PLC

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## Executive Summary

The purpose of this field project is to identify the critical factors effecting to life insurance policy lapses of Union Assurance PLC and develop sustainable solutions in order to decrease the overall policy lapses. Premium persistency is one of the key performance indicators of the insurance company. Therefore, it is paramount important to maintain high level of premium persistency by reducing lapses. There are many internal reasons as well as external reason effect for policy lapses. However, all external reasons are beyond control from insurer. Therefore, author proposed solutions for internal reasons that could lead to increase policy lapsation. Policy lapsation directly impact on company revenue. Union Assurance is the fourth largest life insurance provider in Sri Lanka during the year 2019 by recording gross written premium of Rs. 11.6 billion. However, UA year on year revenue growth recorded only 4% which was far below compared with industry growth of 8% during the year 2019. Union Assurance is a fully own subsidiary of John Keells Holdings PLC which is the largest conglomerate in Sri Lanka in terms of market capitalisation. During the year 2019 Union Assurance lost 673 million due to the lapsation of insurance policies which was 6% of total revenue earn during the year 2019. Lack of effective learning and development, delays in settling claims and high advisor turnover are major internal reason for policy lapses. A systematic literature review of this study offers an in-depth examination of the outcomes of previous studies carried out in the subject area. Mainly literature review developed based on the root caused diagram identify in chapter 2. Further study framework developed for the filed project comprises three drivers such as employee training and development, internal process improvement and distribution process management. Those drivers are the influential critical factors that determine the premium persistency and policy lapses. Further author describes the tetchiness that could use for each solution identify in chapter 04. Literature validates the root causes found during the brainstorming sessions and provides a clear basis for the implementation phase of the solution. In addition, the identification of other issues found in the previous studies led to the creation of the recommendations set out in Chapter five of this field project. In chapter four author

have states the current scenario in each project components and provides seven solutions in order to prevent the lapses based on the literature developed in chapter three. Proper training need assessment, provides proper training and development on customer need identification, reduces unnecessary delays in claim settlement process, establish proper lapse reminder process, establish proper reward system are the solutions proposed in this report. This project output and the outcomes are expecting withing the one-year time frame after implementing the solutions. Finally, author has developed the benefit cost analysis for the entire project. The final chapter of this study discusses the relevance of the results of previous research to both the identification of the main problem factors and the effect on the implementation phase of the solution. This project draws senior management attention on the key areas like investment on training and developments, how to settle the claims withing the limited time period as well as how to retain high profile advisor cadre for long period of time. Finally, author recommended suggestions in order to increase premium persistency up to the industry standards.

# Increasing Employee Retention in The Consulting Sector of MYST Sri Lanka

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## Executive Summary

The project was conducted with the objective of increasing the employee retention within the Consulting Division of MYST Sri Lanka. The impact of employee turnover on the Consulting Division can be reflected through the loss of revenue from potential business opportunities that were lost due to the unavailability of resources to execute the projects. Thus, the study focuses on reducing the employee turnover rate within the Consultancy Division in order to increase the organisational capabilities in catering to new business opportunities with ease. The current data on employee turnover in the firm indicates an average employee turnover rate of 25.73% in the Consulting Division which is significantly higher in comparison to the internal benchmarks set by the global teams in relation to employee turnover. an analysis of data demonstrates that a significant contribution for the employee turnover comes from the subdivisions of Information Technology Consulting Division and the Business Consulting Divisions of the firm. Moreover, a designation wise breakdown of the turnover within the division indicates that a majority of the turnover occurs at the executive and associate level employees and a further understanding of information with regards to the working years within the firm indicate that a large set of employees within the category of '2-3 Years' of work experience in the firm can be identified as the main contributors to the problem in the firm. employee feedback gathered during the study as well as from reports prior to the study indicates that organisational structure, performance management and recruitment and selection and employer branding are some of the significant components of management that contributes to this problem. A comprehensive study of literature relating to the problem enabled to build the foundation for the study based on a theoretical backing. The framework developed for the study enabled to dive deep into the root causes of the problem that was identified through internal discussions and the information available from internal reports, and identify relevant solutions discussed in relation to employee turnover. these management techniques identified were evaluated using further literature to gain a thorough understanding of the implications to the firm from an industry perspective as well as the importance

of addressing the problem immediately. Building on the identified components, objectives were developed for the overall project as well as the project components. This development leads to understanding the management techniques that will be used in the process of developing solutions to achieve the objectives set. The main project objective of reducing the employee turnover rate from 25.73% to 18% within a period of a year was supported by the sub-objectives that are allocated for each component. Techniques such as work specialisation and management by objectives were used as a basis for restructuring the subdivision teams to allow specialisation within the teams to provide a sense of direction and focus for the employees to take ownership of the scope of work. Furthermore, the component of performance management was addressed by utilising the framework of balanced scorecard to enhance the appraisal system in the firm. The final component of recruitment and selection focuses on the selection phase of the process to develop suitable material that will allow to identify and select the most suitable candidates for the firm to be nurtured and developed as a long- term asset. Resource allocation and cost implications were considered along with the benefit to the firm by implementing these solutions to determine the viability of the project. a holistic view of the project can be seen through project outputs and outcomes table that highlight key aspects of the project that will be considered by the management. A discussion of the approach and foundation for developing the proposed solutions has been provided to highlight the reasoning and thought process behind the approach, which is backed by theoretical findings and the practical application of the management techniques within the firm. furthermore, the implementation phase of the project is given attention as a critical aspect of the project that will determine the extent to which the project team will be able to achieve objectives created. Emphasise is laid on the importance of communication and co-creation of these solutions with key stakeholders to ensure that these solutions are considered important and are taken seriously in the development process of the firm.

# Optimising the Operational Cost of Laugfs Petroleum (Pvt) Ltd

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## Executive Summary

"Optimising the operational cost of Laugfs Petroleum (Pvt) Ltd" field project addresses the critical issues faced by the organisation, which requires special attention on making a sustainable future for the fuel network. The report provides a detail description of the background information of Laugfs Petroleum and an elaborative industry review on the petroleum sector. The company operates as one of the few competitors of the petrol retailing business in Sri Lanka. As a highly competitive consumer good the Laugfs Petroleum has overcome many challenges with the continuously changing environment and government regulations. The project would help the organisation reduce the current operational cost from LKR 297 Mn to LKR 261 Mn with a 12% improvement in financial performance. Company's internal and external strengths are evaluated through a SWOT analysis through which the current situation and the future potentials are identified. Further, elaborative analyses are conducted to identify the factors that increases the operational costs of the company. The identification of the problems was carried out through interviews conducted with the key members of fuel stations and head office along with the analysis of the past data with respect to sales and main cost elements. Based on the information a thorough problem analysis has been conducted which has enable the author to construct an Ishikawa Diagram that narrow down the root causes of the problems. The current situation analysis and solution development was conducted using techniques such as the lshikawa diagram, five why, workflow analysis and process automations. A comprehensive literature review has been conducted by reviewing many journal articles and books in order to support the problems identified through the Ishikawa diagram. The theories and concepts identified have been used to understand the various aspects of the project and construct the Study framework. The main components of the problem that lead to increase in operational costs are cost arising from People Management, Maintenance and processes. A study framework has been constructed that highlights these components. Further, literature review will also identify the techniques that can used to further elaborate the depth of the problem and to create a base for the potential solutions. The project objectives

have been set in order to achieve the 12% reduction of operational costs. This main objective is supported by few sub objectives that have generated various xiv solutions to overcome the problems. The sub objectives that have been identified are reduce the required carder from 240 to 170, reduce the OT cost by 50%, reduce the stock updating and reconciliation time at head office by 3.5 hours and reducing the daily invoice updating time of head office and shared services from 8 hours to 1.5 hours and to reduce the maintenance cost by 26%. The solutions have been developed in order to achieve this sub objectives and ideally reduce the operational costs. A comprehensive resource allocation along with a detailed cost benefit analysis have been conducted to increase the depth of the study. The objectives have also been linked with the output and outcome through the solutions presented. Finally, the project will be concluded through a discussion of the project objectives and solutions by linking to the identified literature. This will strengthen the application and understanding of the project through conceptual data that was gathered. This will be followed by a description of recommendations that need to be focused when implementing project and the time line of the implementation. The overall report will enable the management of Laugfs Petroleum to reduce the operational costs of the company and increase the competitive position of the company.

# Addressing the Issue of Low Average Revenue Per Subscriber on Dialog Home Broadband Prepaid Product

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## Executive Summary

The problem of low Average Revenue Per User (ARPU) of Dialog Home Broadband (HBB) prepaid product addressed on this report. The target ARPU is LKR 600 and the actual ARPU is around LKR 160. Therefore, there is an ARPU gap of LKR 440. Further to the discussed with the product manager and based on the cost analysis, Dialog could not able to cover up the operational costs through this revenue. As with the existing ARPU it takes almost five years to recover the cost of router only. In addition to that HBB prepaid subscriber churn is also significantly high. Thus, if this low ARPU problem exists in the future, it will lead to deteriorate the performance of entire business unit. Then, the author conducted a SWOT analysis and identified that there are more strengths and opportunities exist rather weakness and threats for Dialog to increase the ARPU of HBB prepaid product. Thereafter, the author used Ishikawa diagram to identify the root causes of the problem of low ARPU of HBB prepaid product and identified six root causes. Those are; poor training of agents on new features, features not communicated to customer, sales agent commission linked with new sales only, missed some of the required features in the product planning stage, no active involvement of the customer experience team at the product planning stage and poor analysis of subscriber activities. The author reviewed the past researches available related to the low average revenue of subscribers on telecommunication industry. However, there were few articles available related to the telecommunication industry. Thus, author reviewed the article related to other industries as well. Thereafter, based on the finding of past researches and the findings of Ishikawa analysis, the author came up with a study framework. The study framework consisted of three components which will determine the average revenue of a user on HBB prepaid. Those three components are; sales and marketing, subscriber retention and loyalty and product development. The overall objective of this project is to increase the ARPU of HBB prepaid product from LKR 160 to LKR 600 in twelve months time after executing the solutions given by the author. In addition

to the overall objective, the author stated sub objectives for each of the components too. Thereafter, the author proposed solutions for each of the component to achieve sub objectives along with a cost estimation. The total cost estimation for the proposed solutions approximately LKR 8.9 million. Apart from that author calculated the value of expected benefits as well and it came to about LKR 165.3 million. Therefore, the net benefit of the project is LKR 156.3 million. Finally, the author concluded the report by linking the findings of past researches with the solutions proposed and providing recommendation for the management to consider while implementing the solutions. The all solutions proposed by the author are short term and internal manageable solutions to increase the ARPU while reducing the subscriber churn. As these solutions not addressing the subscriber acquisition aspect, author emphasised the importance of carrying out existing marketing and sales related tasks as it is, to increase the market share on the fixed broadband space.

# Project Time Overruns in Engineering Services Unit at ATSL International (Pvt) Ltd

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## Executive Summary

The objective of this research is to reduce project time overruns in Engineering division of ATSL International (Pvt) ltd. According to the financial statement of the year 2019/2020, it is observed that more than 50% projects were unable to complete within the estimated time. This is affecting to the division revenue and cost; at the end it becomes huge impact to the company profit. There are three main components have identified which is unable to deliver project on time. In efficiencies of teams, in proper process management and vehicle, equipment's management issues were identified as these major issues. ATSL International (Pvt) Ltd started as a division of Access group. Presently it operates as a limited liability subsidiary of Access. In ATSL's operating context, short term telecommunication equipment trades and long-term telecommunication installation contracts are the two main income generating markets and it has more than LKR 1.25 billion annual turnover. With the huge rise in telecommunication industry in Sri Lanka there are many opportunities available in ATSL to expand their business. But there are some loopholes in the existing process of daily service requests prioritisation, resource allocation, people motivation and time allocation procedures which delays compete project in estimated time. Further this study will enable the management committee of ATSL to identify the impact of the project's completion time of scheduled. Data for the study have been collected by conducting interviews with internal employees and refer other relevant documents such as financial statements. Then the collected data has been analysed using scientific approach. As a result, author has implemented the causes and effects diagram to illustrate root causes of the problem. Through this author able to clearly identify major issues which is affected to the project time overrun. The diagram shows three main areas such as employee management, process management and vehicle, equipment management which affect to the main problem. Inexperience of staff and employee turnover were identified as major issue related on employee management. Poor project management, not following standardisation and rework were identified as main issues related on process management. Also, it was observed that outdated vehicle and equipment

usage and insufficient backup vehicles were mainly caused to vehicle and equipment management problem. Then literature review has been conducted in similar context to identify solutions and implemented study framework by summarising the findings. Setup objectives based on the findings and identified subcomponents to understand in depth of root causes of the main components. Thereafter resource allocation has been carried out to implement the solution successfully within the division. A benefit cost analysis was conducted to recognise the how much the benefit will be earned from implementing this project against the costs allocated. Further the possible outputs and outcomes was discussed. Chapter 5 provide the recommendations to overcome the time overrun issue in engineering department. Finally, author has able to implement the solution based on the findings of literature. It was clearly elaborated connection between solutions and the literature. The recommendations have been discussed with the management committee to implement the solutions in order to overcome time overrun. The author has suggested implementing new project management software to manage projects effectively and efficiently. To overcome employee inexperience and inefficiency issues, author has proposed to management, organise knowledge gaining and training sessions to the employees and setup teams including different skill experts. Also, author has illustrated that proper maintenance of vehicle and equipment save delivery time and also cost of the project. Author has expected to reduce project time overrun by 10% through this field study. Moreover, the management is to be advised to monitor continuously to successfully complete the project.

# Addressing Time Overrun in Projects of Layoutindex (Pvt) Ltd

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## Executive Summary

In this management field project, the author has taken a budding software development company, known as LAYOUTindex (Pvt) Ltd., which has transformed the online cinema ticket booking experience in Sri Lanka, as the company to study, identify problems, and provide practical solutions. The author has explained the organisational background while giving insights on the industry. Thereafter, the significance of the issue was discussed. Client referrals form a large portion of new business for the company and time overrun in projects was noted to be quite detrimental to this. The author also highlighted the project methodology and limitations. The methodology the author has used for this project has comprised of and not limited to conducting primary and secondary research to find the problem, which is time overrun in projects. The author further elaborated on the business as well as the sector to understand the macro environment in depth. Thereafter, the key problems presently occurring at LIX were presented. The author assessed the financial position of the company, status of projects, client communication, and interviews conducted on employees to justify the problem. The problem which the author identified was time overrun in projects. This is a common problem found in most projects undertaken by the company. Due to the significance of the issue, the author has used it as the basis for the MFP to ultimately provide pragmatic solutions to help LIX resolve the current problem. The data helped the author justify the gravity of the problem to help recognise the immediacy of the action needed to be taken by the decision-makers in the company. Using an Ishikawa diagram the author identified the root causes that contributed to the problem. These root causes were poor project management, lack of training and development, and poor procedures and systems. Together, they caused time overrun in projects undertaken by LIX. A thorough literature review surrounding the problem was completed subsequently. As the problem focused on project delays, the author cited findings from studies done in the construction industry and applied the theory to software projects due to the striking similarities in how projects in both industries behaved. Thereafter, the report provided theoretical underpinnings on each project component underlined by the author that

helped determine the solutions required. The various literature reviewed for the purpose of this report were mostly comprised of ABDC ranked journals. Thereafter, the author highlighted the techniques that were utilised to formulate the solutions using MBA knowledge. The techniques which were applied in this instance were value stream mapping, value chain model, training needs analysis, job profiling, GROW model, and Scrum method. The author lucidly underlined the project objectives of the MFP and the solutions proposed for each project component afterwards. The project objectives were derived from the problem description whilst the solutions proposed were linked to the root causes identified in the problem analysis. The report then provided a resource allocation for the project, a holistic benefit-cost analysis to justify the solutions implementation, and described the project output and outcome. The objective of the project was to reduce time overrun in projects by sixty percent within a period of nine month. The solutions provided by the author in this report have a benefit to cost ratio that outweighs the project cost. Hence, the benefits are far greater than the cost to undertake the solution implementation and applies to all future projects undertaken by the company. The sheer gain from benefits shown in the report are persuasive for the management to take steps to implement the solutions given in the report at the earliest possible time. The theoretical underpinnings were once again highlighted combining them with the solutions proposed to justify the solutions through scholars' findings in the same areas. Thereafter, practical recommendations were furnished that will aid the implementation when the tasks are assigned to the relevant parties in the organisation. The author also provided the time frame for the implementation of solutions under each project component. Finally, the author highlighted long-term recommendations for LIX to reduce time overrun in projects, whilst effectively contributing to high efficiency in production to eliminate business risk, and achieve business growth with higher client satisfaction and many robust solutions built.

# Improving Enrolment Rate of Pathway Programmes at International Institute of Health Sciences

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## Executive Summary

Based on their paradigm, higher education institutions have different aims in their student enrolment, whether it is to maximise research results, social benefit, or top or bottom line. However, regardless of the objective, they all rely on enrolling new students and aim to get as many of them to graduate. International Institute of Health Sciences (Private) Limited is one such institution that was formed with the vision of producing globally employable qualified nurses to cater to the world-wide shortage of nurses by transforming Sri Lanka's predominate unskilled labour export to skilled labour. This report focuses on improving the enrolment rate of pathway programmes at the International Institute of Health Sciences (Private) Limited. The set of programmes targeted in the study is called pathway programmes and are targeted at students that have successfully completed Advanced General Certificate of Education (GCE A/L). The enrolment rate for pathway programmes at present is below the target set by the higher management of IIHS. Given this pathway programme cluster accounts for one-fifth of the organisation's revenue, the current underperformance in enrolment rate negatively impacts the financial performance and risks jeopardising key foreign partnerships of the institute. Furthermore, though important, this study will not be focused on programme or academic aspects of the problem, due to limitations in an inability to implement solutions and authors of expertise. The International Institute of Health Sciences (IIHS) is a relatively small player in the private higher education sector, operating in a niche market segment of allied tertiary healthcare education. To understand the present internal and external environment of IIHS, a SWOT analysis is presented. Through this analysis, it was identified that the core weakness of IIHS is its inability to reach sales targets due to the low enrolment rate. This key problem of low enrolment rate is described in detail. Related problems, that contribute to the key problem, were found to be in the areas of marketing and sales, internal processes, and infrastructure. Based on the key problems a cause-and-effect diagram was drawn up

to identify the root causes contributing to the key problem of low enrolment rate. The root causes of marketing and sales were identified in areas of poor website presence, and low performance of promotions and communication. Under the internal process, two causes were identified in areas of inquiry follow-ups monitoring and response rate, and one cause in limited student application methods. While under infrastructure, it was observed that an inadequate physical counselling environment and limited online counselling systems were identified as the root cause for the problem. By recognising the relevant concepts, the literature review is undertaken to understand and develop the theoretical framework. The theoretical background of the project was analysed by a review of literature related to enrolment rate, marketing and sale management, internal processes, and infrastructure. Examination of the literature has provided a strong basis for the causes found in the cause-and-effect analysis. Finally, the study framework developed by referring to the studied theoretical context leads to three components. These are marketing and sales management, process improvement and standardisation, and infrastructure. The main objective of this project is set out to improve the enrolment rate of pathway programmes. To achieve the main objective, several sub-objectives are set out under three components. Identified main three project components are discussed in detail, from the present situation to the proposed solution to achieve said main and sub-objectives. The resource allocation was carried out for the planned solution. For the presented solutions, a cost-benefit analysis is conducted to measure the financial viability of each solution. The outputs and outcomes of solutions are listed in the tables with reference to the corresponding project components. The discussion of the components identified, as highlighted in the literature, was necessary to focus on each of the component areas, marketing and sales management, process improvement and standardisation and infrastructure to improve the enrolment rate of pathway programmes. Several recommendations are provided in key areas to ensure that the project is implemented successfully. The report concludes by stating that an institution's viewpoint should not revolve around its recruitment but mainly around supporting student's academic success and furthermore improving its enrolment

# Increasing The General Trade Sales Volume of Adamjee Marketing (Pvt) Ltd.

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## Executive Summary

N-Joy coconut oil is the flagship brand of Adamjee Marketing (Pvt) Ltd and the product accounts for 95% profitability of the company. The product range is available in MT and GT channels. However the company's general trade sales volume is declining YOY for the last three years hence this issue can be led to challenge the organisation sustainability. Therefore the author has initiated this project to identify the core issue and develop a solution to rectify the adverse situation. The author has conducted a SWOT analysis to identify the performance gaps of the project and it was identified that the key contributor for the problem is "declining sales volume in the GT channel". As the next step, cause and effect analysis was carried out to identify the root cause issues by using deductive reasoning and identified three subcomponents namely; distribution, promotion and sales team performance which have resulted in creating the key problem. Then, the author has conducted a thorough literature review to illustrate the theoretical underpinnings and past findings in accordance to the main and subcomponents. Moreover, the literature review highlights probable solutions and best practices to rectify similar kinds of issues and techniques used by the author to digest the problem and to develop solutions. The author has identified the main objective as to increase the average general trade sales volume by 45%. Therefore author has delineated a comprehensive solution plan and recommendations which will enable to realise the main objective with 5 other sub objectives which will create a positive sales momentum in the Adamjee marketing (PVT) Ltd. Further, the Author has recommended long-term initiatives which will enable the company to reach new heights. By implementing this project, it will generate 43 times more benefits compared to investment. The incremental revenue for the company is estimated as Rs. 124 million and the holistic plan developed will accommodate the short term sales increment and long term sustainability by leveraging on creating brand equity. All the solutions are developed as an integrated effort with an execution timeline which will enable to create a synergies positive impact which will enable Adamjee Marketing (PVT) Ltd to increase its monthly average general trade sale volume and brand equity of the brand N-Joy.

# Reduce Project Delays in IFS Aerospace and Defense Product Group

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## Executive Summary

Project management is a critical function in the software industry. This project addresses one of the project management issues faced by a leading software company in Sri Lanka, IFS R&D International (Pvt) Ltd. IFS is a multinational company operating in more than 20 countries around the world. It employs more than 3500 people around the globe. This study is only limited to the IFS Aviation and Defense group. The project is focused on the key issue of project delays within the IFS Aviation and Defense group. According to the past three years' data, the company has 78% of the average project delays. However many organisations in the industry face such higher percentage of time overruns. The issue has a significant impact on the operational cost, company performance, customer satisfaction and employee satisfaction. It was reviled with interviews of internal stakeholders that three major factors cause to increase the project delays in software projects. The project knowledge, project planning, and project scope are the causes identified. The aviation domain knowledge is a unique knowledge area that is not freely available to acquire. Hence knowledge is a critical factor for defining the project scope in the organisation. The entire project plan is done based on estimations provided for the identified work scope. The error in estimations is a huge contributor to project delays. Requirement gathering is the process that identified the project scope correctly. Short comes in the requirement gathering process escalates the scope overrun. Overall processes and methods used within the organisation decide the time consuming for each activity. Hence those identified root causes have a significant impact on the main issue of project delays. The past studies on the subject matter provide evidence that project delay is a significant issue in the software industry. On average 50% of software projects are faced with scope and time overrun. According to studies, project knowledge management is a critical factor for project scope management. The organisation has to select the most appropriate approach to estimations and planning processes. The literature review illustrates different estimations methods available in the industry. The requirement gathering also a huge area of discussion in past researches. The standards in requirement engineering

have been discussed in the literature. It was identified knowledge management, project planning and project scope as factors for project delays. The main project objectives were set to reduce the average project delay from 78% to 50%. Sub objectives were set to each project component to reduce the average spike investigation time from 11 days to 6 days, to reduce average risk resolution time from 29 days to 20 days, to reduce the project estimation error from 31% to 20% and to reduce the project scope overrun from 74% to 50%. Based on finding in the literature review and problem analysis, solutions were developed for given main areas. A knowledge management system was introduced as the main solution for the knowledge factor which included detail solutions for knowledge identification, knowledge acquisition, knowledge creation, knowledge sharing, knowledge organisation and knowledge application. New standard operating procedure was suggested for risk management process and new estimation technique was introduced as planning tool. As solutions for project scoping component new process was introduced for scoping and designing and new templates and definition of done defined for requirement gathering. The resource requirement, budget, benefits, project outputs and outcomes were discussed. The solutions were linked with the theoretical background discussed under the literature review. The standard processes and templates were developed using the recommendations given in the previous research studies. Finally, the recommendations were provided to implement the suggested solution in the organisation.

# Increasing The Storage Capacity of Unilever Sri Lanka Finished Goods Supply Chain Managed by Hayleys Advantis 3PL Plus

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## Executive Summary

In today's world, competition is not between individual companies but between efficient supply chains. Therefore, most companies are outsourcing their logistics operations to professional third-party logistics service providers to gain a competitive edge and focus on their core business activities. Unilever Sri Lanka has done the same by outsourcing their end-to-end logistics operation from raw material warehousing to finished goods distribution to Hayleys Advantis 3PL Plus. In this context, the overall project objective of this report is to increase the storage capacity of Unilever Sri Lanka's finished goods supply chain managed by Hayleys Advantis 3PL Plus. In order to achieve the project objective successfully, the project team is compromised with key stakeholders from both companies while Hayleys Advantis 3PL Plus members take the lead. Hayleys Advantis 3PL Plus is one of the leading third-party logistics service providers in Sri Lanka that offers multiple services such as Warehouse Management, Transport Management, Value Added Services, Production Line Management, Physical Stock Verification and Logistics Consultancy. Unilever Sri Lanka is the biggest client of Hayley Advantis 3PL Plus who now has faced greater difficulty with low storage capacity in their finished goods warehouses due to year-on-year business growth and predominantly Unilever's acquisition of Viva and Horlick brands. As the third-party service provider, now Hayleys Advantis 3PL Plus management team has to find an immediate solution for this problem without increasing the logistics cost of Unilever Sri Lanka to ensure the value of strategic partnership over 17 years. Therefore, the project team has conducted a cause-and-effect analysis and the main problem of low storage capacity has been divided into sub-problems such as warehouses processes, warehouse infrastructure and equipment utilisation. Based on the above identified subproblems, a theoretical framework has developed to study the theoretical background of the problem with the help of available literature. According to the literature review; capacity forecasting, obsolete stocks, warehouse management system, warehouse layout, inventory

profiles, workload balance and transport management system are key areas that need to be optimised in order to find solutions to warehouse storage capacity problems. Furthermore, techniques such as SWOT analysis, cause and effects analysis, five why analysis, interviews, process mapping, layout optimisation and benefit-cost analysis can be used to resolve the identified problems. Then six solutions were developed to achieve the desired project objective of, increasing the minimum free storage capacity of Unilever Sri Lanka's finished goods supply chain from 0 Pallet Positions to 750 Pallet Positions. These solutions are to introduce a new process to modern trade stock allocation, develop an Excel tool to plan daily replenishment volumes, establish a new KPI for obsolete stock management, install new racks, rearrange cargo zone capacities and develop an Excel tool for workload balancing. With these solutions, Unilever Sri Lanka can get a positive benefit against their implementation costs, enabling them to achieve desired project outputs and outcomes. Finally, the discussion of the identified components shows the relationship between identified literature and project components. This displays the actual scenarios of the available literature to get a practical understanding. Furthermore, this enables us to understand the importance of continuous monitoring mechanisms, management skills, technical know-how and most importantly management commitment for the successful implementation of the proposed solutions.

# Improving Outpatient to Inpatient Conversion Rate at Hemas Hospitals (Pvt) Ltd

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## Executive Summary

This management field study project has been designed to focus on an issue related to lower conversion rate of Outpatients to Inpatient of a Hemas Hospitals Private Limited. The initial section of this study provided an overview of the project. This included a background study of the healthcare industry and a brief description of the project. In addition, this section elaborated on the significance of the project while highlighting the major consequences of the defined problem, the used methodology for the project and the limitations inherited in this selected project. The following section of this study elaborated on the identification of the problem along with an analysis of the selected organisation, which is Hemas Hospitals- Thalawathugoda. Moreover, this section included an introduction to the hospital. Following the introduction an organisational analysis has been conducted using the SWOT analysis technique. The linkage between the analysis and identified problem is elaborated in the following sections of the chapter. Moreover, in this chapter, the evidence for the selected problem had been included with the relevant statistics and graphical illustrations. Finally, the problem was analysed in detail using a cause and effect diagram in order to arrive at the root causes which has assisted in developing the solutions to the identified problem. An extensive literature study has been conducted in the succeeding section following the section on organisational analysis and problem identification. It elaborated the literature undertaken by various researchers on the study area of OP to IP conversion rates at healthcare industry around the world. The literature linked to the identified issue has been then described under theoretical background in terms of a definition, factors of the problem and the solutions proposed by various researchers. Based on the elaborated previous studies a study framework has been developed including the identified factors which have an impact on the main problem of this study which is the lower OP to IP conversion rate at Hemas Hospitals Pvt Ltd, and different techniques used in the solution development. The proposed solutions to the identified issues have been presented in the section subsequent to the literature review. With reference to the study framework developed using literature and the evidence in the hospital, several

different solutions has been presented in this section of the project. The feasibility has been conducted using the cost-benefit analysis. As per the benefit to cost ration this project is almost 4 times profitable when compared to the cost that needs to be incurred when implementing the suggested solutions. Following the feasibility study the resource allocation plan has been described in this chapter. In the later part of the chapter, the expected project outputs and outcomes have been discussed in detail. In conclusion, the final section of the project discussed identified components for the main problem while elaborating the relationship with the theoretical background illustrated in the literature review section. Through this the robust conceptual understanding and the way of application of the gathered understandings to the practical scenarios has been illustrated. Moreover, the second section of the chapter described the recommendations required for the solutions which need to be implemented in order to achieve the main objective and the challenges for the identified root causes of the key problem.

# Reducing Employee Absenteeism in Atlas Axillia Company (Pvt) Ltd

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## Executive Summary

This project aimed to identify root causes of high employee absenteeism in the production department of the Atlas Company and recommend solutions to overcome the issue. The internal statistics have shown that the production department has an average of 7% employee absenteeism since the budgeted was 4%. The production department is a collection of six divisions and, in each divisional employee absenteeism rates are varying from 6 % to 9% organisational internal records, employee survey findings and meeting minutes which was collected from employee meetings by the author have proved that there significant impact of employee absenteeism on employees and organisational performance and progress. The Atlas Company was established in 1959 by Mr. D. S. Madanayake and since then the company was grown up slowly and steadily in the Sri Lankan market. Since the organisation has more than 60 years of history, it still struggles with employee absenteeism. The author has identified this as a key problem of the production department, where the department represents 43% from the total employee cadre. The production department's contribution is very vital for the organisational sales and growth in the market and with the employee absenteeism issue the organisation had to incur additional overhead expenses such as unexpected overtime, nightshifts, and high new employee replacement costs etc. The key problem was analysed through the Ishikawa diagram, with the validation of SWOT analysis, internal records and data collected from employee brainstorming sessions. The author has identified eight root causes for this departmental key issue through the ishikawa diagram and narrow down it further to main three components, which are i) Employee engagement, ii) Training and development, iii) Process improvement. These areas were further examined with literature review focused on each eight root causes related with the organisational employee absenteeism. Based on this the author has derived to the study framework and explained the techniques to be used to overcome the issue through implementing relevant solutions. The author has identified four project objectives and explained current situation in the organisation related with each components and proposed solutions to mitigate the issues. Basically, the

organisation has to incur Rs. 1.98Mn to implement the solutions to overcome the issues in the production department while it helps to save Rs.8.07Mn from the organisational expense account. This will reduce organisational production costs and improve overall profitability by around Rs.6Mn. And solution implementation was clearly assigned to a project team where the team will be led by the head of HR. The team must implement the solutions with the guidance of the author, where all the relevant guide lines, techniques and necessary process and procedures provided in the appendices. Further, the author has discussed the key outcome and each component with previous literature to make more strengthen the proposed solutions. And the author has made recommendations in very practical manner to achieve expected key outcome and other outcomes from each component through implementing the proposed solutions. When the project team implements the project successfully, obviously it will lead to eliminate the production department employee absenteeism issue effectively.

# Reducing Production Delays at Singtech Advertising (Pvt) Ltd

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## Executive Summary

The prime objective of this field study report is to reduce production delays in Acrylic 3D glow signage in Sign-tech Advertising (Pvt) Ltd. Project proposed solutions to reduce production delays at a reasonable level. Sign-tech has experienced production delays at a significant level. The company is addressing various kinds of advertising needs of the customers. It is helpful for them to successfully compete in the market. However, while identifying problems 6 employees were interviewed including the factory head and two supervisors to gather information. Being a family-owned company required information gathered through internal records. The key problem of this study was clearly analysed and studied using various analytical tools such as SWOT analysis and Cause and effect analysis. SWOT analysis is used to analyse the internal and external environmental factors of the organisation. And also cause and effect analysis is carried out to recognise the root causes of the selected problem. Based on the interview records and other numerical records in the factory, the main problem and components of the problem were decided. Mainly three components are identified under the key problem as the Production process, Inventory management and Employee training. Selected problems and identified root causes were reinforced through a literature review. The key problem and impact of the problem are evaluated by considering the related literature for the industry. Apart from that main three components mentioned above also evaluate by referring to literature to recognise the gravity of those root causes. Accordingly, study framework was developed and possible solution development also connected with sound literature. The project identified objectives and developed solutions under the components. When implementing the solutions key responsible parties were identified and it was done proper resource planning for the project. Proposed solutions were the implementation of a swim lane process map for the total production process, introduce a key performance indicator for reworking, the development of an EOQ and re-order level calculation schedule, introduction flow chart for the material issuing process, training need analysis, training plan, training module and training evaluation form for training programmes. It has been projected to allocate the cost of LKR. 394,400.00

to complete the project objectives. The expected net financial benefit of the project is Rs 645,200.00. Finally, recommendations were made for the successful execution of project objectives. Recommendations are classified under three main components. Top management commitment and leadership, evaluating project progress and facilitating and information sharing need to be functioning in the short term. And also project proposed implementing an online data-sharing system, a compulsory weekly performance evaluation system. And also creation of learning and team based working environment and design future training programmes based on market trends can be considered as long term solutions. These recommendations will be supportive to achieve project objectives successfully.

# Reducing Customer Dissatisfaction of Janashakthi Insurance Life Claims Department

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## Executive Summary

Customer satisfaction and customer loyalty are the key factors of certain corporate expectations of operation success in the business sector. In the insurance sector, gaining a higher market share has been critical. The project identified a burning issue in the Janashakthi Life Insurance Company. As per the Janashakthi Insurance marketing survey conducted in 2018 and 2019, the company faces a significant decrease in customer satisfaction. Further, the study found that lots of customers are dissatisfied with the company claim settlement and handling process. Hence, the project aim developed to solve the company's existing problems and improve the service quality of the Janashakthi Life Claims department to provide superior customer service. Janashakthi Insurance is serving the Sri Lanka life insurance market for more than two decades since 1994 and the company is currently in sixth place in the market. At present, Janashakthi Insurance has 52 island-wide branch networks to provide policyholders with reliable customer support. The company provides a wide range of insurance products to both individual and corporate customers, including life, health, accident, pension, education and retirement products. Like other life insurance service providers, Janashakthi claims to handle the department plays a crucial role in the organisation. The department is responsible for paying all the claims arising from policyholders due to hospitalisation, death, total permanent disability, partial disability and critical illness. Currently, the claims department has a high rate of delay in the claim settlement process identified, driven by lots of time taken to pay the claims and inappropriate standard of claims-paying practices. As a result, Janashakthi Insurance's internal records show that, during the past two years (from 2018 to 2019), only 52% of claims were settled within three working days, and 48% of claims were settled by taking over three working days. The main problems of this are mainly studied using SWOT analysis and cause and effect analysis. Based on the interview records and numerical records main problem and components of the problem were disused. The main three problems identified under the key problem are claims process, service standards and employee satisfaction. The author identified past literature to observe

suggested solutions and root course to problems delaying claims settlement. The author identified firstly the importance of service quality and customer satisfaction for a life insurance company. Then the author found key solutions to overcome issues related to the claims handling function in an insurance company. As per the literature adopting the Lean Six Sigma approach will improve the claims settlement process. Also, improving service standards and employee satisfaction is mentioned in the literature to improve service quality and increase customer satisfaction and retention. In Chapter 04, the author identified project objectives to improve the company claim handling department's service quality to mitigate current customer dissatisfaction. Primary responsible parties were established when implementing the solutions and adequate resource planning for the project was carried out. When considering the main objective, it can be stated as increasing the customer satisfaction ratio from 4.89 to 6 of head office and branch operations. Proposed solutions were the implementation of the Lean Six Sigma process to claim settlement process, introduce the Kanban method to follow up pending with branches, develop pending follow-up letters, introduce training programme, introduce complaint management team, introduce authority limit, introduce new KPI and a reward system. The total estimated project cost is LKR. 725,880.00 to achieve project objectives. The expected financial benefit of the project is LKR. 1,245,950.00.

# Improvement of Efficiency Level in Current IT Service Providers Management Process at Popular Bank

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## Executive Summary

Popular Bank is the second largest state-owned commercial bank in Sri Lanka offering both retail and corporate banking services, with 739 branches and service outlets and has an LKR 1,873 trillion asset base with over 14 million customer base from its 70% locals. The bank has received a high national long-term rating of AA+ by Fitch Rating. The Bank has received many awards and it is the pulse of the nation targeting mostly medium and small enterprises. The digital transformation of the bank has brought several tech-savvy products and services to its customers. Through a rich history spanning five decades, the Bank has played a vital role in empowering communities providing capital for investment opportunities which directly related to the socio-economic progress of the country. One of the key success factors of the Bank is a highly motivated team of employees of over 10,471 and optimal utilisation of their talents and expertise for value creation of the Bank. Extensive geographical presence has enabled to generate employment opportunities in economically underprivileged areas as 60% of the labour force is from outside the Western Province. The digital platform provides a new customer experience of account opening transforming the conventional Banking process into a digital, paperless process with Bank staff guiding customers' choice of products and services through electronic devices provided by the Bank. The Popular Bank is the key lender to the government and is strongly committed to government development ensuring the outcome of its activities facilitator for the country's socio-economic progress. The bank has procured sophisticated IT Hardware and Software from third-party service providers incurring immense costs, upon expiry of the warranty the bank needs to enter into contracts in order to receive their support services on the current hardware and software. Increasing inefficiencies in the current IT service providers' management process at the bank brought several negative impacts on the organisation. The data table and the evidence proved that the problem had existed for more than five years and it had affected the operational efficiency of the bank.

The author identified the root causes by way of quantitative and qualitative analysis. Under the qualitative analysis, data had been gathered from interviews with the Chief Information Officer, Unit Heads of the IT Department, Head of Application Systems, Assistant General Manager – of IT (Business Support and Administration), IT Project Managers, and internal customers to identify the root causes for the inefficiencies. The data collected had been analysed through Ishikawa and Pareto analysis and identified the main causes for this problem as delays in the agreement renewal process, Lack of skilled employees in the vendor management unit and poor follow-up and service level monitoring. The causes for this problem were supported by a literature review and a support framework was built by the author. Through the literature review, technical reasons behind the problem were identified. With the help of analysis of the data and literature review strategies were developed in order to address the root causes those strategies were called components, and the author has used those components to resolve the problem. And then required sources were identified which are resources, employees, budget, and cost-benefit analysis to deliver a wider picture of this project outcome. The author discussed the field project components to mitigate the identified problem, project components, problem analysis, solutions, resources and expected cost-benefit analysis. Finally, the author linked the project components with the literature review as to how the practical examples which were mentioned in the literature review supported to development of project components. And after discussing deeply the criticality of the project components, in conclusion, recommendations were given which were not covered under project components.

# Reducing ERP User Complaints Received by Application Support Team of Fortude Private Limited

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## Executive Summary

Fortude Private Limited is an ERP implementation and support-providing company based in Sri Lanka. The company is a global alliance partner of Infor, an ERP company based in the USA. Fortude specialises in implementing the "M3" ERP system of Infor to customers worldwide. Upon implementing an ERP system, the customers expect Fortude to provide post-implementation support where Fortude will assist in resolving issues that the users of the ERP system would encounter when using the system, Fortude has a specialised internal team named the Application Support Team (APS) that purely focuses on providing post-implementation support to ERP customers of Fortude. The APS team of Fortude has been facing an issue where the number of ERP user complaints received from Bega Cheese customers every month during 2019 has an increasing trend. The management of the APS team has set a key performance indicator (KPI) to maintain the number of ERP user complaints received per month to 150. This denotes the total number of ERP user complaints expected per year should be 1800. However, when analysing 2019 user complaint data, a total of 3155 ERP user complaints were received by the APS team. The author further conducted a Pareto Analysis and identified that 78% of the ERP user complaints were received due to five causes. Therefore, the author narrowed down the scope of the project to focus on reducing the impact of these five causes by 90% thereby enabling the company to achieve the defined KPI. APS team signs a contract with the Bega Cheese customer of providing post-implementation support services for a fixed fee. Given the KPI, the company expectation is to handle 1800 ERP user complaints for the signed amount. However, the APS team of Fortude had received extra ERP user complaints. This results in the APS team having to do more work for the same amount of income and also having to allocate more resources than anticipated which generates overtime salary costs. By evaluating user complaint handling system data and by conducting brainstorming sessions with the APS team, the author of this study identified five causes, which

fuel the APS team to receive a high number of ERP user complaints from ERP users. The identified five causes are ERP user mistakes, SLA violations done by APS team consultants, resolved ERP user complaints re-opened by users, slow progression of user complaint resolution, and change requests done to the ERP not working. The author of this study proceeded to evaluate the existing literature on the identified main problem which is the APS team receiving a high number of ERP user complaints and five causes for this problem. The literature revealed that a user complaint is generated as a result of user dissatisfaction towards the ERP system. The literature highlighted that mainly user dissatisfaction is caused due to various issues in the system, the user not knowing how to use the system or issues with the support services providing company where the expected support is not received by the customer. The literature further indicated valuable insights and best practices which can be used to resolve the causes of the main problem which the author adapted in the solutions provided in this project. For each of the identified causes of the problem, the author proceeded to provide solutions in a logical manner. First, the author evaluated the current situation and the expected situation of each of the subproblems derived from the causes. This was converted into an objective. The expectation of the project is that after the solutions are executed, these objectives would be met. For training and development-related problems, the author provided a comprehensive training programme as a solution. For SLA violations a dashboard was advised to be developed so that the management can monitor and correct SLA violations. Process improvements and system enhancements were advised to be done as solutions for the problems of ERP user complaints being re-opened and the slow progression of user complaint resolution. For the final problem, a process improvement and a system enhancement were suggested. Furthermore, the author evaluated the cost for each of the solutions and the benefits that can be achieved from implementing the solutions to get a financial understanding of the overall benefits of this project. The overall benefits that can be achieved exceeded more than 7 million LKR. Therefore, through the application of these solutions, Fortude would be able to reduce the high number of ERP user complaints received by the APS team.

# Increasing Demand Forecast Accuracy at Atlas Axillia Co. (Pvt) Ltd

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## Executive Summary

This project was aimed at conducting a management field project on the problem of low-demand forecast accuracy at Atlas Axillia Co. (Pvt) Ltd. The report of the project contains five chapters. Chapter One focused on providing an introduction to the project. It included the background, purpose, significance, methodology employed in the project, project limitations and the chapter framework of the report. Chapter two focused on providing the organisational analysis and identification of the problem. The chapter started with a brief introduction to the chapter content. Then the organisational profile was presented. As the third sub-step of the chapter, the SWOT analysis of the organisation was presented in order to provide an understanding of the strengths, weaknesses, opportunities and threats of the organisation. Then attention was paid to the discussion of the key problems of the organisation. The next step was to provide the problem description. Different sources of data related to the problem were presented there in order to provide an idea about the problem, its implications and indicators. Next, the problem analysis was provided. It included the Ishikawa diagram which was developed to analyse the root causes of the problem. As the last step of the chapter, a summary was provided. Chapter three focused on the literature review of the problem. The chapter began with a brief introduction to the chapter content. Then the theoretical background of the problem was thoroughly studied referring to many academic publications including ABDC-ranked journals. With the understanding of the theoretical background of the problem next the study framework was constructed. Then a description of the techniques which are employed in the project was provided. The chapter summary encapsulated the content of the chapter. Chapter four is about the project. The introduction started the chapter by providing an idea about the chapter's content. Then the project objectives were presented along with the techniques used in each project component. The next step was introducing the project components. First, a detailed description of the project component was given under each component. Then the solutions developed under each project component were presented. The next step was to provide the resource allocation of the project. After presenting the

resource allocation details the focus was paid to providing the benefit-cost analysis of the project. Then the outputs and outcomes of the project were presented. As the last step, the chapter summary was provided to summarise the content. Chapter Five focused on the discussion of the project components. The chapter started with a brief introduction. Then the discussion of the project components along with the solutions was provided linking those to the literature presented in chapter three. The next step was to present the recommendations. The author has provided recommendations for the organisation on the critical aspects to keep an eye on. The chapter summary was presented at the end of the chapter.

# Reducing Over Time Hours of Filling Plant Employees in Litro Gas Lanka Ltd

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## Executive Summary

The primary objective of this project is aimed to reduce excessive over time (OT) of filling plant employees of Litro Gas Lanka Ltd by 25%. Litro Gas Lanka Ltd is one of the profits making state owned enterprise (SOE) which governs under the Finance Ministry. Litro Gas is the market leader in the LPG industry in Sri Lanka which has 75% market share in a duopoly industry and it is a company which inherited by Shell multinational with local roots and branches. According to the SWOT analysis conducted, the company suffers from high operational costs. In the filling plant of the company, it is recorded excessive OT of its employees as the company has to pay almost doubled amount versus the budgeted OT. In the period of December 2019 to May 2020, it is recorded average 4337 OT hours per month but the expected was 2160 OT hours per month. It is almost doubled the expected OT hours. It has also created negative consequences to both employees and company such as work-life balance issues, high absenteeism, additional costs, health and safety issues and so on. In order to solve this problem, root cause analysis has been carried out by brainstorming with key personnel in the organisation. According to the root cause analysis, there are six sub problems been identified under main four components namely machinery management, employee training, monitoring and internal processors. The primary data for this project is gathered through the internal company sources such as non-executive payroll, production logbooks and through interview data. Apart from the main objective, there are five sub objectives have been set in this project namely to reduce filling machine downtime from 0.76% to 0.46%, reduce production delays due to low number of skilled employees from 0.75% to 0.37%, reduce production loss hours due to employee absenteeism from 1.5% to 0.75%, reduce production delays due to shortage of empty cylinders from 0.78% to 0.47%, and reduce production delays due to defective cylinders from 1% to 0.74%. Also, eight solutions have been proposed and recommended in this project in order to achieve project objectives. It is estimated LKR 1.2Mn as the cost of implementing this project and it is expected to receive LKR 4.4Mn as direct tangible benefits and LKR 3Mn as indirect tangible benefits. Also, by implementing this project, the company may receive net incremental benefit of LKR 6.14Mn.

# Reducing Lorry Cycle Time in Packhouse at Siam City Cement (Lanka) Limited

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## Executive Summary

This project is focused on identification of factors affecting to Higher Lorry Cycle Time in Pack houses at Siam City Cement (Lanka) Limited. Core problem is that the time taken for a truck from Gate In to the Load In process is more than two hours. Higher number of customer complaints were reported during the past few years because of this issue and the authors main objective is to reduce this cycle time monthly from 180 minutes average to 90 minutes. This sometimes cause for some operational issues and the impact for the performance of the organisation. Higher Lorry Cycle Time impacts to the increase cost of additional transportation cost indirectly impact on the operating profit of the organisation and the reputation also will damage due to higher number of customer complaints. The problem identified here was justified with the management information circulated within the entity and few interviewed had during the process of the study. SCCCL currently operates with three fully owned plants in Galle and Puttlam plant respectively. After analysing the internal and the external environment of Siam City Cement (Lanka) Limited it was observed that there are main areas which are directly impacting to the higher Lorry Cycle Time. Based on the data collected during the course of the project, three main functional areas were identified as direct influencing areas Namely; Transport Planning, Process Improvements, and Manufacturing Operations. After that a detailed analysis of each functional area exposed the root cause for the issue identified that need be addressed when developing solutions. The theoretical study was conducted based on the three functional areas identified Namely; Transport Planning, Process Improvements, and Manufacturing Operations. Under each functional area, detailed analysis was carried out to identify, support and justify each cause and to find out the possible solution for the each cause. Direct and indirect sources are used to find out various studies such as journals, magazines, articles and books. The main reason identified was lack of a demand planning team and no proper way of inventory classification proper KPI mechanism for the employees and highly manual processes in some areas. In the project development part author has identified the solutions under each project component. The objectives of the project were identified

and mentioned in this chapter which was directed by the study framework. The measures and the outcome and the output also been identified. The literature findings were used to develop and implement the solutions and while using different theories, models and the techniques. Based on the two-year knowledge in the MBA and the based on the experience of the author, have suggested some solutions under transport planning, process improvements and the manufacturing operations. The cost for the implementation were mentioned if there is and the budget also been calculated and mentioned in this chapter. Cost and benefit analysis also been carried out mentioning the all the financial aspects. In the latter part the resource allocation for the project was mentioned. The empirical studies and findings reinforced to the suggestions made for restructuring the Transport planning, Process improvements and the Manufacturing operations. Thus, the proposed solution were justified as implementable and beneficial in resolving the problem identified. All the solutions been linked to the cause and effect diagram which is mentioned in the chapter two and the literatures were linked to the discussion of each component. Finally the final part was concluded giving some recommendations to the company when executing and implementing the proposed solution and the top management contribution in such case when and where necessary.

# Reducing Warehouse and Distribution Cost at Reckitt Benckiser Sri Lanka

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## Executive Summary

Most of the Fast-moving goods sales driven companies always focus only about their top line performance and will lose their eye on the efficiency levels of their other core functions. As a result, they will forget about the main core function "Supply services" which supports to achieve their sales target directly. Efficiency should be to its maximum not only in sales but also through all the other operations as well. Warehousing and distribution is a core part of the Supply chain department in each sales driven company". "Warehouse and distribution efficiency cost reflects how the resources are utilised at the back end of warehouse and distribution among the total supply chain within the given KPI levels and resources. The ultimate goal of the supply chain department of any FMCG company will be to reduce the unnecessary costs and support to achieve the top line targets". "Reckitt Benckiser (RB) in one of the oldest, largest and fastest growing fast-moving consumer goods (FMCG) company currently which runs their operations in more than 60 main countries around the world as well as whose products are being sold in over more than 200 countries. RB's product portfolio is consisted of three main strategic business units called Hygiene, Health and Nutrition". "Since there is a variance in planned budget and actual cost of warehouse and distribution after the year 2015 which can be identified as the performance gap, aim of this project will be to reduce it by Rs 10 million per annum. In order to work for that, author has adopted several techniques like SWOT analysis, root cause analysis and interviews to identify and categorise the root causes for the respective problems with the help of past data in the warehouse and distribution process of RBSL". "Conceptual framework has designed with the help of theoretical background which were gathered by the author by digging deep in to the literature related to the concepts and the background and solutions were also suggested as per the theories which were mentioned in the literature review. Warehouse operation, Transport Management and Inventory Management were highlighted as the main components of the cost of warehouse and distribution according to the theoretical background and the conceptual framework was built according to that. Theoretical studies were benefited in understanding the tools and

techniques to be used and the solutions that were planned to implement in order to reduce the warehouse and distribution cost". "Main objective of this Management Field Project is to reduce the warehouse and distribution cost of RBSL by Rs 10 million per year. In order to achieve this, with the help of company data and industry statistics several areas were highlighted which need the improvements and for that certain tools and techniques were proposed. Key performance indicators, preventive maintenance schedule, transport systems, stock monitoring dashboards and system automation were some of the tools and techniques which were proposed. Total solutions will cost Rs 451,200/= of additional amount to the company and gain a benefit of Rs 15 million which was captured through the cost benefit analysis which was also carried out for each solution in order to check the feasibility as well". "Finally, as the recommendations progress monitoring and training programmes were highlighted for warehouse operational issues and implementing of two lifting days per week was suggested to the success of the solution of outbound route plan. Tracking mechanism and a hourly circulation of the stock dashboard has recommended in order to get the best out of the solutions given to the inventory management issues and each recommendation for the solutions were addressed in order to provide a better understanding about the solution implementation for the management of the company". "Recommendations were categorised in to both short term and long term while linking those to the outputs and outcomes of the project. Above mentioned recommendations were suggested as short term while the expansion of the main warehouse was suggested as a long-term recommendation. RBSL could be able to achieve the ultimate objective of this project of reducing the warehouse and distribution cost by implementing the suggested solutions with the requested recommendations by overcoming the identified problems. Last but not least, this could gain more long-term benefits in terms of achieving the top line targets of RBSL in order to maintain its continuous growth in the market".

# Reducing the Turnover of Sewing Machine Operators at the Negombo Plant of Eskimo Fashion Knitwear (Pvt) Ltd

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## Executive Summary

This project aims to identify the reasons for the labour turnover at the Sewing Section of the Negombo Plant of Eskimo Fashion Knitwear (Pvt) Ltd ("the Company") and propose solutions to reduce the same in line with Company and industry targets. The Company has a long-established history in Sri Lanka as an exporter of quality knitwear to the European market. However, like several other apparel companies, the Company at present is suffering from labour turnover problem particularly in relation to sewing operators. The apparel export sector is becoming competitive owing to cheap labour in countries such as Myanmar, India and Bangladesh and local companies are aggressively trying to face this competition. In this process, a key difficulty that is faced by the companies are the labour turnover. For the last five years, the average employee turnover of the Sewing Section of the Negombo plant of the Company has been 7.43% whereas the industry average is 6%. According to the HR Manager of the Company, it is desirable if the Company can bring the ratio down to 5%. Turnover of the sewing operators is a critical and known problem in the apparel industry as machine operators are also a crucial segment of employees in apparel manufacturing. To make the issue worse, the Company is finding it extremely hard to recruit skilled labour when filling the vacancies caused. The Company has lost approximately USD 26,541.68 in the year 2018 due to sewing operator turnover, in addition to wasting lot of other resources to find replacement. The data for this project was primarily gathered through interviews conducted with the HR Manager, Sewing Section Supervisor, Manager- Operations and Manager Quality Assurance, in addition to internal company records. Author also had conversations with HR staff from three other apparel manufacturing companies in order to get insights into the industry best practices. During the study, several factors which have contributed to machine operator turnover at the Company were identified. Amongst them, lack of employee motivation, strenuous sewing operations and working hours, higher rate of new recruit turnover, HR unawareness about the reasons for

employee turnover, and recruitment process related issues were recognised as key areas which have made the highest impact. Therefore, solutions to address the labour turnover issue have been developed under three project components, namely, People Management, HR Process, and Sewing Process with the aim of reducing the turnover rate from 7.43% to 5%. In addition to that, the project expects to reduce the new recruit turnover average from current 79% to 30%, number of vacation of posts from the current average of 37 per year to 0 and the excess working hours from 2,689.14 to 1,280.03 (by 48%). Further, this project aims to increase the number of in-house trained operators from 0% to 100%, the sewing operator promotions to 1 per year at a minimum, the skilled new recruits from 0% to 25% and the number of respondents for a vacancy from 4 (current average) to 10. It is estimated LKR 156,775 as total cost of implementing this project and it is expected to receive a net financial benefit of LKR 311,036.52 from this project. In addition to the financial benefits, several non- financial benefits are expected from the successful completion of this project. The project will assist the Company management to understand the existing gaps in the HRM process. The successful implementation of the solutions will assist the Company in earning a good reputation in the industry as an employer. It will benefit the employees in achieving a good balance between work and private lives and with employment stability and avenues for career growth.

# Improving the Achievement of Delivery Target at IFS R&D International (Pvt) Ltd

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## Executive Summary

The focus of the project was to improve the adherence to due date schedule in IFS R&D International (Pvt) Ltd. When analysing the significance, since adherence to schedule is 1 out of the 4 KPIs in GCSO, it has a direct impact on employees annual bonus. Apart from that, when the assigned task is not completed on or before the due date, project team would not be able to achieve its milestones because of the delay in deliverables. This would lead to customer dissatisfaction and in the long term this would affect the IFS brand name as well. As the methodology, in order to get primary data, semi structured interviews were carried out along with secondary data such as annual reports, websites and company intranet. Due to time constraint, this project focused only on 1 unit, that is GCSO and there were limitations in accessing data due to confidentiality. IFS profile was given mentioning its solutions such as Enterprise Resource Planning, Enterprise Asset Management, Service Management, Enterprise Operational Intelligence and focused industries like aerospace & defense, energy, manufacturing, service. Some of the IFS customers were also mentioned such as Pepsi, Oriflame and Motorola. Financial figures were also included indicating the revenue and EBITDA. Under organisational analysis, SWOT matrix was carried out. Identified strengths were strong culture, loyal employees, user friendly products and partner network. Focused on limited industries, more tacit knowledge involved and low adherence to due date schedule were the weaknesses of IFS. Brand recognition and acquisitions/ collaborations were the opportunities while the threats were powerful competition and technological advancements. Key problem was the fluctuations in achieving the adherence to schedule target. But GCSO had been able to achieve the "stretched" target which is 90%. This showed the future potential of achieving more. When analysing this key problem, few peripheral problems were also identified under 3 core areas. In the ERP development process, there were problems such as customer system accessible delays, more internal time and awaiting information. Planning problems were highlighted as tasks being reassigned to BSAs and additional testing hours being used. Under training and development, the identified problems were more

rework cycles and communication issues. All these problems were described with data tables, graphs, key personnel interview comments and analysed using cause and effect diagram going up to the 4th level. Literature review was carried out covering the main problem which is low adherence to schedule and the 3 drivers namely process improvements, planning, training and xiv development. Based on literature, study framework was developed linking the 3 drivers. Techniques used in the project such as SWOT analysis, cause and effect analysis, 5 why analysis, training need analysis and benefit cost analysis were also described. Main objective of this project was to improve the achievement of delivery target from 90% to 95% in IFS R&D International (Pvt) Ltd. This is followed by several other sub objectives under each component. Current situation of the project components was mentioned, and solutions were developed addressing the problems. Proposed solutions were an integrated system and making the passwords available to log in under process improvement, a proper planning tool and estimation tool under planning, a training mechanism with evaluation and conducting English language courses under training & development. Resource allocation was given to each planned activity with their respective cost estimates. Benefit cost analysis was carried out and identified that the total project cost is around Rs. 1.1 million. Main output of the project was the improvement in achievement of delivery target from 90% to 95% in the operations of ERP system development while the main outcomes were improved customer satisfaction, higher profits and improved brand image. Apart from this, the other outputs are reduction in the internal time in ERP development process from monthly average of 362 to 75 hours, an integrated system , reduction in the customer system accessible delays in ERP development process from monthly average of 11 to 0 cases, availability of passwords to log in, reduction in the reassigning of tasks to BSAs from monthly average of 11 to 0 cases, a proper planning tool, reduction in additional testing hours from monthly average of 397 to 100 hours, a proper estimation tool, reduction in rework cycles from monthly average of 11 to 0 cases and a training mechanism with evaluation. These would lead to outcomes such as increased productivity, higher sales revenue, reduced employee stress, improved employee satisfaction and improved quality. At the end, key recommendations in implementing the solutions were given such as appointing a qualified and experienced project team, developing a communication strategy, measuring the changes, providing training for newly developed integrated system, planning tool and estimation tool, making the Project Manager responsible for updating the passwords, time estimation to be done by experienced Senior BSA and also conducting training need analysis to identify participants for the workshop conducted by British Council. These recommendations would lead to have a successful project implementation and completion.

# Reducing the Repeating Network Faults in Sri Lanka Telecom PLC - Biyagama Region

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## Executive Summary

The purpose of this field project was to analyse the repeating network faults in Sri Lanka Telecom PLC (SLT), Biyagama region. In this analysis, it was planned to identify the most critical and key reasons for the problem which is the repeating network faults. And to propose possible and realistic solutions with proper details and statistics. Repeating network faults is comparatively critical problem for an organisation which is providing a service for the customers under a highly competitive industry. However, the author has conducted a proper problem analysis to identify the reasons with root causes and proposed appropriate solutions for the each possible sub problem with the aid of detailed literature review. Sri Lanka Telecom PLC (SLT) is a leading telecommunication service provider in Sri Lanka which is providing telecommunication service through three mediums as copper, fiber and wireless. Biyagama region is one of key region of SLT out of 44 regions in island wide where having over 50000 copper network customer, around 6000 fiber network customers and over 4000 wireless network customers. However, with the analysis of reported network faults in Biyagama region in 2019, 29.93% of reported faults were repeated network faults within a month. This value was considerably higher value which affects to customer satisfaction and operational cost of the organisation. This key problem was comprehensively analysed with the aid of different and relevant techniques by author in order to identify the root causes for the problem. In the Chapter 3 of the report, a structured and systematic literature review was done in order to examine the problem with the past experiences in the industry. The literature review was structured according to the cause and effect diagram which was built at the problem analysis in Chapter 2. The literature review was done in order to study the similar incidents and similar analysis in the industry and in order to investigate possible solutions for the identified sub problems. And the study framework was also built with the aid of literature review and the cause and effect diagram. Addition to that, the techniques which were used to analyse the problem data and to propose relevant solutions, were also explained in the Chapter 3. According to the problem analysis and theoretical knowledge and industrial experiences extracted

from the literature review, the solutions were built up by the author in the Chapter 4. Recommended solutions for identified sub problems were explained in detail with the required resources and estimated costs for each solutions. And if any system or platform has been proposed as a solution, the proper format for them also illustrated by author. Addition to that, the training need analysis and the detailed description of required trainings were also explained as solutions. According to the proposed solutions, the expected output and outcome were also given in Chapter 4. Further, the financial benefits of the project also were evaluated by comparing with the estimated cost for the proposed solution which help get a clear picture about the return value of the project. In the last chapter of this project report, author explained the relevance of the proposed solutions with the extractions and insights obtained through the literature review which supported to validate the solutions for the identified sub problems. And it supported to build the trust on proposed solutions to overcome identified problems. And the recommendations for the SLT management in order to grab more benefits and maintain good practices in order to provide a better quality service for the customers, were explained by author. These recommendations were categorised as short term and long term according to the requirement and effectiveness. Finally, it can be mentioned that, this field project report contains a very good analysis on repeating network faults in Biyagama region on SLT and author has come up with reasonable and effective solutions with expected output and outcome.

# Reduction of Scrap Cost of IPD Group Limited, Australia

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## Executive Summary

As a distributor of electrical wiring products IPD Group Limited has to maintain a heavy inventory leading IPD to bear a huge inventory scrap cost each year deteriorating its profits. This project was initiated with the aim to reduce the scrap cost of IPD Group Limited, Australia. If this project is not carried out the profitability of the company will continue to deteriorate and hence this project is highly significant to IPD Group Limited. A project team headed by the author has identified the problem clearly and analysed it using cause and effect analysis. The knowledge and experience gathered by author in his MBA course was used to devise the solutions related to the identified root causes. Limited data in performance gap identification, difficulty of generalisation of the findings to the industry and bias of members representing each functional area towards their own function are the limitations of this project. IPD has evolved in Australian electrification market over period of 64 years. The organisational analysis carried with SWOT analysis has identified the key strengths, weaknesses, opportunities and threats related to the company. However it has been identified through this analysis that there is a higher rate of non-moving inventory creation and a higher rate in the loss of materials at the warehouse. It has also been identified that the key problem at IPD is that the scrap cost incurred being higher than the budgeted level over the past few years. Several related problems have been identified in procurement function, sales and marketing functions and warehouse and workshop processes. The gaps in each problem have been identified with data. A cause and effect analysis was carried to identify the root causes related to each if the issues identified. The literature review of this project identified the theoretical background to the problem. It was noted that the scrap cost incurs when items are written-off from inventory, become obsolete or get eliminated in value. Supplier management and proper usage of forecasting tools is of major importance to keep the scrap low. Further it was noticed that sales and marketing teams need to focus on enhancing sales on slow moving items as well as to keep order cancellation to a minimum in order to control the scrap. The importance of the eliminating waste at workshop and warehouse was also identified which will

ultimately lead to a lower scrap level. Theoretical backgrounds of techniques such as SWOT analysis, cause and effect analysis, benefit-cost analysis and process mapping were identified in order to use them properly in the project for analysis and solution development. Next the main project objective was set out as to reduce the scrap cost of IPD which is in relation to the main problem identified. Sub-objectives were developed for each of the components based on the main objective. Then the current situation of each of the components were analysed in depth. The solutions of establishing supplier performance evaluation system and developing demand forecasting model with correlated factors were done in relation to procurement. Process improvement on sales order processing, follow-up and expediting and developing a promotional plan for slow moving items were carried out in relation to sales and marketing. As the remaining solutions lean KPIs were developed for workshop processes, a new warehouse layout was designed, improvements are done to workshop and warehouse processes and a training scheme for warehouse staff was developed. Further the required resource allocation for each of the developed solutions were identified. Through a comprehensive benefit-cost analysis the costs of the solutions were compared against the expected benefits and a positive return was noticed. The projected outputs and outcomes were identified in relation to each of the components as well. As highlighted in literature it was necessary to focus on each of the component areas procurement, sales and marketing and warehouse and workshop processes in order to reduce the scrap cost of IPD Group Limited. It is recommended that the teams implementing the solutions will have to work in coordination to get better results and that the supervision of the initial project team will be necessary. Further these solutions can be discussed in an internal forum to get more improvement ideas. It has to be noted that proper communication of the evaluation criteria to the suppliers is very critical in the implementation of supplier performance evaluation system. Regular revision of the demand forecasting parameters is also important for better performance at implementation. Collaboration between internal teams and communication to channel partners on promotional plan is very critical towards the success of the solutions under sales and marketing component. Lean KPIs being properly communicated to manufacturing team, best trainers being accompanied for warehouse staff training and carrying out ABC and FMS analysis on a quarterly basis are major recommendations for the proper implementation of solutions of the warehouse and workshop operations project component.

# Reducing Unsaleable Market Returns at Hemas Manufacturing (Pvt) Ltd.

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## Executive Summary

The FMCG market in Sri Lanka is highly competitive. High number of local and international players strive to get a share of consumers wallet with product innovation, differentiation, placement, advertising and intensive promotion. In such a competitive environment, there are not resources a company can forgo due to business waste. The project aims to tackle one such major problem faced by Hemas FMCG. The unsaleable returns have skyrocketed during the past few years and stands at 1% of company revenue. The project aims to provide solutions to reduce it to a maximum of 0.2% of revenue. This would free up funds for Hemas FMCG to compete better in the market. Methodologies used for the project includes setting up a project team, collection of primary and secondary data and several techniques to analyse and solve the main problem and peripheral problems. The study limits to unsaleable returns only and is further narrowed down to the top 80% product categories that contributes to the problem. Hemas FMCG is one of the premier organisations in the FMCG market in Sri Lanka. It has major strengths with regard to its distribution muscle and its ability to create brands to meet the local consumers' needs. However, organisational analysis reveals that it also has some chinks in its armor such as inefficiencies in operations which leads to business wastes such as unsaleable returns. These unsaleable returns are linked with other related problems such as high number of damaged goods from retailers and distributors, high number of expired goods from retailors, unhealthy sales practices such as stock dumping at month ends and loopholes in current sales returns policy, lack of FIFO compliance, issues with speed to market of innovations and packaging concerns. The root causes for each of these high-level problems are analysed using the cause-and-effect diagram which forms the basis for the solution development. There is an abundance of previous literature with regard to sales returns management. Product returns and recovery management can be defined as all the activities involved in managing product returns such as avoidance, gate keeping, reverse logistics, disposal, warranty, remanufacture, reclaim, and other green practices (Rogers et al., 2002). The articles referred goes on to further discuss the major drivers

of sales returns as well as the main causes for the same. Further insight is generated on managing and minimising returns from past literature and studies. Literature discussions on major project components such as sales and distribution management, storage and warehousing process and product quality provides in-depth understanding on these topics and guides the articulation of the study framework. Organisational analysis, problem analysis and literature analysis has established five main project objectives under the project components. Reduction of expiry returns, improvement of sales weekly phasing, reduction of damaged returns, improvement of FIFO compliance and elimination of product recalls are the main project objectives identified. Solutions such as development of a sales returns policy, system improvement and revision of sales incentives to improve healthy selling, introduction of a warehouse management system, introduction of periodic auditing of distributors and suppliers and a new product development process are suggested by the author to achieve the identified objectives above. Further, resource requirement to each solution in terms of people as well as in monetary terms are identified and validated with the use of a cost benefit analysis, which suggests that the benefits are ten times the cost required to carry out the proposals suggested. Direct outputs from the project in addition to the achievement of objectives would be a new sales return policy, a better secondary sales system, improved incentive calculation methodology, better audit processes for distributors and suppliers, warehouse management system and an improved new product development process. The outcome based on these outputs provided the organisation with broader benefits leading with improved profitability with reduction of wastage and adjacent inefficiencies, establishment of healthy selling practices, development of a strong pool of distributors and suppliers and an improved new product pipeline. The linkage between the literature and the situation faced by the company is further discussed in the final chapter with reference to specific literature. One main talking point from literature says that if a product is easy to return, it is more likely to be returned (Davis et al. 1998) which is one major driver of product returns at the company. More crucially, the discussion involves steps that should be taken to ensure successful implementation of the recommendations. For example, introduction of a warehouse management system successfully requires a project team with competency in different areas as well as a governance structure to monitor and steer the project. Likewise, activities are recommended to ensure successful execution of solutions to achieve the desired objectives fully in a timely manner.

# Reduction of Gross Non-performing Advances Ratio of Commercial Banking Unit of Nations Trust Bank PLC

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## Executive Summary

Banks play a dominant role in the financial system of Sri Lanka. In the banking sector, licensed commercial banks control the major share and owns 54% of total assets in the banking sector. The major threat exposed by the players in the Sri Lankan banking sector is the increasing trend of non-performing advances ratio, which negatively impacts the profitability. At a macroeconomic level, this will create an instability in the financial system of the country. The present COVID-19 pandemic has further impacted the position. Nations Trust Bank PLC. is one of the youngest and a mid-sized bank in Sri Lanka. In line with the threat faced by the industry, Commercial Banking Unit of the bank faces a key risk of skyrocketing gross non-performing advances ratios. Since the Unit caters to the small and mid-sized enterprises of the country, the external and internal factors have contributed towards the problem. This has financially and non-financially influenced the performance of the Unit. As a result, the author has adopted few techniques in identifying the root causes for the problem to develop action plans to overcome the key problem. Empirical researches have analysed the concept of the gross non-performing advances in multiple angles in different countries and geographical regions. The studies also being extended to level of researching the impacts to the banks and the overall country's economy as a whole. Moreover, the root causes identified through Ishikawa Diagram are assessed through the theoretical lenses. The theoretical studies have also identified some of the proven tools and techniques to be adopted within the bank to manage the problem within the acceptable threshold. These are being considered during the objective setting and solution development process. The main objective of this Management Field Study project is to curtail the non-performing advances ratio to an acceptable level. In order to achieve the objective selective tools and techniques being proposed. The solution will incur additional costs the bank has to incur. Additional investment during this pandemic is a challenging decision that the bank has to finalised. However, the financial benefits the bank is going to gain

would outweigh the costs. Finally, the recommendation is being detail on the selected project. The recommendation is being segregated into both short term and long-term recommendation. These are in line with the output and outcome of the project. The successful implementation of the proposed solution is essential to overcome the key problem encountered by the Unit. This will be a long term beneficial to bank and the Unit.

# Reducing the Patient Discharge Time of the Lanka Hospitals Corporation PLC

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## Executive Summary

Private health care facilities are preferred by most of the people due to its quality of the service and time. Accordingly, the demand for private health care has increased over the years. Lanka hospital is also currently operating as the third largest market player in the Sri Lankan private health care industry. It has developed its brand name and the current position due to its excellence in medical performance over the last two decades. However, the delay in-patient discharge process has created an unpleasant experience for its patients and their relatives. This has also created a negative image of the hospital's brand name. This field study project is focused to reduce the In-patients discharge time at Lanka Hospitals Corporation PLC. Patient discharge process is a collaborative process done by several departments in the hospital such as pharmacy, billing, and nursing. As such different problems were caused to the delay in-patient discharge process. Hence several approaches have been used for problem identification such as SWOT analysis, and cause and effect analysis. In addition, interviews conducted with the users also contributed to the establishment of root causes. As a result of these methods, several influencing factors were identified and those were categorised mainly as employee competency, patient medicine management and hospital billing system. Consequently, data related to the main problem and the subproblems were analysed based on the historical data to establish the performance gaps. A comprehensive literature review was carried out on discharge process and the three main causes of patient medicine management, system, and employee competency. The literature review was done with the view of supporting by a sound theoretical background to the problem through a study framework. Literature related to the issue was taken from ranked journal articles associated to the industry and the techniques used to address such previously recognised similar issues were considered as the solutions to the Lanka hospitals context. Finally the literature review was done on the used techniques such as SWOT analysis, training need analysis, cause and effect analysis. SMART Objectives are an essential component of any project thus main objective and component wise sub objectives were developed to address the issue of delay in-patient discharge time. Accordingly sub objectives were

focused mainly to reduce the drugs processing time, increase employee competencies and system modification to reduce the order accepting time. The current situation and the proposed solutions were elaborated in detail through Figures and Annexures. Based on the planned solutions, resource allocation was done mainly with the contribution of the internal employees. Benefit and cost analysis was also done by analysing the benefit-cost ratio. At the latter part of the report component wise objectives, outputs and outcomes were discussed in summary. Last chapter of the project has linked the key literature findings with the actual context of the patient discharge process of Lanka Hospitals. Accordingly component wise core solutions derived from the literature were analysed with the proposed solutions. In addition author has focused mainly on the critical factors which need to consider when executing the project in order to become successful and to achieve the expected results. Consequently, recommendations were proposed based on a short-term time framework. Execution of these recommendations will help to implement the solutions in a more effective manner and to achieve the desired project outcome of reduced in-patient discharge time.

# HR Solutions for Stitching Quality Breaches at Star Garments

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## Executive Summary

In today's global competition and economic liberalisation, quality has become one of the important factors for achieving a competitive advantage. Quality is a relative term which completely depends on customer satisfaction. It is one important cause of the customer satisfaction effect, along with price, convenience, service, and a host of other variables. In the apparel industry, product quality is based on product attributes. There is an everincreasing demand for quality product and/or services and this global revolution had forced organisations to invest substantial resources in adopting and implementing total quality management strategies. This project is focused on reducing the quality breached within the stitching process that had been identified at one of the manufacturing units of Star Group. Star Kgg's manufacturing plant is located in the Koggala BOI zone and had been in the industry for over 25 years. The project mainly focusses on deeper analysis of the key issues of increased quality breaches affecting the overall performance of the organisation. This has not only lagged the production unit within the group but also has cost by losing key customers for the organisation. The deeper analysis proved that the main issue lies within the stitching process of the manufacturing unit. The company possess multiple strengths and opportunities such as the competent workforce and the reputation of the organisation which plays a vital yet an advantageous role in addressing the aforementioned key issue of the Star –Kgg plant. In the process of analysing the issue much deeper three key components have been identified as the root causes of the main issue. According to the lack of training and development initiatives, the issues related to the current quality control system and the current quality checking process were the key causes. However it was evident that though the issue was apparently, it is the lack of HR commitments that impacts the increased quality breaches within the stitching process. The comprehensive review of the previous literature work on the importance of quality within the apparel industry supported further in justifying the causes of the problem as well as in solution development for the identified root causes. This study discusses immensely the relationship between quality and HR management within an apparel organisation. Within that discussion it justified how HR functions must be aligned in order to meet the production and quality related objectives.

# Increase the Use of Official Learning Management System (LMS) at the Department of Software Technology of The University of Vocational Technology

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## Executive Summary

The use of official LMS is not at the required level at the department of Software Technology, University of Vocational Technology, so the entire academic administrative process has been evaluated to propose a solution to increase the use of official LMS. It is very important to cater to that problem immediately because the University of Vocational Technology is the one and only government university in Sri Lanka catering to the Technical and Vocational Education sector at the degree-awarding level. The students seeking to follow a degree programme are the customer of the university from a business perspective, and those students have alternative options to follow the degree at different institutes for a much affordable price. As a result, students focus on searching for the best degree in terms of quality, industry demand, reputation etc., because it is the key to success in their academic carrier. The effective use of official LMS is utterly important in the quality and reputation perspectives because the smooth operation of academic activities can be achieved via comprehensive implementation of the official LMS. Nevertheless, the official LMS is an important tool to compete in the competitive environment as a government university with the other government universities and private universities. Therefore, the use of the official LMS platform as a uniform platform to conduct academic and administrative activities is utterly important, and this project focus on increasing the use of official LMS from 24.5% to 90% within 6 months ~ 1 year. The existing data in the LMS is the main source of the data, and the manual process of academic and administrative activities is also considered for extracting facts. Nevertheless, the student representatives, internal lecturer, visiting lecturer, and facilitator were interviewed to extract meaningful facts which cannot be extracted via data, and they represent all the key stakeholders. The interviews were very much useful to focus on the study because the overall understanding of the issue was captured carefully at the beginning of the study. In the interview with the dean

as representative of the top management, he emphasised the importance of having a streamlined process for all the academic activities via official LMS, but he emphasised the issue with the low use of the official LMS, and he is also in interest to address the issues behind that by addressing root causes. As a result, key areas are identified to solve the main issue, and those three main components are process management, system management, stakeholders management. Then the theoretical background is analysed based on relevant literature on the low use of LMS as per identified three areas focusing their root causes, then theoretical underpinning has reinforced the solutions thoroughly followed by the recommendation to resolve the root causes appropriately. The appropriate techniques are recognised in theoretically and those techniques were adopted for the university environment appropriately addressing the specific needs. As the outcome of the theoretical underpinning, the study framework is developed based on three main components; process management, system management, stakeholders management. The increase in the use of official LMS is the main objective to achieve with the appropriate recommendations and solutions, and the action plan is for having 90% of the use of LMS. It is strengthened by introducing the on-time delivery of course pages from 26% to 90%, reducing the student requests from 64% to 20%, reducing the downtime from 11.8h/week to 0.5h/week, reducing unlock modules from 34% to 1% to reduce wrong enrollment of students for the modules, increasing the number of registered students from 57% to 90% and increasing the number o registered lecturers from 24.5% to 90%. Eventually, the ultimate objective of increasing the use of official LMS should be increased. The recommended solution should be implemented with the collaboration of the stakeholders for having true success, otherwise, there are gaps without achieving the expected outcome. As an example, the IT support service unit has a role to play in introducing a reliable LMS platform. The initial phase of the project is focusing the implementation of identified solutions, the next phase is focusing the few developments in the future enhancements. Once the identified solutions are considered, they are time-critical by considering the online teaching initiatives during the COVID-19 initiatives, so it is important to implement the solution with the support of the top management.

# Reducing the Rejection Rate in the Knitting Department of Midas Safety Sri Lanka

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## Executive Summary

This project is about reducing the rejection rate in the knitting department of Midas Safety Sri Lanka. Since the main product is manufacturing gloves it has a fluctuation rate of market with the seasons, with the global requirements. Midas Safety is responsible for nearly 5% of the global gloves requirement and it is the world's largest private labelling gloves manufacturer. Rejections of this knitting section are a significant issue inside the organisation and in terms of quantity it is more than doubled with allowed rejection levels. The organisation is more than 40 years old now but this organisation is having many strengths, weaknesses, opportunities and threats. The rejections are highlighted as one of the weaknesses inside the organisation and environmental factors are considered as future threats to the existence of the business after being identified from the SWOT analysis. The high knitting rejects are the main problem within the department but there are sub-rejection causes which help to create the main problem. After taking the data for a certain period there were significant rejection types which causes more than 80% of the rejections. With the available data, all types of rejections were elaborated. Performance gaps of all these types were identified with clear data and that helped to clear the achievements to be made. The Cause and effect analysis is the main analysis tool used here as that cleared the whole root causes which are aligned with the main problem. After understanding the components of the main problem the theoretical background of the manufacturing rejections were observed. With that, there are three main types of components. Those three are people training and development inside the manufacturing organisation, quality assurance of the materials and finally machine maintenance. The solutions were developed with respect to these three components. To develop the solutions many journal articles, and research papers are used. To find solutions there are objectives and sub-objectives derived. The main objective is to reduce the reject rate from 0.94% to 0.5%. To support this, there are sub-objectives starting from people training and development. The first one is to reduce the reject rate by 50% in yarn connecting and yarn breakage mistakes. The training programmes were identified as solutions for that. The next one is to reduce the wrong

sticker pasting rejects rate by a minimum of 37.5% and a training programme for that one too as a solution. Under the next component of quality assurance of materials again there were two sub-objectives captured. The first one is to reduce the product colour variations defect by 40% and to reduce the oil/dirt marks on the final product minimum by 60%. As solutions a quality plan is to be implemented and yarn material storage specification is to be created using testing methods. In the final component of machine maintenance, there were two more sub-objectives were identified. Those were to reduce the yarn bunches by a minimum of 50% and needle breakages by 50% too. As a solution for both, a preventive maintenance plan with a cleaning and lubrication plan has to be implemented. Many resources were observed to get this project successful. The costs which are taking place have shown the real expenses while all benefits were calculated as tangible and intangible. The cost-benefit analysis is a tool which can use to show the real impact of a project in terms of tangible and intangible benefits. After understanding the solutions it is vital to use how the theoretical concepts can relate to the existing problem. That discussion is important for relating the issues with the theoretical concepts. This can be further enlightened by recommendations. It gives the opportunity to explain the few options for certain issues under three components of training and development, quality assurance of materials and machine maintenance. Rejections in manufacturing are something which cannot eliminate from the process but can minimise by using appropriate techniques and tools. Otherwise, it is not profitable for a manufacturing organisation.

# Process Development for Reducing the IT Complaint Resolution Time at Currencies Bank

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## Executive Summary

In recent years, the IT department of an organisation plays a vital role in an organisation's business operation. The rapid advancements in the technology field affecting the way businesses perform have given a high priority to IT engagement in processes. Therefore, with high investment in infrastructure development, the efficiency of IT service delivery is much anticipated by organisations. The project 'Process Development for Reducing the IT Complaint Resolution Time at Currencies Bank' is focused on identifying the causes resulting in the delay of IT complaint resolution by the IT department of Currencies Bank. As observed, this delay was evident in the numerous calls it receives for IT-related complaints, and long hours of service downtimes due to technical issues being overlooked amidst the busy daily routine. These delays affect the IT department customers in the other departments and branch network in performing their duties and the end users of the bank's digital banking means. Therefore, it is identified as an important improvement area for consideration in uplifting the performance standards of the bank to retain the existing customers satisfied and acquire more customers. The discussions held with peers, revealed that the heavy workload, department layout issues, unit silos, lack of knowledge of IT operations, improper network infrastructure monitoring, and absence of issue reporting structure results mainly in this situation. The organisational profile has been discussed to identify the importance of addressing the issue that hinders its business performance. The identified problem has been further elaborated to understand the effect it has on the IT department operation resulting in the overall performance of the bank's operation and the areas of development to overcome the issue. Theoretical studies performed in relation to the areas identified from the cause-and-effect diagram were further analysed to gain an in-depth understanding of the prevailing problem. The areas of consideration within the project were process planning and management, internal controls and procedures of the IT department, and people management. The detailed theoretical underpinning assisted the problem justification and understanding of the problem's root cause and solutions development with recommendations. These three areas

were used as the key components in conducting the project. The main objective of the project is to introduce internal improvements via a process to address the current problem in the IT department and propose operational flow to reduce the number of complaints and have a streamlined IT operation with improved service delivery. As theory suggests service improvements are essential for the performance improvement of an organisation that results in the creation of satisfied or delighted customers. The project recommends focusing on creating a team working culture and a central point of network infrastructure monitoring for delivering better service to the department's customers. It recommends a procedure for the central monitoring point to handle the IT-related issues and means to improve human resource practices in view of the IT departmental operation expecting a 10% improvement in employee performance. Solutions have been developed to address the identified main components and resource requirements were satisfied with the existing pool of resources creating a project management team. The fundamental project management aspects were distributed under the project management team with sub-committees based on their relevance to field operation. The project costs were derived with relevant solutions and the benefits that are expected due to the recommendations have been discussed against the project investment. The implementation of the recommendations is expected to reduce the issue rectification time and indirectly bring down the expenditures for overtime and travelling caused due to the increased number of complaints and technical issues that requires attention, making the project efforts worthwhile. The discussion of key components was related to the theoretical understanding and the recommendations for the project have been given for a successful implementation in gaining the total results of IT process improvement. It is recommended to pay attention to delivering proper knowledge relating to the IT department to its internal staff and the external staff in the branch network to improve the operational efficiency of the bank with its high resource base. As a bank with a long-standing history and high customer preference quality service delivery is expected to ensure its future growth.

# Delay Reduction of Fiberisation Process at Dialog Axiata PLC

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## Executive Summary

Catering to the nation's bandwidth demand, Dialog Axiata PLC upgrades its network with the newest technologies. The network consists of two transmission methods called fiber and microwave. Fiberisation is done to put fiber for the traditional MW sites. Delay in this process is being observed recently and the author has taken it as a potential project to address considering its significance. Because of the fiberisation delay, Dialog loses a huge amount of CAPEX for purchasing microwaves and OPEX for the telecommunication regulatory commission Sri Lanka. Several project limitations have been discussed such as budgets, complexity and time-to-time changing telecommunication technologies. Management tool SWOT analysis is used to link the problem. Then, a description of the delay in the fiberisation programme is presented. Cumulative fiber-connected mobile sites were seen and almost all sites are connected with the router after a long time. This made the delay in fiberisation programme and its significance was discussed in numbers. A huge amount of money can be saved in Dialog if the issue is addressed well. Some interview summary is taken to get consent from current staff. Ishikawa diagram is used to address the key problem of delay in fiberisation programme. Three main components related to each root cause were identified to address the main problem. For identified components, internationally published articles are checked. It is found that fiber rollout should be done quickly to face the 5G revolution new era of mobile telecommunication. Because it requires higher bandwidth, wider coverage and low latency. It can be only achievable via fiber and the process should be done quickly. Also, it is found that fiber requires heavy investments and those investments should be done wisely. Software tools simplify complicated processes and capital budgeting techniques are required to analyse different investment methods. Annual equivalent NPV methods can be used to compare two different transmission methods with two different lifetimes. Demand forecasting can be done by various methods and multiple regression is a widely used forecasting method. Employee motivation and retention are depended on the reward strategy of a company. Employee satisfaction can be gained from both non-financial rewards and financial rewards. For each component (process

improvement, demand forecasting, total reward mechanism) identified in Chapter 3 as per the literature, objectives and techniques are set. Software tool with NPV decision matrix is used to remove the BoQ validation time in fiberisation process under the project component process improvement. Multiple regression method is used to forecast correctly the router count required for fiberisation programme under the project category demand forecasting. It will maintain the warehouse router availability up to 95% monthly. Correct data collection is required until 6 months to do the proper forecasting. Under the next component total reward mechanism, new non-monetary reward activity is proposed for Dialog Axiata to glue the engineers in the fiberisation programme. Also, an awareness session is proposed to increase the awareness of engineers about the current non-monetary rewards activity available at Dialog Axiata PLC. Resource allocation is done for each project component and roles are defined to proceed with the components. It is identified that the project has a net positive financial value comparing the benefits and costs. Finally, project outputs and outcomes are discussed against all the project components. The linkage between each project's component/solution and literature is discussed in Chapter 5. Recommendations are given for each component providing the time duration of implementation.

# Reduction of Fabric Wastage EMJAY International (Pvt) Ltd

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## Executive Summary

The apparel industry of Sri Lanka with humble beginnings in the early 1980s has continued to expand in many directions. The industry has pioneered absorbing the latest technology and introduced many innovative strategies. Sri Lankan apparel manufacturers have managed to create a global presence and set the standard for international fashion. Many local apparel manufacturers have adopted global techniques to increase productivity and create a competitive advantage. Although garment manufacturing companies have been innovative, some problems inherited from the industry have continued to remain and create challenges for the manufacturers. This field study project is focused on Emjay International (Pvt) Ltd which has been in the apparel industry for the last 15 years experiencing a similar challenge in managing its fabric consumption. The company is experiencing a 4.7% fabric wastage compared with its acceptable fabric wastage of 2%. The company is specialised in intimates and activewear garments. The company is considered a medium-scale manufacturer, compared with other similar garment manufacturers. Emjay International (Pvt) Ltd is registered as an Exporter with the Board of Investment in Sri Lanka. The company has invested many resources in improving its productivity, with the aim to keep up with the ever-changing demands in the industry and consumer markets. This report compiled in five chapters evaluates the main problem of fabric wastage and formulates solutions and recommendations to the company with the aim of reducing the fabric wastage up to the company's acceptable level. Emjay International has several garment segments that get manufactured and exported to international brands. The focus of this report is on the Activewear segment which contributes to more than 75% of the fabric wastage. The report has been able to identify the main root causes contributing to this fabric wastage, they have been categorised under main components such as procurement and production process, machinery, and material. The report further justifies the root causes by collating data and reviewing the trends of the problems. The report further evaluates the theoretical background of the main problem. Many scholarly articles have been reviewed to understand the problem in detail and how other companies

and industries have overcome this problem. The report further relates the relevant literature for each problem component and designs a conceptual framework that summarises the main components that contribute to high fabric wastage. Further, the report has used several management tools and the report has explained the rationale for using such tools and their relevance to understand the problem and create solutions. The report proposes solutions to reduce and eliminate the main problem of fabric wastage and its subproblems. The subproblems such as overproduction, over-purchasing, fabric offcuts, fabric re-orders, cut buffers and write off of allocated fabric have directly contributed to the fabric wastage of Emjay International, the proposed solutions have been carefully selected and suggested to the company by showcasing the benefits the company could experience with executing these solutions. The benefits have been grouped into immediate outputs and long-term outcomes that would help the company and its stakeholders. The report finally concludes by discussing the problems further with selected theoretical literature, helping the management to be confident in executing the suggested solutions. Further, the report includes a detailed recommendation on how the company could practically execute the suggested solutions and a guideline to the Emjay International management to successfully implement the recommendations to reduce fabric wastage.

# Reducing of Service Level Agreement Breaches: IFS R&D International (Pvt) Ltd.

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## Executive Summary

The purpose of this field project is to identify critical factors affecting the SLA breaches of IFS R&D International (Private) Limited and develop sustainable solutions to improve the current situation. Further, the project aims at minimising the penalty charges IFS pay its customers annually, thus improving the financial performance of the company. The department responsible for this is Corporate Services (CoS). In 2019, CoS made a revenue of $32 million from which $312,000 was lost due to penalty charges. This is a significant problem for IFS because it has an impact on the profitability of the company. To analyse the problem, the author gathered primary and secondary data from annual reports, management reports, the ServiceNow database, one-on-one interviews etc. Like any other project, this project also has certain limitations. Solutions proposed in this project have dependencies on the organisational structure and the ticket handling process. IFS is one of the leading ERP solution providers in the world. It was founded in 1983 and currently has over 4,000 employees who support more than 10,000 customers and more than 400 partners all over the world. The main competitors of IFS are SAP, Microsoft and Oracle. To become successful in the ERP business a good service organisation is essential. In IFS, Corporate Services are the main service organisation. CoS provides services to the R&D department, Global Support, Global Consulting and Managed Cloud Services. All these departments bring revenue to the company. So, the performance of the Corporate Services department is critical to the business. Analysis of the organisation's strengths, weaknesses, threats and opportunities reveals ways and means for the company to develop strategies. To establish the problem various graphs and tables are given. The Fishbone Diagram shows the root causes of the issue along with the project components. The literature review of this report provides an analysis of the findings of previous studies conducted on the same subject. The study framework developed for this project comprises three components. They are the incident management process, service delivery system and employee development. These three components are the most critical factors that determine the SLA beaches of IFS. Literature validates the root causes identified during the brainstorming sessions

and provides a solid foundation for the solution development process. To implement these solutions different techniques are used. This report contains twelve such techniques that belong to the three different project components. Process mapping, lean management, value innovation, quality control, training need analysis, On-the-job Training and KPIs are some of them. The author provides ten solutions to reduce the number of SLA breaches. Out of them, three belong to the incident management process, another three belong to the service delivery system and the balance four belong to employee development. These solutions comprise reviewing and modifying existing ServiceNow data collection forms, creating new data collection forms for standard requests, implementing problem management, leveraging automated testing tools and monitoring tools, developing a script to delete expired resources, defining KPIs, conducting training and organising shift-left activities for the service desk team. In addition to giving solutions, the author discusses the resource allocation, project plan, benefit-cost analysis and anticipated outputs and outcomes of the project. As per the calculations done, this project is financially viable. The author concludes the report by discussing the practical aspects of the project. It draws the attention of the project team to successfully implement the proposed solutions. Further, it explains the contribution from the findings of previous studies for both identifications of factors affecting the key problem and the influence on the solution development process. Some areas to highlight are problem management, creating new request forms, purchasing testing and monitoring tools, introducing KPIs and recommencing shift-left activities. Management support is of utmost importance for the success of this project. The recommendations mentioned above will ensure the achievement of the intended project objectives.

# Equity Turnover at SC Securities

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## Executive Summary

The stock brokerage industry in the world date back to the 2nd century is having 124 years of history in Sri Lanka. SC Securities the company which is being studied in this project belongs to the stock brokerage industry or wide can be classified as a financial service industry. this project is intended to study the reasons behind not achieving the targets given by the board of directors of the company. Being a subsidiary of Sampath Bank PLC, one of the leading commercial banks in the country, not being able to have a 5% market share and continuously losing money has pushed the Sampath Bank to divest or in case there are no buyers they might close down the operation of SC Securities. It has become a very crucial point for SC Securities for its existence. The author has used internal data, secondary data from Colombo Stock Exchange, many informal discussions with colleagues and friends in other stock brokerage firms and the author's personal experience have been used in the project. The author has faced many challenges, from COVID-19 to data collection in completing the study. SC Securities a fully owned subsidiary company of Sampath Bank PLC, operates with 25 employees, out of which 12 are investment advisors who are in the sales division, bringing in equity turnover to the company. The remaining staff comes under the back-office support staff. In addition to the equity brokerage, SC Securities earns interest as a secondary income. This project will be concentrated only on equity turnover. A wide study performed on the company using SWOT analysis has given a comprehensive understanding of the current status of the company and has given the direction where the problems rest. There are many problems identified in the company, but for the purpose of the study, the author has selected lower equity turnover generated by the sales staff of the company as if this problem is not met immediately the company will not be in existence in the coming years. A deep dive into the problem using root cause analysis has revealed the causes for the problem lie in the area of people, process and sales and marketing. A literature review is needed to understand how can these problems be handled. The literature review has been performed to understand the theoretical background of the problems and to find out the possible solutions which are stipulated in the studies. Many scholars have identified the same root causes and suggested solutions for the problems in their

studies. Many techniques have been researched and the results have been proven. These techniques have been tested and refined through many experiments. The companies involved in the study might be different and in different industries but the nature of the problem most of the time is the same. Therefore, the author has selected journal articles and related books to find the solutions which are suggested in the literature. Based on the findings the study framework has developed. The techniques were further studied to understand and smoothen the implementation process. The main objective of this project is to achieve a 5% market share in any market condition. Under sub-objectives; the people management component was expected to increase the number of advisors who reach the targets from 25% to 90% of all the advisors, then in the process management component objective was to increase the number of clients an advisor reaches in trading hours by 1000% and in the sales and marketing the objective established as to increase the actively trading clients from 15% to 80% in the total client base. Many techniques found in the literature review have been used to find the solution to the identified problems. Expensive solutions will not be acceptable to the board due to the current situation of the company. The cost-benefit ratio stands at 580 times due to the selection of inexpensive solutions. With the implementation of the project the company should have developed a new performance-based reward system, a training need assessment framework, business development activities included in the key performance indicator (KPI), settlements will be done through Sri Lanka Interbank Payment System SLIPS, WhatsApp and email used in marketing, new lead generation mechanism introduced, a mechanism to measure advisor/investor relationship introduced and a team formed to formulate strategies to attract new foreign clients. In summary, one of the critical problems identified at SC Securities threatens the existence of the company. A deep analysis was performed to understand the problem and its root cause. The literature review helped to identify the components and to establish a study framework. With the techniques found from the literature review solutions developed. Then the resource requirement was assessed and cost-benefit analysis proved whether the project brings material advantage to SC Securities and whether the solutions are implementable and practical. There are nine solutions developed in this project which will lead the company to achieve a 5% market share in equity turnover in any market condition.

# Higher Number of Incoming Service Requests to IDC Service Desk Operation of Dialog Axiata PLC

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## Executive Summary

Dialog Axiata PLC is a subsidiary of Axiata Group Berhad and premier connectivity provider in Sri Lanka. Throughout the last few decades Dialog has able to achieve the great customer base and customer trust. Within a small amount of time Dialog able to dominate the market with highest standards and with some greatest technologies. Dialog has been the pioneer of inventing and introducing new technologies not only to Sri Lanka but also to the South Asian region as well. Dialog provide wide range of products and services to its customers. Dialog has not only provided the traditional telecommunication services, but also, they able provide the technologies like Cloud and Data Center services to customers. Dialog provide the Cloud and Data center services to their customers under the brand name of "Cumulus". Fully automated and software define data cloud solutions are provided to the customers by using latest technologies in modern world. Cumulus cloud is managed by the Internet Data Center (IDC) division of the Dialog. IDC service desk is the main contact point for IDC customers. It is the interface for both external and internal customers by providing first level support for the customers. Service desk get the customers inquiries, requests and concerns. Then they provide the necessary feedback. Due to various reasons customer service request count has exceeded far more than expected count and it makes a problematic situation for IDC. Higher number of receiving service requests not only affect the service desk but also it degrades the customer relationship and loyalty. Author followed a qualitative approach to find the factors behind higher number of service requests to IDC. Data were gathered from primary and secondary data sources. Author has conducted interviews with IDC staff as primary data collection methods. Company annual reports, IDC division internal records and reports were referred as secondary data collection methods. Literature review has focused about the problem and causes. Delays in providing response to customer causes to increase more repetitive service requests. Backend team provides information in different formats and that affects the delays to customer. Service desk need to realign them. No alternative channels for Service desk are also a major reason for increasement of service requests. Partners and

vendor response delays also caused to increase the service request. Literature suggests implementing proper information management systems to reduce the delays in responses. Importance of response management is critically highlighted. Multichannel strategy with more alternative channels to customer to reach. Rather than contacting service desk each time customer can use alternative channels specially the self-service channels. Partners and vendor management is critical and having the control of managing partners is highlighted. In depth literature review has conducted to build the study framework. There are number of solutions are proposing to address the problem in concern. Implement a response management solution, implement alternative channels to customers' requests and implement a vendor SLA management tool are the main solutions provided and recommended. Provided solutions are developed to meet the defined objectives of the field project. Benefit cost analysis has tabled to provide better understanding and resource plan also prepared. Author has discussed the project problem and solutions overall with accordance to the literature. Finally, the recommendations are presented in detailed format.

# Project Time Overrun in China State Construction Engineering Corporation Ltd.

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## Executive Summary

This report addresses the issues of project time overrun in construction of Tri-zen Residential Development Project by China State Construction Engineering Corporation Ltd. Tri-zen apartments, for Braybrooke Residential Towers (Pvt) Ltd, is a super-high rise apartment complex at Union Place, Colombo 02, with 10 parking floors, comprising of three apartment towers each having 51 stories and a total of 897 apartments with a project duration of 48 calendar months. Since the completion of project on time is utmost important for both Client and the Contractor, studying the root causes for current delay and finding solutions through this management field project has a high priority and high value. Upon analysing the company strengths, weaknesses, opportunities and threads through a SWOT analysis, the problem identification was carried out by studying the available data with project reports as well as project records. It was identified that three major areas have affected for the time delays in this Tri-zen project. Those are schedule management lapses, people related issues and lack of experience of key site staff due to no training and development. Using the "Five Why" method and the root cause analysis (Ishikawa diagram), root causes for the problem were identified. Those root causes were insufficient detailing of Baseline programme, less knowledge on project monitoring and controlling, shortage of labor and key staff, and lack of training and development. Further study on the key problem was carried out through literature survey, by giving special focus and attention to common causes for construction project delays, schedule management, people factor, and training and development. ABDC ranked journal articles, published books and magazine were referred in the literature review, having the objective of further understanding the problem and searching for viable solutions. With the help of the read literature and using the Ishikawa diagram, a study framework was developed, which could be used to develop solutions for the problem identified. The project implementation plan was developed focusing on main objective, which was the mitigating the delay days of the project and reducing the time overrun penalties, and by identifying the component objectives related to the three project components namely schedule management, people management and training

and development. Then literature findings were linked to develop the solutions focusing in achieving the intended project objectives. There after benefit-cost analysis was carried out to evaluate project benefits over costs. Then the project outputs and project outcomes were listed down. Final part of this project focused on the problem and solution development as a whole. Furthermore, the identified root causes were linked to the developed solutions. Several recommendations were made to ensure the project is implementable and possible to execute without barriers. These recommendations were revising the baseline programme monitoring and controlling the monthly targets, recalculating manpower requirements and deploying required work crews for critical tasks and training staff for project planning, progress controlling and proper labor management.

# Revenue Maximisation in Outbound Division of NKAR Travels and Tours (Pvt) Ltd.

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## Executive Summary

This report about improve annual revenue in Nkar Travels & Tours (Pvt) Ltd. Ultimate target is to decrease the revenue de-growth from current state, 76% to 20% by another year. Also increase the customer retention from 52% to 60% through quality service and reduce air ticket releasing time from 24 hours to 12 hours within the same period is key target in this field project. Further increase of average volume of air ticket issuing per day of individual travel coordinators from 0.67 to 2 is another major target in order to achieve overall project objective. According to the company financial statements, its clearly indicate that there is a significant retrogression in revenue growth specially from year 2017, the profit margin has dropped drastically when comparative to previous years. Also losing customers day by day impact on growth of the customer base. Further company performance also not in a satisfaction level. Increase of customer complaints reflect poor service quality as drop of customer satisfaction level. Every organisation's ultimate target is increasing the revenue through improving sales volume. This project is can be benefited to the company in many ways. Increasing annual income, streamline the internal process through process mapping, enhance the performance of staff by providing training and increase the quality of the service through quality improve tools are the key benefits that company can reward. Analysis were performed to understand internal factors that affected the current situation. Always more than one analysis is help to discover the company status in many angels. Few key limitations were identified. Obtaining benchmark information is so difficult due to the competences in the current market. Limitation to get confident information such as salary details for proper evaluation of employee retention was a barrier to some extent. All the secondary data analysis is required to determine problem accurately. SWOT analysis were carried out to identify the organisation and industry situation. According to the analysis three key problems were identified which are declining revenue, losing major customers and high turnover rate. In year 2017 company recorded the biggest drop in profit margin which is LKR 34 M. The theoretical studies performed under the areas which identified from the cause and effect diagram. It was analysed under three key areas. Fist improve

process flow. Secondly improve service quality and finally improve people management. The detailed theoretical underpinning has directly supported to justify and understand the problems and rout causes for the problem. Development of solutions and to provide the recommendations. Further those key three areas were identified as key project components. Main project objectives are defined as to increase the revenue from -10% to 46% within a one-year period. Follow the sub objectives, increase individual travel coordinator performance level (volume vice) per day from 0.67 to 2, increase customer retention from 52% to 60% through quality service and reduce the air ticket issuing duration time from 24 hours to 12 hours. Cause and effect analysis were performed to identify the root cause of the problem. Under each component solution development has been performed. Resource allocation and responsibilities are clearly defined for each role. Cost estimation give the comprehensive understanding of the investment of the project. Benefit cost analysis were performed and illustrated payback within the first year period. Project finding were constructed base on the literature. All the components are explained how it works theoretically and benefits. Recommendations were given based on the solution developments. Implementing VSM and PM enhance the efficiency factor and the performance level of the company. Also, quality service and cost management are essential for the company in order to decrease the loss margin.

# Reducing Software Rework at CAMMS

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## Executive Summary

This project aims to reduce the amount of rework effort at CAMMS which is a leading IT company based in Australia. The continuous growth of rework over the past few years is an alarming problem in the company. Reworks disturb the planned deliveries and affect revenue sources. Since rework remediation takes a considerable amount of time, employee productivity level has dropped significantly. As per the records, the rework effort was 28% out of total employee time within the financial 17/18. It was 29% and 31% respectively in the financial year 18/19 and 19/20. The company is in a strategically disadvantaged position since high rework implies quality issues of the software. The revenue loss due to rework is 44.22% of earned revenue in year 19/20. Since this is a significant business issue, the objective of this project is to bring down the rework effort to 15% of overall employee efforts. The project starts with a brief introduction to the company and its business domain. A SWOT analysis is conducted by focusing on the problem. The key problems at the company are discussed in a nutshell and the emphasis is given to the most critical business issue. A detailed analysis is conducted using company historical records, key personnel interviews, and brainstorming sessions. Data related to the problem are collected to validate the problem. To highlight the key areas, data tables, graphs, and charts are used. As a result, the quality assurance process, software system design, and training & development are identified as the major problem categories. Based on the gathered information an Ishikawa diagram is developed to identify the root causes. The identified root causes are the lack of selected quality procedures, unavailability of a defined code review strategy, no training for employees, poor product documentation, shortage of skills and tools for QA automation, and the absence of development coding standards. The next chapter is a literature review, looking for scholarly findings relating to the problem and the causes. The latest available literature is referred from ranked journal articles and other peer-reviewed articles. This is to justify the problem findings with the latest research information. The literature review is conducted concerning the problem, contributing factors, and root causes. As a result, the logical sequence of the problem and root causes are cross-checked with literature findings. Besides, possible solutions

to the respective root causes are also referred to as a part of the literature review. Since literature provides warranted knowledge, the validity of the problem, higher-level causes, root causes, and solutions are assured. The literature review helps to identify proven solutions for similar types of problems. A study framework is prepared based on the review. The chapter concludes by presenting available techniques in resolving the identified problems. The next focus is on solution development and project implementation. Based on the gathered information, objectives are formed to address the problem. The overall objective is to reduce rework effort from 31% to 15%. The respective sub-objectives are formed complying with the main objective. Three project components are identified namely quality assurance, software system design, and training & development. Under each of the components, the current situation and solution developments are discussed. The existing practices leading to the problems are discussed under the current situation. This is explained through process diagrams, charts, and various other materials. Then within the next subsection, proposed solutions are presented in brief. Appendices contain detailed explanations of solutions with all the necessary information regarding solution developments. Among them, process improvements, process standardisation, training and use of the right tools are the key solutions. Resource allocations for the proposed solutions are presented in a separate table. The next subsection describes the cost for solutions and projected benefits of them. The expected outputs and outcomes are also listed towards the end of the chapter. The final chapter is a discussion of the identified components. Key literature findings with regards to the identified project components are highlighted. Starting from the project outcome, the three components namely quality assurance, software system design, and training & development are described briefly. Then short-term and mid-term recommendations for the project are presented. These include new standard processes for quality assurance, code review, and requirement capturing. The responsibility assignments for staff are discussed in order to ensure process adherence. The necessary considerations for solution implementations are discussed in turn. Among them, tools management, use of new document templates, and training are considered. As a result, the company can identify priority criteria to train employees, conduct internal training to train the rest of the staff and other important considerations when implementing solutions. This chapter contains the essence of the project implementation information at the target organisation.

# Reducing the Employee Turnover Rate of Sales Department at Arpico Insurance PLC

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## Executive Summary

This field project aims to identify the causes of the high employee turnover of Arpico Insurance PLC's sales department. The company's major problem is high employee turnover, 47 per cent, which is more than the industry average. The project problems were justified by identifying three different root causes which lead to the core problem. It was reviled from the interviews; corporate management believes that the main reason for high employee turnover is the mindsets of the employees' and job applicants. Further expressed that the training and development department's training programmes are not covering this part. When also analysed the operational activity, it was identified that the company does not have a human resource department, and it comes under the preview of group human resource department. The company does not have a proper guideline on recruiting employees and the grievance handling process to address the employees' issues. The theoretical study covered the project components and the root causes identified from the cause-and-effect diagram. The literature contains the research findings on human capital development, mindset, leadership, grievance handling process, policies and recruitment process, and past studies' recommendations. Further, the section describes the techniques which can use to give solutions to the identified problems. The main objective of this project is to give recommendations to reduce the sales employee turnover. The proposed process and suggestions aim to achieve the set goals by the next twelve-month period. The author recommended a plan to reduce employee turnover from 47 per cent to 30 per cent, thereby reducing the administration and operational cost, improving the training and development to change the employees' mindset. Further recommended to improve the recruitment process to grab talented employees to the company, improve the knowledge and skill level of team/manager leadership and reduce the sales employee's job stress. Solutions were developed to achieve the main and sub-objectives of the project. Resources are allocated based on the requirement and the project team consist of an external consultant who supports implementing the project and the project committee appointed from the organisation. Then the project costing was done based on the identified project components, project

output, project outcome. Finally, the author recommended improving the training and development by carrying out a proper training need analysis and improve the structure of the training and development department. Further recommended to enhance the sales employee recruitment process and introduce a grievance handling process to give solutions to the employees' burning issue.

# Increasing Sales in Gift Category of Mlesna Ceylon Ltd.

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## Executive Summary

This project is focused on identifying the reason for lower sales revenue in gift category for Mlesna (Pvt) Ltd. The project scope runs in three different arears. First the company's incapability to fulfill the orders in the gift category. Second, the high costs associated with packing material and finally the non-achievement of sales targets in the gift category. The sales in the gift category for Mlesna is decreasing at a rapid rate compared to the overall growth in other two categories, consumer and catering. Current situation analysis and interviews conducted with management personnel revealed that lower sales revenue in gift category is mainly due to issues in manufacturing labour, supply chain and product portfolio and marketing. Certain root causes were identified as the main arears which contribute to the main problem. They are lack of division of labour, no training and development, lesser alternative material used, no proper inventory management system, no reviews done on the product portfolio, lower sales commissions paid and no sales promotions. In addition to these points less usage of technology is also one of the factors which contribute to the lower sales revenue in the gift category which needs to be focused in the long run. The theoretical background on the project components was analysed carefully to derive at the solutions. Literature was studied under four basic arears relevant for the beverage industry on increasing the sales revenue and performance of an organisation, manufacturing process and manufacturing labour, supply chain management and risks and product portfolio and marketing. The critical analysis of literature in these arears directly supported to identify the project techniques such as division of labour, training and development, supply chain vulnerability map, inventory management, product deletion, sales commission, and sales promotions. These techniques were then later used in developing solutions under each component. The main objective of the project is to increase the sales revenue growth to 10% from current 5%. To achieve this objective four sub objectives were set. Those are to reduce the time lag in order fulfillment to 40% from current 80% in wooden boxes, to increase the order fulfillment quantity to 80% from current 65% in wooden boxes, to increase the production in gift category to 90% from current 85% and to increase the achievement of sales targets to 80% from current 65%. Each project components were discussed in detail with the issues affecting to main problem and solutions were developed to achieve the sub objective.

# Reducing Turnover of Banking Trainees at Commercial Bank of Ceylon PLC

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## Executive Summary

The prime objective of this Management Field project is to find causes for the high Banking Trainee turnover at Commercial Bank of Ceylon PLC and to provide solutions and recommendations to reduce the turnover of Banking Trainees to a reasonable level. As a leading private bank, Commercial Bank has become the largest private bank despite of the stiff competition in the banking industry. Banking industry is highly competitive since all the banks provide the similar products and services to the customers. Hence, to attract a high customer base the banks need to provide the service at its best. Additionally, the customers expect high service standard with the fastest delivery. Hence, to delight customers every bank requires qualified and skilled employees to offer their products and services to the customers. Hence, increasing Banking Trainee turnover has become a major issue to the bank. Commercial Bank allocates millions of funds every year for the training and development of the all levels of employees. The highest percentage of this fund allocation is reserved for the Banking Trainees of the bank since the bank considers that Banking Traineesshould have the basics of banking as the operational staff of the bank. Despite the high-quality training and benefits provided by the bank the turnover of Banking Trainees increasing rapidly. When the entire employee turnover is reported as 4.5% in the Financial Year 2019 and the percentage of turnover of Banking Trainees of this 4.5% is 47% which is a significant value compared to the other employee categories. The bank has to incur additional cost to recruit and train the employees for the replacements on annual basis which affects the bank financial profitability. Additionally,the bank has to waste additional time and resourcesto recruit employees for the replacements and to train employees. The monetary loss for the bank for 2019 was Rs.22Mn. Apart from the monetary loss the bank has a non-monetary loss too which cannot be calculated. During this field study the several factors for high turnover of Banking Trainees have been identified. The identified factors are categorised under main four components of processes, work pressure, procedures and external factors. The solutions to solve the main root causes have been identified through the Literature review. Through

Literature review it has been identified that the employee turnover has a huge impact on the performance of the organisation. The identified component are major factors for a high employee turnover of any organisation. Many researches have been conducted to find the causes for the employee turnover and the solutions to reduce turnover. The literature review for identified components has been included in this report to support the observations and the causes for the high Banking Trainee turnover of Commercial Bank. Further, the techniques to solve the identified components have found through the previous studies conducted by various researchers. Systematic job rotation, rewarding scheme and to have a proper training schedule have been identified as the techniques from the literature review. It is expected that the suggested solutions will assist the bank to reduce the Banking Trainee turnover by 30% within 12 months from the implementation. Further, it is expected to ensure that each BT is subjected to job rotation in every six months, that the additional work is limited to maximum of two and that the maximum mistakes of the BT is limited to one. It has been estimated that the bank can receive financial benefit of Rs. 6,588,350.00by implementing the suggested recommendation in this report. In addition to the financial benefits, the bank can receive many non financial benefits with the completion of the project. The author has suggested three recommendations from this project report to reduce the Banking Trainee turnover of Commercial Bank. The three recommendations are introduction of a systematic job rotation, introduction of rewarding scheme and implementation of a systematic training schedule. The management support is required to implement this project and to reduce the Banking Trainee turnover by 30%. To implement the solutions the management has to direct the relevant parties to take actions for the solutions provided through this report.

# Improving Revenue of Mannai Holidays

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## Executive Summary

This project aims to improve the revenue of Mannai Holidays department which is part of the Travels division of Mannai Corporation. According to The International Air Transport Association (IATA), over the past decade the world's share of total passenger air traffic has risen from 24% to nearly 40%, and this trend is set to continue in the coming years. IATA also expects the air travel business in The Middle East to grow strongly at an average pace of 4.8% and anticipates to see an extra 244 million passengers a year on routes to, from and within the region by year 2035. The Travel & Tourism industry of Qatar has a direct impact on its economy, employment and exports. The direct contribution of the T&T industry to GDP of Qatar was QAR 19.9 Billion (3.3% of total GDP) in 2017 and was forecasted to grow by 2% in 2018. Direct contribution primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation. Qatar National Tourism Council (QNTC) has also declared a 10.7% increase of tourism business in 2019 compared to 2018. Mannai has a strong brand image because of being in business close to 90 years in the state of Qatar and customers are well-versed with the quality of service that is being brought by the brand. The travel division has been operating in the state of Qatar for well over 40 years and with that brings to the table a wealth of experience that provides a value-for-money offering to customers of Mannai Holidays. There is a misconception in the local market that Mannai is an expensive travel agency compared to its competitors. This is primarily because Mannai follows the general practice of offering quality products and services to customers when proposing package options which may end up being premium in terms of pricing. Despite Qatar being a relatively small country; owing to the continuous growth in both the outbound and inbound travel business, the number of travel agencies have crossed well over 200 by the end of year 2019. However, financial statistics show that the growth of Mannai Holidays department over the several years have shown a negative trend of -2% annually which is a significant concern for the board of directors. The theoretical studies will be performed on the key components which have been identified through the Cause and Effect diagram namely, People Management, Technology Management and Product Management. These three components will then be further scrutinised in alignment to the root causes which will then be further examined through literature review to get an understanding of potential solutions. As per the literature evidence, conducting training

programme would benefit in the endeavor to improve revenues of an organisation and having language specialised assets would also help attracting potential high value customers. Similarly, literature indicates that having an online booking system would contribute significantly towards improving revenue and employee time could best be utilised through automatic integration for data transferring through which saved time could be used to bring in additional revenue to the organisation. A study framework will then be developed using the overall theoretical study. The potential solutions to mitigate the project's key problems will get allocated with specific techniques which will also be identified through the literature review. These techniques will become useful to achieve a successful project completion. The project will then deliver an overarching view of this management field study report through which the author lays out a) Key components of the project, b) Objectives for each of the components, c) Techniques to use, d) Development of solutions, d) Allocation of resources, e) Benefit-Cost analysis as well as f) Outputs and Outcomes of the overall project as well individual solutions drawn for respective components. This project report will also showcase the project objectives based on SMART (Specific, Measurable, Achievable, Realistic and Time Bound) approach. With alignment to the study framework, the report will elaborate the 3 project components identified for this project's successful delivery. Solutions will be developed with links to Resource Allocation and Benefit-Cost analysis. Author will identify the project team through a Project Team Structure diagram and Tasks/ Activities will be clearly defined and allocated to respective resource personnel through a Resource Allocation Table. Benefit-cost analysis would identify the Incremental Tangible Benefits as the author does not recognise Direct or Intangible Benefits during the course of this project. The report will conclude the project by engaging in a discussion of project findings and advise recommendations in order to improve the revenues of Mannai Holidays department. Project primary outcome as well as each project component and their respective findings will be looked at using literature review in order to justify the theoretical underpinnings used in this project report. A successful completion of this project would mean that Mannai Holidays department has the potential to increase their annual revenue by QAR 9.3 Million at a total project cost of just QAR 0.40 Million. Considering the department's current annual revenue trend, that would be a significant achievement. However, in order to achieve this goal, the department should take necessary precautions to analyse both internal and external factors that may affect the final output/outcome. In view of these potential challenges, author recommends several short-term and mid-term recommendations that would provide Mannai Holidays department a successful delivery of the project. Giving due diligence to these recommendations would help the project team to not only complete the project in a timely manner but also to be ready to avoid and mitigate unwarranted challenges that in many cases may hinder the successful completion of projects in similar nature that are prone to various influences.

# Reducing Accumulation of Debtors at Prathap Chartered Valuation & Consultancy (Pvt) Ltd

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## Executive Summary

The primary focus of this Management Field Project is to propose sustainable solutions for the selected causes identified through the root-cause analysis done for the problem of accumulation of debtors over the last five years at Prathap Chartered Valuation and Consultancy Private Limited (PCVC). The company is facing liquidity issues, extra financial burdens, pressure on management and conflicts with clients due to this identified problem. This project aims to eliminate the accumulation of accounts receivable and increase the cash inflow to the company with the implementation of the solutions. Therefore, the project will contribute to enhance the cash inflow, increase liquidity, reduce bad debts and generate cash for extra investments. The analysis of company financial statistics shows that the year-on-year revenue of the company is growing during the past six years with a decreasing growth rate. However, year on year debtors as a percentage of revenue is growing at an increasing rate. The percentage of debtors accumulated as at 30th June 2020 shows that it has been increased from 3% in 2015 to 21% in 2019. Accordingly, the analysis of debtors as at 30th June 2020 showed that since 2014, debtors have been accumulated up to LKR. 35.4 million which is 14% out of the accumulated revenue. Methods of data collections relating to the problem was carried out through the company audited accounts, internal management reports, interviews with the management and brainstorming sessions. Consideration of the only the accounts receivable from professional charges and limitations on data and considering only the solutions applicable in the operational level are the limitations of the study. SWOT analysis was used as a tool for the company situational analysis to identify strengths, weaknesses, threats and opportunities thereby to develop solutions for the problem. Fishbone diagram was used to analyse the problem and with that root-causes of the problem were exposed. Brainstorming sessions with the management team, analysis of interviews conducted with management and authors own experience in the company supported to identify the causes of the problem. Accordingly, poor employee task performance, inefficient company system development and adoption, poor debtor management process are the key internal contributing factors to the

problem. Further, clients' malpractice in payment settlement was identified as the external contributing factor for the problem. The literature review provides the available literature generated by previous research studies undertaken in the project area in order to authenticate the root- causes and to develop the solutions. Moreover, the findings and recommendations of the previous studied had been led to provide recommendation as well. The study framework has been developed subsequent to the literature review. The study framework comprises of three project components such as Employee Task Performance, Systems Development and Adoption and Debtor Management Process. Those are the factors that drives the accumulation percentage of debtors. Overall objective of this project is to reduce cumulative percentage of debtors as from 14% to 5%. Solutions have been provided under each component of the project and seven activities have been proposed to solve identified and selected root-causes of the problem. Preparation of policy on job description, preparation of job descriptions to each department manager, preparation of fee handling guideline, conducting awareness session on fee handling guideline, developing an integrated database management system for the company, introducing accounting software package to the accounts department and establishing debtor management process are the seven activities proposed to solve the problem. Benefit cost analysis of the implementing year showed the benefit-cost ratio of 33 times. This ratio very well justified the economic viability of the project to the company. The final chapter of this report explained the contribution from the findings of previous studies for both identifications of factors affecting the key problem and the influence on the solution development process. Further, in Chapter 5, provided the recommendations under each component for the successful implementation of the solutions. Accordingly, providing job description for all the jobs, employ mechanism to complete, clean, verify and convert past data to compatible with new system, training mechanism on new system operation, carrying out a comprehensive hardware audit and introducing KPI based performance evaluation system for the debtor management process are the recommendations proposed by the author.

# Decreasing the Project Rework Effort Among Platinum Clients in Sunshine Software Company

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## Executive Summary

This management field project studied and evaluated the high project rework effort among the platinum clients of Sunshine Software Company, which is one of the leading HRM solution providers in the world. The report has presented the background of the company and the selected problem along with the specific project. The scope of the project was established for the clarity of the reader. How significant it is to resolve the problem was highlighted through evidence. The project's methodology, which utilised qualitative and quantitative mechanisms, was then explained in detail. There were a particular set of limitations that the author had to face while working on the project. They were explained under the limitations sections of the project. The chapter framework was defined by laying out the areas explained under each chapter of the project report. The company profile was discussed in detail and critically analysed using SWOT as a tool. The specific strengths, weaknesses, opportunities, and threats were identified and accessed to determine where the company stands. Due to the significance, the high project rework effort among the platinum clients was selected as the focus area of this particular project. The selected problem was explained and justified with quantitative and qualitative data. These data were critically analysed in order to draw an accurate picture of the problem. Then the problem analysis was performed using the Ishikawa diagram as the tool. Root causes of the problem were identified as per the brainstorming sessions, interviews, and other company sources. An in-depth analysis of the theoretical background of the selected problem was carried out. How the scholars discussed the project rework effort and what solutions they proposed to overcome the particular problem were studied. In addition, all the relevant areas to the problem identified through the Ishikawa diagram were also selected as focus areas for the literature review. As per the findings, a study framework was developed with 'project requirements,' 'stakeholder involvement' and 'effort estimation' chosen as the components for the problem' project rework effort.' The techniques that can be utilised to solve the problem were identified through the literature presented in detail. The project's main objective was to decrease the project

rework effort among the platinum clients from 51% to 20% within a one-year period. Sub-objectives for each of the identified components were also identified. Which of the earlier specified techniques to be used in order to achieve the objectives were explained. The current situation of each of the project components was discussed in detail with the help of qualitative and quantitative data. Solutions were developed for each component and presented with adequate annexures, ensuring that the proposed solutions are implementable. Required resources for each of the proposed solution was clearly defined. The required staff members were illustrated within the organisational chart and defined the formation of the project team. The estimated budget for the implementation of the solutions was presented with the relevant cost justifications and evidence. The monetary value of the expected benefits of the project was stated along with the calculations. The benefit-cost analysis was performed to prove what could be gained by the execution of the proposed project. Expected project outputs and outcomes were also defined concerning the project components and objectives. The project components were critically analysed with the identified literature sources. As the solutions were proposed for each project component, it is crucial to establish the theoretical base that they were built on. It further proves the authenticity and the practicality of the solutions. After that, recommendations were made that need to be referred to when implementing the proposed solutions. They explained the expected timeframes, best practices, critical success factors, things to avoid, and many more. These recommendations are vital for the project's success and are advised to be referred to when implementing the proposed solutions.

# Delay in Receiving Packing Materials at Empire Teas (Pvt) Ltd.

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## Executive Summary

This project examines a problem that is faced by many organisations in different industries. Delay is a common problem that is encountered by many. This project however dives into the problem of delays in receiving packing material in ETL which is a manufacturing organisation in the tea industry. As a result of this, ETL has faced many operational issues such as changes in production schedules, short shipments which have reduced revenue and increased customer complaints which have ultimately impacted the performance of the organisation. The author has followed a methodology of collecting quantitative and qualitative data from company data sources and interviews respectively which has then been analysed to understand the root causes and provide solutions for such root causes through conducting a comprehensive literature review. Collecting data has been identified as the main limitation by the author when conducting the project. ETL is a company that has been in operation in the tea industry for more than twenty years. It has been within the top four tea exporting companies in the industry and has won many awards over the years. SWOT analysis conducted revealed that the Managing Director being a third generation representative of a family of tea experts and a management team having many years of experience has become a strength to the organisation. However, having low level of value added production in comparison to industry leaders has been identified as the main weakness. While there are opportunities in the value added products within the industry, exchange rate fluctuations and the industry being in the maturity stage of the life cycle can be identified as threats. Among many problems identified at ETL such as delay in debtor settlements, lack of communication between departments, delay in receiving packing material has been identified as the most essential to be solved. Further analysis through a cause of effect diagram revealed that internal processes, internal documents, imports and suppliers were the main causes for the delay. These causes were further analysed through a literature review in order to gain more perspective to the problem. The literature review on the identified areas revealed that many projects experienced delays in receiving material all around the world due to many reasons. A past researcher

has compared the New Product Development (NPD) process to a rugby game where the communication between individuals and knowledge of the work taking place around them has been identified as essential. Importance of information has been stressed by researchers by giving it the name heart and brain of the supply chain which highlights the importance of documents that collect data which is then processed to information. Importing goods and services have been identified as a fundamental function within many organisations with the introduction of globalisation and the benefits and limitations of such activities have been identified by researchers. Suppliers have also been identified as a cause of material delays in past research. Out of the four identified components, three components were identified to provide solutions as the supplier component was considered uncontrollable. Techniques such as business process improvement, quality assurance, standardisation, digitalisation and lean thinking were used to derive the solutions. The project objective was set to minimise the delay in receiving packing material caused due to internal activities by 80% from a period of six months after implementing the solutions. In order to achieve the main project objective, objectives were set for the three identified components. By incorporating the solutions provided in past literature several solutions were introduced to solve each identified root cause. The benefit cost analysis revealed the potential of implementing the solutions as the benefits that can be derived by the organisation was more than the cost of implementing the solutions. Improvement of the brand name of the organisation and improvement of customer as well as employee satisfaction were identified as the main project outcomes to be expected. The report concluded by identifying the link between the literature review and the solutions provided to integrate the existing work of knowledge to practice. Further recommendations such as continuous monitoring and improvements within the process, all employees within the organisation working as a team were highlighted to gain the maximum benefit of the implemented solutions. A cultural change was recommended in the long term to ensure continuous improvement and progress of minimising the delays of receiving packing material.

# Decreasing Quality Variance at Orel IT (Pvt) Ltd.

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## Executive Summary

Information and Communication Technology in Sri Lanka is perceived to be a growing industry aiming for an industry value of USD 5 Bn by 2022. It is the fourth largest export earner in Information and Telecommunication sector. Business and Knowledge Process Outsourcing has been recognised as a lucrative industry in this sector due to high industry attractiveness. Orel IT (Pvt) Ltd is the largest Business and Knowledge Process Outsourcing company in Sri Lanka with the workforce of more than 4,500 and a subsidiary of Orel Corporation. With its industry excellence over 10 years, Orel IT has gone to revolutionise IT landscape across the globe in a meaningful and impactful way. This Management Filed Project focused on improving "Quality of the Annotated Data Files" and to provide feasible solutions for the company to reach the blue ocean. The project aimed to identify root causes for high quality variance for annotated data files and to provide viable solutions. When analysing historical data for last four years, it was revealed that average internal quality of data files was 75% which was considerably below the standard of 87%. This had led high pressure on quality controllers to exercise their quality checking process. Yearly average ratio of external returns is 2.5% even though it should be 2% based on the service agreement. It is a significant financial loss to the company as it had failed to earn "Quality Bonus" given by the client. Historical data and SWOT analysis were used to frame the significance of the problem. The problem was evaluated in terms of value, volume, no of complaints and qualitative data was gathered using in depth interviews to understand root cause of the problems and to provide feasible solutions to improve overall quality of final output of the company. To be brilliant on basics, the project components identified from Ishikawa analysis have been described and validated using journal articles, reference books, other scholarly articles to provide a comprehensive understanding. In addition, solutions posited in journal articles were referred and associated when developing solutions to the problem identified in this study. Most importantly, proper techniques which would be useful in solution implementation were also brought into the surface by referring journal articles. Literature review was mainly based on ABDC ranking journals to maintain the standards of theoretical underpinnings. Subsequently,

solutions to the main problem were addressed under each project component. The main objective of the project is to reduce external returns from 2.5% to 1.5% which is a 40% of improvement. By implementing proposed solutions, company would be able to earn additional income of USD 25,705 per month and for which benefit cost ratio is 20. However, sub-objectives were set to make the main objective a reality. Other than to financial benefits, company survival purely depends on the quality as at any given time client can switch to a different supplier. Finally, multiple concepts relating to project components were elaborated using literature to gain better understanding of theories associated to the problem. Moreover, short term and long-term recommendations were suggested to reduce performance gap of the company. Train the trainer programme, new training plans for ongoing trainings, quality-based incentive scheme, periodic evaluations for quality checkers, Online Process Monitoring System, Real Time Work Scheduling System and New Project Deployment Check List were the solutions recommended for the next six months. Long-term implementations such as creating a Knowledge Portal, making a quality culture, treat training as an investment, allowing employees to enjoy a share of quality bonus and avoid frequent structural changes were also brought in to improve quality, quantity and the delivery time of the projects.

# Reducing Long Outstanding Receivables of Finex Engineering (Pvt) Ltd.

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## Executive Summary

Finex Engineering (Pvt) Ltd is a company established in the year 1980 and the initial concern was to treat the wet areas in a construction site. Finex is working with most of the big construction companies that operate in Sri Lanka. Apart from the waterproofing treatment solution provided, Finex Engineering (Pvt) Ltd is involved in soil stabilising work, concrete repair work, road infrastructure projects and industrial floor treatment work. Finex Engineering was an affiliated establishment of ICC (Pvt) Ltd and by the year 2017, Finex Engineering (Pvt) Ltd started its business operation as a standard alone company and currently working as one of the most reputed waterproofing solution providers in the market. The project was selected as the long overdue customer in Finex Engineering (Pvt) Ltd. On average Finex has LKR 700 MN debtors in their books of accounts and more than half of the customers have not settled their dues within the initial credit period of 45 days, which was offered them at the purchasing point. The gravity of the non-payment of due on time is very much high with Finex Engineering (Pvt) Ltd., The records show there is an increasing threat with the company's debtor portfolio, with the economic drawback that happened due to the COVID–19 impact. The rising debtors and rising values of overdue badly affected the company's cash flow status. Due to the cash shortages company facing a problem of working capital deficit. To fill the gap in working capital, the company happened to obtain loans from financial institutions to maintain the continuous operations of the company. The average company is paying a monthly interest of LKR 5 MN as bank loan interest payments. This becomes LKR 60 MN when these values are converted over a period of one year and this is very much sensitive to the company's net profit as the company is generally earning LKR 200 MN as its' annual net profits. If any case company runs its operations purely with its own cash this LKR 60 MN would be added to the net profit value and the company's bottom line values will grow bigger. The other issue associated with the problem is that when the overdue gets high, the chances to get bad debts are also high. For a financial year Finex Engineering (Pvt) Ltd, is incurring nearly LKR 4 MN as bad debts and this again hitting to the net profit lines. Also, the non-availability of enough

funds created a situation that the company could not settle their suppliers on time and disputes. The staff payments are getting disturbed. Disputes with customers caused to lose the customers to the competitors and damaged good will. The most dangerous aspect of this is that losing stakeholders trust on the company. The detail analysis made to identified the main causes affecting for the problem and there are four main causes were identified by name the policies and systems, people, senior management work efficiency issues and industry practice. As per the detailed analysis made by supporting the scholarly articles with the previous studies made. As per the previous literature studying there it came to know same sort of problems were identified previously by several scholars. The four caused identified were further reviewed to evaluate the link between the cause and the effect. The studying was done in the areas of lack of effective credit control policy, not availability of correct key performance indicative system, lack of recovery staff competence, no effective training mechanism in the company, not a good staff development system and lack of adequate customer negotiation skills among the senior staff. As per the level of sensitivity to the main issue of non-recovery of customer dues on time, it was identified the main components affecting the issues is as policies and systems, people, and senior management work efficiency issues. The study framework is identified as this and further studying is carried out. At the studying level and the solution proposing level there are several techniques were used and the some of them are process/system auditing, on the job training, off the job training, competency canvas and change management. The field objectives were set for a period of 12 months in the process of proposing the solutions. There it identified minimising total overdue customers by half as the main objective and three other objectives were set by name, reduce the total bank loan interest by 75%, achieving the collection targets by 90%, reducing customer complaints by 75%. It proposed seven solutions in order to achieve the set objectives. The proposed solutions are developing an effective credit policy, developing a KPI for information system users, enhancing the debtor recording and monitoring system by providing additional IT infrastructure facilities to the system users, developing of competency canvas for the recovery staff, providing correct training to recovery staff, conducting a staff development programme and building up an adequate negotiation skill among the staff. In the way to achievement of the set objectives, it was set up three project implementation teams and their task would be driving the forces to the way of achieving the set objectives. The proposed solution implementation cost estimate was taken and the expected benefits were evaluated against the expected cost. The project output and the project outcomes were evaluated. In the event of correct application of the solutions the project outcome would be the objectives. Finally, it is recommending the apply the proposing changes to the existing system provided management and staff agreement toward the expected changes taking

place with the new procedures and the methods. There it identified the short-term and mid-term recommendations in the way of applying the propose solutions. Further it is a must to continuous follow up and review the progress of the application of the proposed solutions and as and when it needed, the changing and tune-up to be carried out. The correct recording system and the monitoring of debtors plays a major role in the way to the success. Meanwhile, change management is a critical and crucial matter when dealing with changes.

# Improving the Output of Prescriptive and Predictive Analytics in Dialog Axiata PLC

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## Executive Summary

This report is emphasising improving the output of prescriptive and predictive analytics in Dialog Axiata PLC. Dialog Axiata is the pioneer in the telecommunication industry in Sri Lanka for more than two decades with the title of a market leader with the slogan of Future Today. Dialog Axiata is expanded into different business portfolios with the core business units of Mobile, Home broadband and Dialog television. In addition, n Dialog is engaged in device selling and some innovative products such as Ezcash, star points, Doc 990 and Genie. Advanced analytics will be the key driving factor in today's digital era with the boom of big data. Dialog Axiata is enriched with a vast volume of customer usage details which can be used to provide better customer experience initiatives with data-driven decision-making. But Dialog is facing vital issues in generating prescriptive and predictive analytics with the use of various data sources. It is hugely impacting the digital transformation of the company. Hence the main objective of this project is to improve the output of prescriptive and predictive analytics in Dialog Axiata PLC. The causes of the lack of conducting prescriptive and predictive analytics are identified with the aid of historical data available in the performance management reviews and with the discussion with the several senior managers and the several employees who are working in the Analytics team to get valuable ideas on improving the output of the prescriptive and predictive analytics in Dialog Axiata PLC. It was identified that the main cause of the key problem is the workload management, knowledge management with employee retention and complexity in technical infrastructure and maturity level of data science projects. The cause and effect diagram is used to narrow down the project components to the root causes which will be sued in facilitating to address the problem with suitable solutions. A literature review is a very critical section in management field projects as it will enhance the deep understanding of the key problem and provide the supporting prior research with respect to the theories and models which were analysed and deployed by various scholars. Under the literature review, there are mainly four sections focusing on concepts to review the factors in driving the prescriptive and predictive analytics with better output to improve the performance of the company.

Literature perceived is liked with the three projects components in the areas of workload management, knowledge management and technical infrastructure and maturity of data science projects. Workload related to analytics management is considered the key aspect in driving advanced analytics by releasing key resources to focus more on advanced analytics. Poor workload management leads to create inefficiency in the Big data analytics process to improve the output of predictive and prescriptive analytics. Data science/analytics process models are identified from the literature review to emphasise improving the data science project delivery by reducing and directing ad hoc workload to the data analyst level. The importance of knowledge management has been identified related to the analytics field with proposed frameworks for effective knowledge management. In addition, the significance of technical infrastructure and improving maturity of data science projects are reviewed in the literature to drive advanced analytics to generate positive outcomes from predictive and prescriptive analytics. Solutions are articulated after the detailed analysis gathered through the literature review for each project component. Solutions were developed with respect to project components such as workload management, knowledge management and complexity in technical infrastructure. The solutions proposed in this report are to develop a safe harbour environment which is capable of doing self-analytics by business uses to satisfy the ad hoc requirements. It will reduce the resource allocation of the analytics team on ad hoc requests and can focus on advanced analytics, especially in data science projects. In relation to knowledge management, a reward system based on the outcome of the data science project and the skill level of the employee is proposed to integrate with the individual KPIs of the Analytics team. In addition, a bit bucket solution is proposed to gather knowledge into a common respiratory. As the third project component, initiatives are taken to reduce the time for transferring data among data warehouses and managing the Change Requests (CR) directed to the data engineering team through an agile platform like Jira. The proposed solutions are evaluated under cost-benefit analysis with resource allocations. The output and outcome of the project are discussed afterwards to check the impact of the project. The final chapter is focusing on the recommendations to improve the output and outcome of the prescriptive and predictive analytics in Dialog Axiata PLC. The linkage between literature and solution development is discussed with the medium-term and long-term recommendations. Key considerations and expected time frames are discussed with feasible recommendations in relation to the identified project components. However, by implementing the proposed solutions, Dialog Axiata PLC can improve the output of predictive and prescriptive analytics to accelerate the digital transformation at Dialog Axiata PLC with the fast adoption of big data analytics and artificial intelligence.

# Increase Monthly Project Deliveries by Utilising Team's Capacity Optimally in Reporting Hub Team at CAM Management Solutions (Pvt) Ltd.

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## Executive Summary

Chapter 1 of this report will give a macro-level idea regarding the CAM Management Solution and the IT service industry. The section will also describe the intention of proposing the project to the company and the value of the suggestion of this project to the organisation by highlighting the financial benefits to the organisation. Also, the chapter describes the methodology which is applicable to the projects and the related limitations. Finally, the framework of the entire report chapters will show descriptively. Chapter 2 will go into further detail about the problem with quantitative data and analysis of the external and internal environment of Camms. using SWOT. This section also will present the key problems identified based on the SWOT analysis. Then the section will describe in detail an idea about the macro view of the identified problem with the quantitative data presented in a table and a graph. Furthermore, the section will highlight the performance gap using quantitative data and an Ishikawa diagram will be used to analyse the problem to identify related root causes. Chapter 3 will discuss the identified problem with the available literature in detail. This chapter will illustrate the literature linked to the identified problem and related root causes to analyse the literature on the identified problem in similar industries. Also, it helps to develop the study framework of the project. Then the section will describe the literature related to the identified root causes from different angles. Next, the section will display the technologies in detail with the related literature that can be used to propose possible solutions to overcome identified root causes related to the project components so that the main objective of the project can be achieved. Chapter 4 will more focus on providing details regarding the project components. This will elaborate components of the problem, its objectives and the related solutions. This chapter designs to discuss the project in a detailed way and will present the project objectives related to the identified problem through techniques identified in the literature review. Also, the section will display the outcome and outputs related to the identified objectives. The

resource allocation of the project will also be displayed in this section with the cost and benefits analysis detailed at the end of the section. xiv Chapter 5 will elaborate on the findings of the projects and provide recommendations to achieve the project objectives, within the organisation's portfolio. This chapter discusses the supporting literature of each component identified in the problem identification process. This literature will support identifying the possible solutions which already been used to overcome similar problems in the industry. Then the section will describe the application of identified literature to address the identified problem in the current organisation. Finally, the recommendation section of the chapter will illustrate the identified recommendations, which need to be implemented as the proposed solution to overcome the problem.

# Reducing the Printing Material Cost in the Ministry of Tourism

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## Executive Summary

The printing-related cost has drawn special attention recently in the light of sustainable consumption of resources. Hence government institutions globally incorporate solutions to minimise the printing requirement in their goals to cut the burden on public funds. Recent data from the year 2016 shows that the MOT exceeds its expected cost for PM by 18%. And each year the cost of PM increased by 30%. Though the management has been alarmed repeatedly, the cost of cartridges and paper is increasing despite the available ICT resources. Under the current economic burden, all government institutions have been requested to take necessary actions to reduce public expenditure. In alignment, this project aims to decrease the printing material (PM) cost in the Ministry of Tourism (MOT) from LKR 3.51 M which was the cost in cost in the year 2019, to 3.01 M by the end of completion of the project. The project team was led by the Assistant Secretary and the team collected historical as well as new qualitative data on printing material (PM) usage. Interviews and brainstorming techniques were conducted to find the root causes and validate the data. This project considered only the cost of printing paper and cartridges, but not the related labour, process and environment cost. MOT is responsible for the formulation, implementation, monitoring and evaluation of policies, programmes and projects; in relation to the subject of tourism to realise the national vision and mission of Sri Lanka Tourism. SWOT analysis revealed that organisational productivity had been ignored in the MOT. Less use of ICT facilities and poor monitoring procedures had increased resource consumption. A young educated workforce and government support are strengths for MOT. There is a good opportunity to reduce PM costs by increasing employee knowledge of ICT applications and sustainable resource consumption. The government's policy directives on state expenditure reduction are also an opportunity. The cost of PM is featured by the increased PM consumption, printed waste and high printing equipment usage. In relation, several other problems were identified which increased the PM requirement and thus, lead to high PM costs. Total paper consumption and cartridge cost in the MOT increased by 10% and by 39%, respectively on average since 2016. On

average for the period of 2017-2018, 14.2% of purchased paper was wasted. For 90 of the approved cadre, there are 39 printers in use without a proper plan. The Postal Management System (PMS) does not contribute to reducing the photocopying of letters as expected. The increasing printing need is not under control. High-cost PMs such as LaserJet toners and colour toners were increasing. Cause and effect analysis revealed issues related to three categories; printing equipment utilisation, the printing/copying process and employee training, and these are considered as the project components in this project. Literature provided ample examples of solutions to cut down printing costs in institutions. Shah et al. (2011) and Webster (2012) technical factors, mandatory physical file maintenance, personal printing preferences and lack of awareness were among the main cause of overconsumption of PM. The requirement for physical file maintenance was also identified as a drawback in government agencies. Literature suggested reducing the number of using equipment, sharing economic photocopiers and setting economic default settings, introducing printing policies and guidelines, improve employees' knowledge through training as effective methods to minimise printing needs in government institutions. The use of ICT applications was highly recommended to reduce the paper need. Accordingly, printing equipment utilisation, printing/copying process and employee training were identified as key drivers of PM cost. SWOT analysis, Train Need Analysis (TNA), Process Flow Diagrams (PFD) and Brainstorming were used techniques in solution development. Five sub-objectives are included under the main objective of this project. Accordingly, a new equipment-sharing layout, SOP for photocopiers, and Ministry Printing Guidelines were introduced. A training programme was designed to increase employees' knowledge of language and office correspondence aiming to improve related skills. The awareness of sustainable PM consumption also will be increased. Proposed solutions mainly utilise existing resources, except external training and networking accessories. The benefit/cost ratio suggested that the effort and resources allocated for the solutions are justifiable to gain the expected result of the project. The project will contribute to the outcome of a reduced need for printing in MOT by achieving the expected sub-objectives. In brief, this project proposed to reduce PM need through the economic utilisation of printing/copying (PC) equipment. Reduced breakdowns will increase the availability of economic printers thus reducing high-cost printouts. Improved PMS and new printing guidelines will reduce the daily print volume. Enhanced knowledge will reduce printed waste due to unnecessary printouts and personal errors. The training programmes should ensure maximum participation. Support from senior management is highly recommended for the smooth implementation of the solutions. The impact of the implemented solutions should be monitored continuously to ensure their effectiveness.

# Reducing Overtime Cost of Antler General Industries (Pvt) Ltd.

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## Executive Summary

Overtime is a significant problem seen mostly in the manufacturing industry. Rather, overtime has become a culture in organisations where no real efforts were done to change the long-lasting practices or the routine which leads to unnecessary overtime. Hence, overtime has become a rule rather than an exception in organisations and the increase in overtime cost has become the burning issue where many organisations face. Antler General Industries (Pvt) Ltd is a leading screen-printing ink manufacturer which face the same problem, escalation of the high overtime costs. The main objective of this project was to reduce the overtime cost of the company from the cost of 0.080M per month to 0.036M per month by identifying the root causes and giving relevant solutions. This would help the company to reduce their operating cost and earn the profit margins. This will in return enhance the management performance and the efficiency. In order to carry out the project, a project team was formed and primary and secondary data was collected to identify the main problem and the peripheral problems which leads to the main problem. The root causes identified was related to the physical causes, but cultural and behavioral causes were not considered. Being the one and only screen-printing ink manufacturer in the country, Antler General Industries is catering high quality products to many renowned brands. Through the organisational analysis it was identified that the organisation has many strengths such as strong R&D capacity with strong technical knowledge. However, organisational analysis highlighted that the major weakness of the company was having a higher overtime cost which leads to eroding the profitability of the company. By analysing further, it was identified overtime cost is linked with many other peripheral causes such as people related issues, manufacturing process issues and the procurement issues. From the cause and effect analysis, it was identified the root causes which contributes to the increase in overtime were employee absenteeism and lack of cover due to that, raw material shortages and production delays due to that, high changeover time and batch processing time variation from team to team. For these main causes, root causes were identified and solutions were developed. Previous literature identified that many organisations tend

to work overtime due many reasons such as to fill rush orders, to meet seasonal peaks in demand, to meet production schedules despite of the employee absenteeism and the mechanical failures (Carr, 1986). Through a literature survey similar problem were identified and a study frame work was built. The main components which lead to the main problem were identified as people management, procurement and manufacturing process. Project objectives were formulated by analysing the data gathered and several techniques and tools were used to build the solutions. The sub project objectives were reducing absenteeism rate, reducing raw material shortages and production delays, and streamlining the manufacturing process. Solutions such as establishing leave policy, machine trainings for operators, lead time monitoring plan, developing detailed standard operating procedures and standard work sheets were identified by the author in order to achieve the identified project objectives. For the proposed solutions, required resources were also suggested by the author as well as the monetary value for implementing the solutions were also calculated. Through a cost benefit analysis, the net benefit of the project was calculated. Direct outputs from the project were reduced absenteeism rate, leave procedure and manual, reduced raw material shortage ad production delay, reduced changeover time and batch processing time in addition to the main objective, reducing overtime cost of the company. Some of the outcomes based on the outputs were also identified such as employee satisfaction, employee motivation and reducing operating cost. In the final chapter, previous literature and the current situation faced by the company was linked and further discussed. Recommendations were given by the author in order to achieve the proposed solutions. Author suggests that proper management involvement to achieve the suggested solutions in order to achieve the main objective, reducing overtime cost, was a very important factor to make this project a success.

# Attrition Among Senior Paraplanners at PLANLOGIC

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## Executive Summary

This Field study looks at the attrition levels among senior employees in the Paraplanning department at Planlogic over the past few years. The problems and opportunities currently faced by the organisation has been studied by the author with the intention of finding solutions the identified issues which will to enable the organisation to pursue its growth plans. Financial planning is a key industry in Australia with many opportunities for innovation and improvement. The industry is still in relative infancy and is ripe for growth. Planlogic can leverage this potential if it is able to create a suitable platform for growth. The author provides a background to the project and the organisation and explains the significance of solving the problems faced by Planlogic. Through analysis of historic data, interviewing of key management personnel and employees within the organisation as well as from personal experience of the author within the organisation, a number of significant issues have been discovered, which will need to be resolved in order to ensure sustainable growth of the organisation in the future. The main visible outcome of these issues is the high rates of employee attrition, particular among senior employees in Paraplanning, which has resulted in high financial impact, poor service delivery, and low employee engagement and morale. The main causes for high employee attrition include poaching by competitors, lack of knowledgeable and skilled employees, absence of performance monitoring and management, and a poor HR design. The literature review identified a much-studied area of employee attrition and its main causes. The Literature also explores the definitions of each of the components of the study and existing models and theories available which explain each of these components. Based on the knowledge gained from literature, a study framework was developed encompassing several of the identified root causes, bundled under three broad components that will be considered for the study: HR design, training and development, and performance management. The literature review of undertaken by the author also provides knowledge on techniques at the disposal of the author which can be used to resolve the identified issues. The field study has a primary objective of reducing attrition rates within the Paraplanning department of Planlogic. The current

situational analysis of each of the identified components has been detailed by the author who also proposes the sub-objectives which will contribute to the achievement of the primary objective of reducing attrition rates within the paraplanning department. Based on the subobjectives and the identified literature, the author has proposed solutions to achieve the identified objectives. The author also provides an overview of the resources such as a project team along with their contribution to the solution implementation. A cost-benefit analysis developed by the author outlines the financial implications of executing the proposed solution. The author has also listed the expected project outputs and outcomes as a result of the proposed objectives and solutions. Having considered the causes of the identified issues, the existing literature as well as the project specific solutions proposed for the 3 identified components, the project concludes with an overview of the whole study, which links the above together. The author also makes recommendations for the short term which will ensure success in the outcome of the proposed solutions. Despite solutions that are backed by previous literature and a detailed root cause analysis, failure to follow the recommendations may reduce the effectiveness of the solution as it is critical to ensure the right environment and support is necessary to execute the solutions effectively. The author also outlines a summary of the project in the conclusion.

# Employee Turnover in Global Support Services-Human Resource at London Stock Exchange Group, Sri Lanka

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## Executive Summary

This project is focused on the identification of factors affecting employee turnover in Global Support Services, Human Resource team at London Stock Exchange Group plc which consists of three separate teams namely Business Support, AskHR, and Workday Systems and a team consists of only 28 team members cureently. Customer satisfaction is key in a service industry where employee dissatisfaction and poor commitment could lead to multiple negative consequences. The significance of addressing this issue has a direct impact on reducing high error rates, high recruitment, and training related costs, and the risk of competent employees joining direct competitors. The author also came across difficulties in carrying out the project which acts as barriers mainly in internal and sensitive data collection. The team reported high turnover rates during the last four years compared to other departments in the company, and in the year 2019, the turnover rate was 55% where more than a half of the team left mainly due to external officers and work-life imbalance. As a result, the management had to take prompt decisions to replace the headcounts and give training for new joiners investing huge amount of funds. Based on the data collected on the main problem of the project, three main functional areas were identified namely; Human resource management, work environment, and job performance. The root causes are found through a five why analysis presented in a fishbone diagram. A detailed analysis of the three components is given to find out root causes to address when developing objectives and presenting solutions. In the literature review section, the author carrying out a theoretical study to find out past researches on the core problem and the three components identified from the cause and effect diagram. This will assist future academics in conducting researches and understanding the problem, its impact, and the benefits of addressing the issue from an industry point of view. Solutions that the author wishes to implement for each root cause are also addressed in detail form which is the base for strong implementation and evaluation. Besides, the techniques used to resolve the core

problem and components are also discussed by using academic literature. The study framework will also be built upon components identified vs the core problem. xiv The main objectives and component-specific objectives are set to minimise and eliminate employee turnover and thereby reduce intention to turnover. Furthermore, techniques such as training need analysis, defect analysis, total quality management, and Kirk Patric model will be used to achieve the objectives set. A situational analysis is carried out to explain the current situation of all three components and their root causes with current processors and work schedules. These will be discussed by analysing with key stakeholders involved, advantages and disadvantages, and gaps of each will be highlighted as well. At the end of each analysis, solutions will be addressed, and a resource allocation and cost-benefits analysis will be done to plan the implementation effectively. Recommendations will be given to support the idea implementation coming out from each objective identified in the previous chapter. Theoretical knowledge and past academic literature will be used to give strong comments on the practical aspect of solution implementation. This will highlight the strength of solutions being practical and realistic to a real-world scenario and will help the company to take prompt actions based on the report. The potential problems the company can face and factors that need attention while implementing short-term recommendations ranging from six months to one year will be also addressed. The discussion on these factors after identifying and setting objectives will lead to proper project implementation.

# Strategies to Reduce NPA in Uva-Sabaragamuwa Region at Commercial Bank of Ceylon PLC

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## Executive Summary

Commercial Bank of Ceylon Plc is a leading private sector bank in Sri Lanka, which has established its presence in the South Asian region too. Country's financial industry has a stiff competition as large numbers of international & local banks are operating in the country. Increasing NPA is a key problem face by all banks and non-bank financial institutions. It is applicable to Commercial Bank of Ceylon Plc too. This project was focused on identifying causes for increasing NPA and providing solutions to reduce the NPA. Project consideration has been restricted to Uva-Sabaragamuwa region due difficulty in gathering quantitative data related to NPA of entire bank. Analysis of qualitative and quantitative data related to NPA of the region, reflected the significance of the problem. Comparison of regional data with the bank and the industry data has further illustrated the significance of the problem. Financial data extracted from the annual reports and monthly performance reports of the bank was useful to reflect the significance of the problem. Establishment of Commercial Bank of Ceylon Plc was goes back to year 1920 and the bank has celebrated its 100th anniversary in year 2020. During this hundred-year journey, bank has established its presence all over the country and as well as globally. The bank has won many awards and accolades for its excellent performance. The bank has diversified its business activities in to several areas through its subsidiaries. SWOT analysis was useful to study the internal and external environment of the organisation. Competencies of staff, internal processes and poor credit risk management has been identified as the main route causes to the problem by using the cause and effect diagram and interviews carried out with selected recovery staff. Key problem of increasing NPA has been described by using figures related to NPA for last five years. Theoretical background of causes and effects of the problem has been explained by perusing related literature review with ABDC ranked journal references. Facts identified from the literature review were perfectly matched with the problem of increasing NPA in Uva-Sabaragamuwa region. Study frame work was developed with the components of competency development, internal processes and credit risk management. These specific components have been identified from

the cause and effect diagram. Techniques to be used in providing solutions for the problem has been selected by perusing related literature review and incorporated in the report. Sensitivity analysis was identified as the key technique to be used in providing solutions under credit risk management. Process mappings, Total Quality Management, Six Sigma "DRIVE" were the techniques identified to provide solutions for process improvement. Techniques identified to provide solutions for competency development was training need analysis. Key objective of the project was to reduce the NPA of Uva-Sabaragamuwa region of CBC from Rs.3.191Bn to Rs.3.0Bn within a period of one year from the date of implementation of the project. Reduce number of 2 installments in arrears facilities by 50%, ensure 90% of loans in the verge of converting to NPA are rescheduled on time, ensure 90% of newly approved loans are serviced without arears in next 12 months were the sub objectives established to accomplish the key objective of the project. Current situation of key components causing to increase NPA was discussed to assess the impact of these components to the key problem and provided solutions under each components to overcome the problem. Allocation of resources has been carried out to implement proposed solutions. Cost-benefit analysis was done to assess the feasibility of the project and project output and the overall outcome has been discussed. Applicability of findings from literature review to the organisational problem has been analysed and discussed how these proposed solutions help to solve the problem. Recommendations provided under all components to implement proposed solutions successfully and achieve the expected output and outcome. Involvement of the management in providing necessary infrastructure facilities, financial assistance, guidance and continuous follow up has been identified as key influential factors to successful completion of the project.

# Improving On-time Invoice Completion Rate at Advantis Free Zone Ltd

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## Executive Summary

Advantis Free Zone (AFZ), located at Katunayaka Export Processing Zone (KEPZ) is a logistics solution provider serving international clients. The main revenue sources of AFZ are transport, CHB, warehousing and VAS. After five years of loss making, the organisation is turning around and has started to make continuous profits since the first quarter of 2020. One of the major issue faced by AFZ at present is low on-time invoice completion rate. As per the agreement with the clients, AFZ should raise the invoice within seven working days from shipment completion. Currently, only 7% of shipments meet this target. This situation has directly caused customer dissatisfaction. Also, the company cash flow is weakened and overall staff productivity has been reduced by a great amount due to the same issue. The indirect cost to the company caused by this issue is higher because around 270 man hours per month are spent without adding value due to the business. In order to mechanise a sustainable solution for this issue, a project team has been formed in January, 2020. The project will not focus on strategic or cultural aspects in AFZ. AFZ is a fully owned subsidiary of Advantis which is the transport and logistics arm of Hayleys PLC. The company is found in 2014 and is operated under the Finance Act No.12 of 2012. AFZ is considered as an offshore facility to Sri Lanka, hence excluded from tax levis imposed by the Sri Lankan government. By 2020, around 60 in-house staff and 100 out-sourced staff are employed at AFZ, dedicated to provide high quality and reliable logistics services to its clients. Currently, in Sri Lanka, AFZ is the only Free Zone operator who has the ability to handle multiple commodities and is the market leader in the country. Apart from the local competition, the organisation has a greater competition from regional Free Zone operators located in Singapore, Dubai and Malaysia. However, the strategic location and the low cost of business has created competitive edge for AFZ in Sri Lanka. From SWOT analysis, it can be identified that invoice delay has arisen to be a weakness as well as a potential threat to AFZ business. Based on the customer feedback and loss of productive time of staff, the issue stands out as a key problem in the organisation at present. The statistics on on-time invoice proves the issue is persistent. Through the cause and effect analysis it was identified

the root causes for the problem under three categories; performance management, process improvement and training and development. A literature review is carried out discussing the areas of the project components, that are; main problem: delay in invoice completion; main components: performance management, process improvement and training and development. The literature review provides a solid theoretical background to the key problem with a study framework. The basis of the literature review is the studies that have been carried out to address similar type of problems in the past in similar and different industries of different parts of the world. Further, the review presents a clear overview on what should be done to improve the understanding of the current situation of the key problem. Finally, cause and effect analysis and 5 why analysis is used to identify the real root cause of the current problem. In these analysis it is focused on training need analysis, training plan, process flow diagrams, benefit-cost analysis, automation and KPI drafting-monitoring-reviewing. If a project is to be a success, the project should have planned SMART objectives before the project kick off. This is very critical hence a greater attention is given to set the objectives accordingly in the project. The main project objective is to improve on-time invoice rate up to 90% by March, 2021. There are also sub-objectives set to minimise delays in material mapping, issue resolving and supplier invoice receiving, to improve effectiveness in training and development on employee efficiency and to set KPIs to boost employee efficiency. Discrete techniques are identified to realise each project objective. Project component wise current situation and developed solutions are discussed along with the resource allocation for implementation of each solution. Benefit-cost analysis is carried out followed by a discussion on objective wise projected outputs and outcomes. As an example, expected output of main project component is improvement of on-time invoice completion rate up to 90% and the outcomes of that are improved employee productivity and customer satisfaction. Project component wise recommendations are proposed to AFZ management based on the solutions and techniques discussed with the goal of improving on-time invoice completion performance.

# Retention of Operational Staff at Food Studio (Pvt) Ltd

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## Executive Summary

The introduction of the project discusses the background of the company, explains the project and the objective of the project, explains the significance of the study along with the methodology adopted in order to display the author's approach towards the project objective through various techniques that include a root cause analysis against the main problem which is high employee turnover, SWOT analysis will be conducted to understand the internal and external factors that may affect the organisation. The limitations to the project are mentioned in order to depict the uncontrollable challenges met through this project which is then concluded with the chapter framework to give the reader an understading of the structure of chapters in the project. The organisational analysis and problem ientification is further analysed starting with a brief introduction and organisational profile where the introduction focuses on primarily on the approach of the chapter. An organisational profile is briefly given along with an introduction to the operating method of the organisation along with a brief description of the insights of the operational method and structure of operating. The author analyses the organisation through a SWOT analyis and establishes the components of strengths, weaknesses, opportuities and threats. Thereafter, the problem of high turnover of the operational staff is described in detail which is explained using multiple figures and tables in an illustrative manner. In addition to that, information obtained from secondry and primary sources have been explained. Staff turnover that leads to closure of outlets and loss of revenue as a result of it has been described in detail. The problem has been analysed through a cause and effect diagram where the three components Operations Management, Human Resource Mangement and Employee Training have been identified as the components of the problem which is high employee turnover. The literature review discusses literature obtained through various sources such as journal articles, government publications and other publication media based on the identified components and the problem of the project, in order to build a literature base for dicsussion. Further, the three identified components Operations Management, Human Resource Management and Employee Training have been given prominance

in terms of literature to describe the depth of the problem. The author has referred an overall of 48 journal articles including 35 ABDC ranked articles for this. A study framework has been xi developed and displayed by the author to provide a base for the identified components respectively. A description of techniques used to analyse and recommend solutions to the problem are then given which are SWOT analysis, Root cause analysis and a training need analysis has been given as three techniques to be used. The chapter concludes with a brief summary. The core of the project, termed, the project where it begins with a brief intorduction to the chapter, the project objectives are defined and are set against the components in order to develop solutions through the techniques used. Each component of the project will be scrutinised between the current situation of the respective component and expected outcomes in order to develop solutions considering all aspects of each component. In this process, the author discusses effects of the problem and the issues faced by the organisation. The project team and resource allocation for each activity of the solutions the project is described in detail. The budgets required for solutions under each component of the project has been given in detail whereas the references are available under appendices of project report for cost estimates obtained. The benefit-cost analysis has been conducted to arrive at understanding the overall financial benefit from the project where the benefit–cost anaylsis enables the author to arrive at a benefit which is 27.77 times of the cost. The final component of the chapter with the projected outputs and outcomes where the immediate results are considered as the outputs and the long term and broader benefits are known as the outcomes. The chapter concludes with a summary to the chapter. The discussion of identified components which is the final chapter, begins with a brief introduction to the chapter. The chapter is aimed towards discussing the identified project components from the preceding chapters which are Operations Management, Human Resource Management and Employee Training in evaluation against the project objective which is the retention of operational staff at Food Studio (Pvt) Ltd. In order to recommend the solutions displayed along with the literature adopted, the author has solutions as well as recommendations for implementation. Therefore, it concludes the project with the final recommendations and summary of the chapter.

# Study on Small and Medium Enterprises in Sri Lanka

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## Executive Summary

The aim of this Management Field study was to study the SMEs in Sri Lanka, to discuss the impact of the SME sector to the economic development of the country, identify the issues and give recommendations based on the issues identified. SMEs are considered as the backbone of the economy of a country and in Sri Lanka, the contribution of SMEs to the economy was observed to be lower than other countries. The survey focused on value addition and value innovation as the indicators and entrepreneurial ecosystem and entrepreneurial mindset served as the moderators of determining the growth of SMEs. A sample of 1000 SME owners were targeted from the districts of Kaluthara and Gampaha. There were limitations in the survey as it was collected only from two districts in Sri Lanka and as it was collected only during a specific time it prevented the inclusion of seasonal entrepreneurs in the sample. The global and local context of SMEs was analysed and the current contribution of SMEs to the economy and employment in the country was identified. The contribution of SMEs to the economy of countries was studied. The definition of an SME referred to the National Policy Framework for SME development was identified and the selection of SMEs for the survey was done based on the definition given. An industrial analysis was done on the SME sector of Sri Lanka and the institutes such as the National Enterprises Development Authority, Small Enterprises Development Division and Ceylon Chamber of Commerce that support SMEs were identified. These institutes acted as the sources to get the SME databases for the survey. The main issue in the SME sector of Sri Lanka was its less contribution to the economy when compared with other countries in the world. The reasons for the low productivity like lack of innovation, less concern on value addition to the products/services, less access to finance, low technological knowledge and unawareness of services provided by the government to support SMEs was recognised. A study framework was compiled with growth of SMEs as the dependent variable, value addition and value innovation as independent variables and entrepreneurial ecosystem and entrepreneurial mindset as moderators. Value innovation was explained with reference to the Value innovation model; Raise, Create, Reduce and Eliminate and

value xiv addition was identified as the process of adding value to a product/service to a more valuable state than the state that it is currently in. Entrepreneurial ecology was identified as the environment surrounding the SME which affects its growth including finance, culture, support, policy, human capital and markets. Entrepreneurial mindset referred to the psychological characteristics of the SME owners in relation to growth mindset, self-efficacy, locus of control, passion for creativity and delaying gratification. The questionnaire was prepared to cover all variables and moderators included in the study framework. The main objectives of the survey was to present a representative profile of SMEs, to measure the degree of innovativeness of SMEs, to measure the degree of support available to the SMEs from the Entrepreneurial Ecology, to measure the degree of Value Addition and Value Innovation and to give specific guidelines SMEs based on the observations. The questionnaires were administered through personal contacts, exhibitions, trade fairs, meetings and through institutes supporting SMEs. Direct interviews were done to validate the information collected from questionnaires. The survey results were analysed through SPSS and MS Excel and presented through tables, graphs and charts. Issues were identified related to the analysis done and through the direct feedback received from the respondents. The statistics from the analysis were used to give observations on SMEs in the country. The barriers to productivity in SMEs like less access to finance, less innovation and use of technology, unavailability of a structured unchanging policy of the government in supporting SMEs and unawareness of SME owners on the services provided by the government. Recommendations were presented under government support, financial management, technology and ICT, business strategy, leadership and human capital management and market expansion that would support SME growth through value addition, value innovation, balanced entrepreneurial ecology and the right entrepreneurial mindset.

# Reducing Customer Complaints at BGN Industrial Tyre (Pvt) Ltd

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## Executive Summary

Solid tire sector is identified as one of the most important sectors for development of Sri Lankan economy. More than 28% from world's demand for solid tires are supplied from Sri Lankan tire manufacturing companies. BGN Industrial Tyre Pvt Ltd was established as a BOI company specially targeting international markets for Industrial solid tires. Presently company supply tires for more than 30 countries all over the world, but the number of customer complaints have continuously increased during past few years. Company wants to increase the customer satisfaction to retain their existing customer base and attract new customers by reducing number of customer complaints. Therefore the objective of this study is to provide solution to reduce number of customer complaints at the company. This project includes a management field study designed mainly focusing on reducing customer complaints which had been done base on the manufacturing, human resource and marketing operations of the company. Study uses primary data which was gathered through management interviews and secondary data published by the company for analysis purposes. Presently the company primarily supplies tires to the international markets and report explained about the strengths, weakness, opportunities and threats of the company in internal and external environment. Furthermore author highlighted the importance of reducing number of customer complaints at the company and its impact to the financial performance of last few years. When analysing the previous information it is clearly visible that the numbers of customer complaints are rapidly increasing while respond time for complaints and resolution time had increased during past three years in the company. Also as a result of increasing number of customer complaints, it indicates significant revenue losses from the existing customer base when compared to the previous years. Report identified poor training and development programmes, less maintenance procedures and high labor turnover of account managers as reasons for increasing number of customer complaints. In chapter 3 project highlights various literatures relevant to the identified project components of training and development, production process improvements and people management and literatures for root causes of less effective

training programmes, poor maintenance procedures and labor turnover on account managers. Furthermore report explains various techniques which are described in the literature review such as, Ishikawa diagram, Preventive Maintenance, Job Description, Performance appraisal Management by Objectives and Key Performance indicator that are discussed by various authors as solutions to those identified root causes. Primary objective of this project is to reduce number of customer complaints at the company. Apart from that, after implementing this project company can have direct benefits of reducing the machine breakdown cost and achieving the on time delivery, reducing the tire rejection rate by improving the productivity and efficiency of production flow level employees and increasing the customer relationship by reducing the labor turnover of account managers. Also it describes the current process of BGN Industrial Tyre Pvt Ltd relevant to each project component and solutions to the identified issues. One of most important part of this project is resource allocation, cost and benefits of this project. Additionally project has 6.57 benefit/cost ratios. Key output of this project is to reduce customer complaints and it has many outcomes such as satisfied customer base, increased customer retention and increased sales volumes etc. Finally author describes the correlation between the identified project components and solutions suggested by authors to solve the key problem. After a thorough suitable discussion on literature of identified project components which are relevant to the solutions, author describes the key recommendations for implementation of the various solutions for each project component to solve the identified problems at the company.

# Managing Non-performing Loans at Mercantile Investments & Finance PLC

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## Executive Summary

Increase in Non- Performing Loans (NPL) has been a major stumbling block for the companies operating in the finance sector, which affect adversely for their competitiveness through deteriorated asset quality, profitability and capital adequacy. Despite having more than five decades of the business journey, Mercantile Investments and Finance PLC has been underperforming with its continuous increase in NPL above the industry average leading to subdued asset growth, profitability and declining market share. Although it was noted that the industry wide non performing advances have increased with the prevailed macro-economic conditions and COVID 19 outbreak, MIR23;s NPL level has increased at a rapid pace over the last years, creating significant drawbacks in their performance. The main focus of this field project is to identify the reasons for the existing problem of increasing non performing advances and recommend solutions to reduce the NPL and improve the operational performance. A detailed analysis was done to identify the strengths and weaknesses of the organisation through several brain storming sessions and interviews held with the key management personnel of the company. It was revealed that the increase in NPL is mainly due to the weaknesses in credit granting and recovery process, training and development and weak credit risk management policies and practices. By performing a root cause analysis , it was identified that the company is not performing proper credit evaluation due to lack of information and knowledge and the threshold limit set for the existing credit evaluation performed by the Credit Risk Management team is much higher than the average lending value . Accordingly only 15% of the lending is subject to the credit evaluation performed by the Credit Risk Management Team whereas all the others are based on the credit officerR23;s recommendation based on the basic information given in the credit appraisal form. Moreover, it was also observed that the credit evaluation performed by the credit risk management team is substandard and does not in line with the industry best practices. Furthermore, it was revealed that MI does not follow customised recovery approach or take proactive recovery measures to expedite the recovery and minimise credit risk. Similarly, it was also noted that company has set the

single borrower limit at the maximum limit set by the Central Bank of Sri Lanka increasing its risk profile. Furthermore, it was identified that the company is following an in house IT system, which lacks the required sophistication and flexibility. A literature review was performed to identify the main reasons and recommended solutions through the research studies for the increase in non-performing advances. Literature review was done based on the components identified through the Ishikawa diagram explained in Chapter 2, Thereafter a study framework was developed based on the key areas identified as Credit Evaluation and Monitoring Processes, Training and Development and Credit Risk Management policies and practices. Project objectives were developed to provide recommendations for the increasing non performing advances. Accordingly with the overall objective of reducing the NPL ratio to 11% from the existing rate 19.6% within a period of 12 months from the date of implementation of the solutions, supporting sub objectives were developed under each project component. With the objective of strengthening the credit granting and recovery process, several solutions were recommended including collecting both qualitative and quantitative data for the credit evaluation, setting mandatory fields, introducing credit scoring model, early warning system and customised recovery approach. Several training programmes were recommended to bridge the knowledge gap in credit and recovery staff. It was recommended to reduce the single borrower limit, credit evaluation limit and to have regular risk assessments and reviews to resolve the current weaknesses in the credit risk management policies and practices. A detailed analysis of resource allocation was given, defining the job roles of the project team. Thereafter, all the solutions were evaluated in monitory terms by undertaking a comprehensive benefit-cost analysis and projected outputs and outcomes were also given, to assess the overall impact of the solutions. Finally, an in-depth analysis was given for proposed solutions under each component with relevant literature. Furthermore, few recommendations were given which are vital for the successful implementation of this project.

# Escalating Personnel Costs at Ceylon Oxygen

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## Executive Summary

This Field study looks at the escalating personnel cost within Ceylon Oxygen across the last several years. The author studies the problems and opportunities that the organisation is currently facing, which can be solved to enable the organisation to pursue its growth plans. Industrial and Medical gases market is a key sector of the economy and caters to a range of critical customers including the country's healthcare sector and large manufacturing organisations. The author provides a background to the project and the organisation and explains the significance of solving the problems faced by Ceylon Oxygen. Through analysing the data available, interviews and personal experience of the author, a number of significant issues were discovered that needs to be addressed in order to maintain the sustainability of the organisation in the future. The main visible outcome of these issues is the constantly escalating personnel cost within the organisation which is negatively impacting profits despite the company's best effort to control it. In addition to financial losses it can also lead to loss of customers, and low employee engagement. Main causes for escalating personnel cost include shortcomings in planning, absence of strong policies, poor employee behavior and high internal standards and compliance requirements. The literature review identified a much-studied area of personnel cost escalation and its main causes. It went on to explore the definitions of each of the components of the study and existing models and theories in place for each of these components. A study framework was developed identifying the three core components that will be considered for the study: Planning, Employee behavior, and Policies. The author also uses existing literature to describe the techniques adopted in the study and develop the study framework outlining the relationship of the components. The field study has a primary objective of reducing the personnel cost within Ceylon Oxygen. The author details the current situation of each of the identified components, and has proposes sub-objectives which will support the achievement of the primary objective. The author proposes solutions to meet the listed objectives. A list of resources in the forms of a project team have been listed with detailed roles, and a cost-benefit analysis has been conducted to identify the financial implications. Finally, the expected xiv project outputs and outcomes as a result of the

proposed objectives have been discussed. The author also links existing literature discussed on the three components, with the solutions that is being proposed in this study to discuss the literature and the findings in the context of the issue facing Ceylon Oxygen. The author proposes recommendations for implementing the proposed solutions, which will ensure the chance of success of the proposed solution are high.

# Delays in Grand Beach Hotel Project Completion

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## Executive Summary

The main objective of this management field study project report is to propose solutions towards reducing the delays at the project completion of Grand Beach hotel. The important factor determining the success of a construction project is completing the project within the time. SKN construction a leading contractor in Sri Lanka involved in many large projects. They have a reputation for completing projects within the time and budget. Grand Hotel project is one of the project carried out by SKN constructions. The project was initially planned to complete within 3 years. But after two years the project have been delayed by 33%. The delay has led to cost overrun of more than 500 million and the loss of clients. The project intended to identify the root causes of the delays and proposing the suitable solutions. Two structured interviews with the top management and the brain storming carried out to get the information in addition to internal company data. Even after the delay of approximately 6 months from the original schedule, client have given a year to complete balance work if not the contractor will be penalised for liquidated damages. The further delays in the project might lead to loss of reputation of the company. Therefore, the triggers need to be identified and the required remedies sought. Analysis of cause and effect used to determine the root cause of the problem. Every project aspect has been thoroughly addressed with the key issues. There were many factors that contributed to the situation during the analysis. Out of which, Quality Management, Training and Development and Project Planning were recognised as key areas which have made the highest impact. Lack of awareness about the quality standards and the lack of quality control have been identified as the main root causes for the Quality management issues, Lack of training programmes is the main reason for training and development issues. Lack of planning and manual process of works have been identified as the root causes for the Material Management issues. It is important to solve root causes to overcome the issues in each component. The solutions for the root causes should be backed by the theoretical support. Various literature and studies showed that the delay in construction have caused many problems in most of the countries. The literature showed that the delay in construction have affected both the client and the contractor which have caused them financial and

non-financial issues. Further the studies of Quality Management shows the importance of the quality management for a construction site. Failure meet the expected standards have caused delay in the projects in many countries. Then the studies reveals that there is a gap between the existing knowledge and the required knowledge of the employees. Finally the studies reveals the importance of material management to the timely completion of the project. These studies backed that all the components related to the main issues. Solutions to address this issue have been developed under four project components aiming to reduce the project delay deviation from 33% to 10% within next year. In order to achieve the main objective it is expected to reduce the repetitive delays to 5% from 15%, Increase the inspection approval rate to 92% to 82%, reducing the idle time from 12% to 0% and reducing the time deviation from the standard time from 15% to 0%. Solutions were developed after the detail analysis of the problems identified under each project component and sub-component. The solutions developed were mainly related to the introduction of new quality control process, providing a construction manual and forming a quality circle are found as the solutions for the Quality management. It was identified to have a training need analysis to identify the training needs and develop a training and development plan and developing a training programme for both staff and workers to overcome the training and development issues. Further under the project planning automating the procurement process, WBS of the works and weekly review have been identified as the solutions. Main activities in the each solutions have been listed based on the requirement and resources allocated to each activity based on that requirement and the needs. Implementation of this project costs around Rs.1.381 million and expected to get a benefit of Rs.46.321million which provides a good cost benefit ratio of 33.59. The project recommendations have listed under the chapter five. The components have been discussed in detail. Each component of the project have been connected with the literature and the root causes of the issues to create a proper link between the literature and the components. Author discusses about Quality management, Training and development and Project planning and provides the connection of these each components with the literature and the current scenario of the organisation. Finally author have provided his recommendation to implement the solution in the short term in the organisation to overcome the issue successfully. The project is recommended to improve the quality management process, develop a training and development programme and improving project planning process in order to reduce the delay in the GBH project.

# Improving Turn-around-time of Home Loans at National Development Bank PLC

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## Executive Summary

Being pronounced as a Licensed Commercial Bank (LCB) in 2005, which today has outperformed to mark its place as the fourth largest listed bank in Sri Lanka, National Development Bank PLC (NDB), was established focusing its operations as the core development finance institution in the country. Reaching an asset base of over LKR 500 Bn in the year 2020 through its Transformation 2020 (T20) strategy is now embarking on its next milestone Voyage 2025 (V25) to become a one trillion asset worthy bank. Having determined outset for the bankR23;s performance, the Management Field Project (MFP) in concern is directed at performance improvement of one such potential profit generating retail product being the NDB Home Loan (NDB-HL). The significance of the product in concern is brought to light highlighting on the distinctive feature of the ability to yield 100% capital adequacy ratio, a direct attribution to the bankR23;s strategy. As such, the outline of the product aspect and its boundaries; foundation to the project has been set. Having its roots ground with knowledge and industry expertise in the housing banking sector, when compared to the other performing LCBs and even given the standing of NDB-HL amongst the bankR23;s other performing retail products, significance portrayed that NDB-HL has gone unnoticed. Taken the industry performance, it is observed that the competitors of attractive interest rates, adding to customised repayment plans and most importantly a speedy and easy service to the customer turning the entire perception in the industry, from a cumbersome home loan facility to an easily obtainable one. The attention given to the NDB-HL within the NDB bank itself , with its recent performance in the retail sector, has gained market place with its signature retail product "Dream Maker Loan" (DML) and fast moving, easily grantable Credit Cards. As such, the bankR23;s recent focus for improvement was seen directed towards digitalising the credit approval process for better service delivery which results were out numbering. In line to the setting, with the organisational backbone, the author has focused to give insights to how unnoticed focus has been directed to the product with expertise; NDB-HL. The significance of the performance gap is further highlighted drawing to the lengthy process and inbuilt delays emerging

from non-value adding activities. The cause and effect analysis diagram constructed as the platform to set path to identify possible gaps that could be bridged, if correctly identified and addressed in time accordingly. With the performance gap at hand, the project analysis is deepened linking to a study of literature as to how encounters of such magnitude has been overcome in the past and proven to be viable for application. With theoretical aspects put into the project, opens eyes to unforeseen paths and potential opportunities that could reap great benefits if exploited rightly given the 360 degree view awareness to the organisation standing and capabilities. The focus is drawn towards the project components that have been identified possible to be encountered in order to bridge gaps, which are noteworthy within the purview of the authorR23;s actionable boundaries/framework. Assertive tools and techniques ideal for the purpose are brought out as the findings from the literature review conducted. The project that provides valuable insight to improvements sets objectives for achievement where the achieving of the overall objective of process improvement being the core purpose. As such the main objective has been set to reduce the Turnaround time of housing loans from the current average of 43 working days to 28 working days. The direction is outlaid bringing sub objectives against the project component and the techniques to be deployed for application. As the usage of limited resources over the general course of work switched to project beings restrictions and importance for the workflow, the author in advance describes the relevant resource allocation, and foreseeable budget estimated for undertaking the project, thereby highlighting the practical potential benefits from the recommended solutions through an intense cost-benefit analysis to the project. The project is expected to yield a net benefit of LKR 793,102 (Benefit/ cost ratio 31.69). With the solutions, respective projected resource allocation and cost-benefit analysis together with the project analysis of potential advantages and improvements in the bankR23;s asset base and profits at large, the author provides recommendations to addressing the initially identified performance gap by tuning the salient features of the bankR23;s process. Given the outline of the project, recommendations are made within the purview to be addressed during a timeline of six months to one year of implementing the projectR23;s proposed solutions. Taken the overall picture, boosting back the essence of expertise and industry leader performance that once was played with the housing product, the insights of the project is believed to rebrand NDB back as the industry home loan champion.

# Reduction of Life Insurance Policy Lapsation in AIP Insurance PLC

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## Executive Summary

The project is discussing the life insurance policy lapsation in AIP Insurance PLC. The project discusses how the company can reduce the life insurance policy lapsation in AIP Insurance PLC with actionable solutions. The company has been established in the market over a period of 9 years and lapsation has been the biggest issue that the company has faced. The life insurance policy lapsation has been a sensitive issue to the whole industry. As a result of life insurance lapsation the company's profitability has been a devastating factor. The amount of company incurred acquisition cost is high due to the life insurance policy lapsation and the company growth rate will be questionable due to lapsation. The lapsation of life insurance will be adversely affected the life fund of the organisation in the long run. Further, there will be a drop in the topline of the company due to lapsation. Chapter one focus on the background of the insurance industry, the project problem, how significant is the problem, methodology and limitations. Chapter two depicts the key identification of the main issue in AIP PLC. This chapter discusses the organisation's nature with the key financial indicators as well as how the business exists in the market over a period of 9 years. The SWOT analysis technique has been used to cascade the strength, weaknesses, opportunities and threats. Following the SWOT analysis, the problem identification has been discussed in detail with extensive analysis. The problem analysis is based on understanding the performance gap of the company in terms of the insurance industry. Afterwards to understand the root cause of the problem the cause and effective diagram has been presented to understand the clear picture of the problem. Chapter two concludes with a summary. Chapter three focuses on the literature on the identified problem of life insurance policy lapsation. The detail explanation of literature is based on each project component to understand what has previous scholars has discussed. This literature explains the how main problem and sub problem have interpreted by the researchers. These interpretations provide enlighten to the project components affecting the main issue and sub issues. Based on the idea of previous scholars the study framework is developed and presented in this chapter. Further, in the latter part of the project the chapter evaluate on the techniques

that are used to develop the solutions for life insurance policy lapsation. Chapter four focuses on the development of the project objective for life insurance policy lapsation and identified solutions. In this chapter the current situation of each objective has been discussed along with the solutions. The main objective is to reduce the life insurance policy lapsation and in order to succeed that there is a sub-objective developed in increasing the policy revival rate to 35%, improving the claim approval ratio to 80% and increasing the number of training and development 100% through learning and development. Also, solutions to achieve each objective are described in this chapter to achieve the main objectives. The author described on the necessary resources that has been important to succeed the identified objectives. Further, author emphasis the output and output of the objectives to capture the benefit to the company. The author explains that with the implementation of these objectives, the benefit-cost ratio of the company is at a positive level. The chapter four concludes with the deliverability of the project against the said objectives. Finally, in chapter five describe on the conceptual understanding of the outcome and project component with collaborating the literature on previous scholars' idea on the developed solutions. The solutions and literature are combined and presented the ideas for sales management, customer relationship management and training and development. The entire chapter is based on theoretical references with the practical solutions merged to give a conceptual understanding on the project. The recommendations have been identified as short-term and long-term. The author explained what are the short-term objectives as well as what are the long-term objectives need to achieve the project solutions. Chapter five concludes with the key considerations that need to be implement in the success of execution of solutions.

# Reducing the Time Taken to Issue the Vehicle Permit Certificates of the Doctors in the Ministry of Health

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## Executive Summary

Ministry of Health Sri Lanka is responsible for health-related activities, policy on health, nutrition, indigenous medicine and other subjects which come under its purview. Here, the doctors are entitled to a vehicle permit once every 5 years. The Administration division together with the Ministry Coordination division issued duty-free vehicle permits. As per the data collected from November 2019 to March 2020 (6 months), this process takes 21 days while the citizen charter (the time assurance) of the office indicates that it will be issued within 14 working days. This project aims to find solutions to reduce the time and to adhere to the citizen charter." "The SWOT analysis was used to analyse the situation. The key problem was found as a weakness of the ministry and the causes were identified through techniques such as interviews, and brainstorming. TNA, process mapping etc. And they were divided into three components internal process issues, training and development issues and problems in equipment management. The problems were a high rejection rate of 10 %-30%, the Approval process going beyond 7 days of KPI, and verification operations going beyond 4 days of KPI up to-8 working days. With the networked multifunctional printer, printing operation could be achieved in 15 seconds but now it takes 120 seconds. The KPI states to be 0% downtime per month while the actual downtime is found to be 13.6% per month." "The Literature elaborates on the background and factors and solutions for the causes of the project problem which is the high processing time of vehicle permit issuing of doctors in the Ministry of Health. The theoretical background brought up guidance for the 3 components those are Internal Processes, Equipment Management and Training and Development. These literatures were based to generate the study framework. The literature also supported recognising the suitable techniques to conduct the project such as brainstorming, Interviews, Process Maps Cause and Effect Diagrams etc." "The main objective is to reduce the time taken to process the vehicle permits of doctors from 20.8 to 14 days. The project components are identified and the sub-objectives are

set up to achieve the main objective. There are 3 components as operations, equipment and processes. Each component consists of 2 objectives as described in this chapter which by achieving can reduce the overall time taken to process the vehicle permits. The outputs and outcomes are explained with the amount of resources and cost estimation to put them into practice. A cost-benefit analysis is carried out to find the cost-effectiveness of the project." "The proposed solutions for the identified problems of implementing the project along with the key findings of the literature review. This is more of a justification of the proposed solutions with what has already been found related to the applied concept in reality. The compatibility of applied solutions can be shown with past studies. The continuous support of the top management in the long run, short term and long-term evaluation for upgrading is recommended for the effective application of the solutions and the continuous improvement of the solutions is essential to sustain the change in the Ministry."

# Reducing Expired Suture Inventory at B. Braun Lanka (Pvt) Ltd

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## Executive Summary

The aim of this field project was to lessen the expired and short-expiry stock at Closure Technology or familiarly known as Sutures (CT) at B. Braun Lanka Limited eventually driving towards the terminated rundown of items, the write-off cost showed that it expanded over the range of years under audit and was fundamental for the element. This medical services Industry comprises fundamentally key firms and a huge number of little firms. Significant rivalry among fourth-party logistical coordination's accomplices including the firm which was for the investigation. Serious contention among the organisations was pulled in the skilled staff on the logistical aspects so keeping the accomplished staff inside the firm to lessen sluggish stocks is a critical test of the firm. Via Internal and exterior knowledge search it analysed the main issue and to find the root causes of the issue, cause and effect analysis was clarified and validated through interviews and informal discussions. Numerous factors were discovered as a result of the analysis that contributed to generating the existing situation. Three primary areas that generated implying the highest impact were poured down to these variables. The study also discusses the element that there are drawbacks to the research performed. Some of the restrictions consist of forecasting statistics are not given and the form of business is not established, or data limitations of the current fiscal and business conditions are not adequate and provided. The literature review was carried out based on three components intending to create an understanding of the definitions and empirical studies and reviews with relation. There were techniques that were identified as a result of the study in addition to estimate the further analysis towards the successful completion of the project. Consequently, a study framework was established to mitigate the slow-moving inventory on three main variables; namely Supply Chain Management, Warehouse Optimisation, in addition, Demand and Supply Forecasting By creating an appropriate inventory control strategy for performance assessment, the overall strategy to minimise the slow-moving inventory ratio thereby reducing expiry cost, an information-based plan must be in logistics growth focusing on incentives & acknowledgement, and an adequate training plan. Training needs to achieve the

project goals and to obtain the financial gain performance have been expected to be met. In addition to the expected financial benefits upon successful completion of the project, there were many non-financial benefits found because of the analysis in both the short and long term. In conclusion, it had been recommended that the predictions of the company in its existing spot are not constructive. Hence the foremost extents of feebleness in inventory need counteractive and prompt action by management and further investigation to recognise the issues together with the workers on a periodic basis and take actions against them on a method of unceasing upgrading to reduce slow-moving inventory ultimately leading to expiries in long term. Further, it is the decisive responsibility of the company management to uplift and funding in executing the settled solutions in the interior of the company.

# Increasing Export Sales Target Achievement of Hemas Fast Moving Consumer Goods

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## Executive Summary

Many companies enter the global market to achieve higher growth and exploit opportunities beyond the domestic market. However, companies face several challenges due to a lack of insights and operational inefficiencies. This report aims to increase the export sales target achievement of Hemas FMCG. Due to the under-achievement of export sales target the company is losing around Rs 600Mn topline and Rs 312Mn bottom-line annually. Despite market research proving these markets have high potential, the management is reluctant to invest further resources in foreign markets due to continuous underachievement. Lower investments have resulted in companies losing competitiveness in markets with high potential. The project conducts the study using methodologies such as SWOT analysis, Cause and Effect diagram and literature review with the participation of members from departments such as international business, planning, research and development, production, procurement and finance. As the second largest player in the Personal Care market of Sri Lanka Hemas FMCG has expanded its presence to several countries in Asia, Australia, Africa and Europe. Whilst the company possess many strengths in terms of brand equity, sales force and distribution network, product variety and ethics there are certain weaknesses associated with sales planning, manufacturing inflexibilities, lack of SOPs and research and development. There are potential opportunities in global markets related to women's empowerment, changing perceptions regarding beauty and grooming and herbal and ayurvedic products. However, the company need to face threats posed by aggressive competition, sustainability packaging, and COVID-19. Export sales target achievement of the company is low mainly due to reasons associated with sales loss due to inaccuracies of the sales planning and frequent discontinuation of export agents, consumer promotions generating lower than planned incremental sales from consumer promotions due to ineffective mechanisms and operational inefficiencies and restrictions on introducing NPDs due to manufacturing inflexibilities. Previous literature has identified exports as a means of securing growth beyond domestic markets and the most popular method of entering the international markets. Researchers have recognised the impact of sales

underachievement on financial indicators. Literature review shows that inaccuracies in sales planning lead to sales loss. Forecasting the demand based on previous data can lead to inaccuracies when there are more than two product variants present. Scientific demand forecasting tools in the form of software applications are recommended in previous literature. Furthermore, the importance of having a robust S&OP process is highlighted along with the required steps of such a process. Literature acknowledges that the success of a consumer promotion mechanism depends on the nature of the product and the target group. Previous studies suggest that the return from consumer promotions should be calculated considering the incremental revenue and visible and hidden costs. The significance of customised new products to win in the global markets is recognised. The economic benefits of outsourcing production for FMCG companies are also discussed. Based on the study framework effective sales planning, promotions and NPDs lead to higher export sales target achievement. The main objective of the study is to increase the export sales target achievement from 37% to 80%. This is supported by sub-objectives relating to decreasing the sales loss due to demand planning inaccuracies and frequent agent discontinuation, increasing the incremental sales from consumer promotions and generating higher topline by the introduction of NPDs at a lower cost. The main solutions to achieve these objectives are the design of a robust S&OP, implement a scientific demand planning tool, adoption of an evaluation matrix and an SOP for export agent evaluation and selection, conduct of pre and post-evaluations for consumer promotions, development of a visual dashboard for consumer promotion performance and implementation of an SOP for export consumer promotions and appointment of a team to evaluate outsource manufacturing vendors for producing NPDs at a cost lower than that of in-house. As suggested by the literature review profitability of Hemas FMCG and its growth potential are impacted by the low achievement of the export sales target. Company forecasting the demand based on past data has resulted in lower accuracy levels and this is supported by previous literature. Solutions are developed for Hemas FMCG based on previous literature suggested. S&OP and demand forecasting software recommended for the company is supported by the literature. Pre and post-evaluations are suggested for consumer promotions to learn the effectiveness of different mechanisms on different types of products and target consumers as suggested by the literature. The importance of NPD for export performance is evident in the sales loss by Hemas FMCG due to restrictions on introducing NPDs at lower costs. Outsource manufacturing suggested by the author as a solution is supported by literature which describes the benefits and flexibility of outsourced manufacturing.

# Workspace Occupancy Rate of Research Staff at Verite Research

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## Executive Summary

Organisations are identified under two prominent sectors namely the service sector and the manufacturing sector. These two sectors operate differently and rely on theories that matter to them mostly respectively. Verité Research is a company that comes under the service sector and serves in an industry that is relatively small in comparison to other industries such as FMCG, tourism, garment, food, etc. The type of service industry Verité Research serve is basically known as think tanks, a segment that is not much known to the public. The report will study the organisation with respect to one of its most critical problems which is the workspace occupancy rate. Not only is this factor a problem for this company but also for many other companies in the era where real estate cost is rising accompanied by the requirement to provide a good working environment to its employees. The problem of workspace occupancy rate will be highlighted through primary and secondary data. Identifying the main problem and the sub-problems surrounding the main problem and describing the causes of the problem with facts and figures is quite essential to prove the point. The organisation and its operational activities portray the overall picture of its services. The problem description identifies the key problem and the other problems surrounding it with key evidence highlighted in facts and figures. It further supports and highlights the critical nature of the problem and the dire need to solve it. The fishbone diagram, also known as the Ishikawa diagram, illustrates the problem of the company in a pictorial diagram that drills down to the root cause of the problem. The problem analyses will support the next chapters to come. The literature review is a theoretical analysis supporting the problem description and analysis. It provides discussions and studies made by scholars on issues related to this report. The review further establishes the significance of this project and provides solutions presented by other scholars. The project will derive a specific review discussed and will develop the study framework. The components of the study framework will be derived from the literature review. These components will further assist in problem identification and problem-solving. Moreover, the explanation of the techniques used in this study will be further analysed which will

demonstrate the authenticity of the problems presented. Problems presented in this report need to be solved accordingly which is the main purpose of this project. In order to provide solutions to problems, objectives are to be formed based on the current situation of the project. Objectives will be defined for components identified in the literature review. Further, solutions for the problems described will be analysed along with a forward plan of resource deployment. Resource allocation means a cost for the company that requires proper assessment. The Benefit-Cost analysis demonstrates the cost and the benefit the company will bear and gain. This is a significant illustration that defines the feasibility of the solutions provided. The output and the outcome of the solutions implemented will further describe the benefit of the recommendations to the company. Finally, the project components will be further described with relevance to the theoretical references, further understanding the conceptual application and the practical picture of this project. The components described in the literature review have a significant implication for the overall project in terms of problem-solving. Hence, practical implementation of the solutions derived through the literature review will need knowledge of execution, control, and monitoring by the author. This stage further indicates the author's use of knowledge gain for the two years period. Thus, putting into use the knowledge gained in the two-year period to the practical application via this project. Consequently, this project will solve problems experienced.

# Reducing Glove Dispatch Delays Due to Non-production Errors at Glove Producers PLC

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## Executive Summary

This report addresses the current significant issue of gap between the budgeted and the actual number of pairs shipped in a month at Glove Producers PLC. This gap results in a significant quantity of gloves that were entered into the confirmed production plan, not been shipped at the end of the month resulting in heavy losses for the company. With the razor thin margins in the glove manufacturing industry, each and every shipment that is dispatched is vital for the performance of the company. This project is conducted mainly to rectify this issue of gap between the budgeted and actual shipments. This project report is significant as the reduction of this issue will not only result in additional revenue for the company but also will result in the reduction of ripple effects on the supply chain practices at GPL PLC that is caused by the issue of gloves not been shipped as planned. Upon analysing the external and internal environment of Glove Producers PLC, it was noticed that there were several internal areas which were impacting the number of pairs not been shipped. GPL PLC has a strong presence in the glove industry, but due to some process mal practices internally, Glove Producers PLC has not been able to leverage on it; rather harming this reputation built over the years due to delayed shipments. The primary and secondary data gathered were analysed through a scientific approach which is the Ishikawa Diagram. The root causes were found to be arising from the sub-causes of training and development, project management and non-production process improvements and controls. Additional research on the current significant key problem identified earlier was carried out at the literature review stage, and special attention was given to training and development, project management, and non-production process improvements and controls. Magazines, published books, journal articles, etc, were utilised when conducting additional research. This was done with the objective of trying to understand what the problem areas and hopefully to search for a practical solution. Further research into similar situations faced by other international companies gave a more wholistic view of the current problem at hand, and supported in recognising that the issue was due to lack of training and development, tools, controls etc. With the help of literature, the author has pointed out several frameworks,

models, tools and plans, to be utilised in order to solve the problem at hand. Next, the implementation of the project was designed by categorising or breaking down the project into three different key project components. Each component represents two key root causes that contributes towards the final issue. Here, the author provides the reader with a sounder understanding on the objective that was identified for each project component. These project component objectives will allow the management to have a quantifiable and measurable output. Then the research or studies that were carried out extensively into these three subcauses or the project components were utilised in order to design practical solutions for the issue at hand. For some solutions, the author has blended certain models and theories that were found in his research and adopted it, as a practical solution for the company. Afterwards, the budgets for each component are being discussed in the report followed by the benefit-cost analysis, that helps the reader understand the benefits of implementing this project at GPL PLC. Finally, in the last chapter, the author discussed about the current problem faced by GPL PLC and the solutions that were developed in order to solve the issue, in a wholistic manner; and attempts to connect the root causes that were discussed along with the suggested solutions. Several key recommendations are discussed in this last chapter, that were forecasted by the author as the key problematic areas that may rise up during the implementation stage of the project.

# Managing the After Sales Service Cost of Royal Ceramics Lanka PLC

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## Executive Summary

The project aimed to find out root-causes for inefficient functioning of after sales services of Royal Ceramics Lanka PLC. Further, it delivered solutions to reduce the negative effects of root-causes with the application framework. This will benefit through enhanced performance of the enterprise in terms of profitability by way of managing related after sales services cost. The associated cost is managed through by decreasing number of customer complaints and decreasing the amount of the work to be done as after sales service without losing the customer satisfaction. In addition, the project would contribute to maintaining the product's brand promises by proactively resolving root causes rather than waiting and delivering reactive responses to consumer concerns. Chapter two discussed about the company, its business activities and its business environment. The company profile includes the structure of management and the introduction of its goods to consumers and profitability. Using SWOT analysis, an operational analysis was done. The findings of the SWOT review offered enough evidence to suggest that, at a fair market price, the company would provide high quality goods. In order to recognise the root causes for high cost on after sales services, the author established a cause and effect diagram and presented the recognised causes under several components such as process improvement, monitoring and supervision, information system and employee training. The author addressed theoretical contributions from historical research related to the control of after-sales costs in chapter three. Among several other considerations, the author found that by implementing automatic image-based approach, process improvement can be made in the tile sorting process and can thus reduce after-sales complaints related to tile shading problems. In an attempt to integrate corporate operations and thereby to maximise value-added practices, information management often play a vital role. Furthermore, it is of utmost importance to track and supervise transport damages and customer settlement through the implementation of standard operating procedures and the establishment of the respective committees. The author has created the research methodology for the submitted study, which involves process development, information

system, and oversight and supervision as the key components of the study, based on the literature. In chapter four, the author has clarified the project objectives and elements of the filed project. Subsequent to the analysis of the existing situation in terms of process improvement, information system and monitoring and supervision, the author has suggested solutions to bridge the current performance gaps. The structure of the project implementation team comprising four sub-committees and responsibilities of each committee member have been explained in this chapter. In addition, the financial viability of adopting project plans was calculated by benefit-cost analysis, taking due account of the present values of the expected benefits and the present values of the cost estimates. Finally, the author has demonstrated on the objectives, outputs and outcomes of the project which further emphasises the significance of the project to the organisation. For the project components described in this field project, the author addressed the theoretical context and significance of the outcomes of previous studies. The determinants of high after-sales service costs were confirmed by the findings of the previous studies addressed in Chapter 3 of this paper. The guidelines in this chapter require that the management and implementation committee pay attention to the introduction of standards in the area of change management. In addition, it is also important to select the most effective team members for each of the sub-committees, including image tracking solution, integrated solution, damage review and customer complaints review committee is also critical. The implementation of recommendations discussed in this chapter ensures the effective achievement of project objectives.

# Customer Retention at Crowderia (Pvt) Ltd.

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## Executive Summary

Software industry is evolving day by day in all over the world. Crowderia is a Swedish based software company in Sri Lanka. It is doing several business verticals namely, software consultancy, resource outsource, product development and infrastructure services. At the moment, the consultancy projects are supporting for half of the company income. Crowderia is a result of expanding a Swedish software company called Crowderia AB to find more resources at a low price. Though Sri Lanka can provide resources to Swedish companies, customer retention rate is decreasing yearly. This project is about to identify root causes and find solutions for decreasing customer retention. Since new technologies are becoming an essential part of the human life, there are a lot of competitors coming into the software market. Therefore, it is important to maintain customer retention to obtain a rapid company growth. Cause and effect diagram, benefit cost analysis, business process management, training need analysis, agile scrum project management practices are some of methodologies that used in this project. Crowderia is following flat organisation structure to reduce the chain of command. Having Swedish management involvement, Swedish sales team, dedicated professional employees are some of strengths. Not having proper project management processes, training and development programmes, less cultural intelligence among employees are some of weaknesses that Crowderia has. Since 2015, the number of losing customer percentages has increased up to 55% till 2019. That means the customer retention rate has decreased to 45%. In 2019, the company has lost about 13 million rupees because of this issue. Because of losing customers, the company has an impact on both financial and non financial aspects. Affecting the brand name, increasing the sales cost, less employee benefits, risk of losing financial stability are some of the results of this problem. The company has an objective to increase the customer retention rate from 45% to 5% by optimising internal procedures of software consultancy projects. Lack of requirement engineering, lack of project management practices, lack of using a standard project management tool, lack of training and development are some of root causes that identified using the root cause analysis. The author has developed the root causes by interviewing professional employees who are working at Crowderia. Project

management, requirement engineering and quality assurance are sub components that identified in the root causes analysis. In the literature review, the author discusses the theoretical background about the problem like importance of customer relationship, importance of customer satisfaction and retention. In there, the author has critically evaluated the main problem, root causes and discussed the proposed solutions by referring to other scholarly articles. Based on the literature review, the author has developed a study framework as well. Also by reviewing literature, the author has identified techniques such as agile project management, training need analysis, test driven development, requirement engineering techniques, automation testing and business process management, information management that can be used to solve the problems that identified in the root causes analysis. The main objective of this project is to increase customer retention from 45% to 65% of software consultancy within a year at Crowderia. According to the components identified in the literature review, the author has defined sub objectives based on available secondary and hard data. Those are (1) To increase the percentage of on time delivery projects from 50% to 80% of software consultancy projects, (2) To increase the percentage of project completion within the estimated budgeted time from 45% to 65%, (3) To increase the code coverage index from 27% to 70% of software consultancy projects. Introduce a process map to follow agile scrum, introduce a process map to do requirement engineering, introduce change request management process, introduce a standard project management tool, provide necessary training programmes, create necessary document templates like system requirement specification, use cases and test plan are some of proposed solutions. Total cost for these solutions is Rs. 585,278.14. Benefit cost ratio is 19.28. There are both tangible and intangible benefits such as increasing company revenue, reducing rework costs, increasing customer satisfaction and increasing employee satisfaction. Crowderia can used the increased revenue into investment projects to become the most innovative company in Sri Lanka as the main outcome of this project. Finally, the project is finished with discussing findings and recommendations. Project finding are based on the literature review and the proposed solutions. Recommendations are based on the author's experiences about the organisations and it is basically about the actions that need to take when implementing proposed solutions. Following a change management process, provide flexible time period to adopt to new processes and changes, evaluate implemented solutions after 6 months, doing some process awareness programmes to explain benefits and importance of executing these processes, taking customer feedback after 6 months, having a plan to utilise costs savings are some of recommendations that explained in the last chapter.

# Increasing Online Banking Customer Acquisition at Commercial Bank of Ceylon Borella Branch

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## Executive Summary

This Management Field Study Project identified a gap in online banking customer acquisition at Borella branch of Commercial Bank of Ceylon (CBC) which is the leading private bank in Sri Lanka. The study aimed to evaluate the factors affecting the situation and provide recommendations to solve the problematic situation. The project was an in-depth study to find root causes of the problem and provide solutions in order to increase online banking customer acquisition of Borella branch of CBC. The methodology in this study was a qualitative and quantitative analysis of the causes and solution development to resolve the problem. However, this management field study was limited to situational analysis and solution development for increasing online banking customer acquisition of Borella branch of CBC. The organisational analysis was done based on SWOT analysis and the study identified strengths, weaknesses, opportunities, and threats linked with the key problem. For gathering of data for the study interviewing and past data analysis from core banking system were used. The causes were further analysed by using cause and effect diagrams and contributory factors for the problem were identified which were promotions, people, processes, product, and customers. Situation of the problem impacts Borella branch of CBC in many ways such as profitability derived from fee income, digital target fulfillment, which is set by head office, customer traffic at branch, need of higher number of staff at branch to service which is increasing charges in profit and loss account of branch. Theoretical perspective of the study was analysed based on the available literature and study framework was derived by considering contributory factors which are promotions, people and processes. ABCD ranked journals were used in the study. Further project techniques were described using available literature such as literature on performance management systems, lean process management and Millward Brown's brand strength model. Overall project objective was to increase online banking customer acquisition of Borella branch by 100% in 12 months of implementation. Objectives of each project component were discussed. Solutions for each of the root causes were also provided with benefit-cost analysis indicating the net gain from initiatives in improving online banking customer acquisition at Borella

Branch of CBC. Outcome and output of the project components were further elaborated indicating the overall benefit to the organisation. This Management Field Study Project was concluded based on results and recommendations. The project looked at practical implications based on the results identified with theoretical implications based on literature review conducted. Finally, recommendations were provided to gather solutions discussed which included the promotions mix to increase customer awareness among walk in customers of the specific bank branch trainings in improving cross selling and performance management techniques, standardisation of customer query resolution through an SOP. The analysis and recommendations can be applied for work environment for improving productivity of the software development projects.

# Reduction of Project Time Overruns in the Banking and Finance Services Sector of Virtusa (Pvt) Ltd.

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## Executive Summary

The main purpose of this field study project is to reduce software development projects time overruns in banking and finance services sector of Virtusa (Pvt) Ltd. In the year 2019/20 period it was identified that there are around 30% of projects have been faced time overruns, in banking and finance services sector of Virtusa (Pvt) Ltd. This influences the income, cost, and asset management of the company. This project was executed to recognise the causes affected for time overruns of software solutions development projects in banking and finance services sector of Virtusa (Pvt) Ltd. Three fundamental variables being recognised which influencing specifically this major issue. Lack of resource management, low delivery management in projects and low quality management in projects are the main factors identified during this process. The second chapter of this project was centered around identify the key problem of the selected segment of the company and prepare a detailed analysis to identify root causes. The second chapter of this project covered a broad overview about the organisation and the business model it is centered around, as well as the factors that are affecting to the IT market. A detailed SWOT analysis is performed to evaluate the strengths, weaknesses, opportunities and threats, as well as the resultant internal factors and external factors assessment executed to recognise the internal situation of banking and finance services sector of the company and its revelation to the external background. The key challenges of the company's segment were acknowledged with identified internal and external variables of the company, and three key problems were acknowledged with detailed indication. The third chapter of this project was prepared centering around distinguishing the key issues and issues on project operations that exist in Virtusa (Pvt) Ltd. Third chapter explained the theoretical background of the identified problem which is project time over overruns in banking and finance services sector of Virtusa (Pvt) Ltd through identified literature and it also explained about the acknowledged root causes for the stated main problem. Multiple journal articles have been referred for this

literature study and, a study framework has been established. Afterwards recognising the main aspects which have headed the banking and finance services sector of the company for projects time overruns. Later part of the third chapter explained the acknowledged elements of the study framework. In this part three major components have been acknowledged which are directly impacting to the main identified problem. All of these identified three major components were valued throughout the carried out study of the literature review. xiv Resources management, delivery management, and quality management are the key identified problems for the identified software development project time overrunning issue and any other factors were not considered for literature study. The three major categories have been sub categorised and those sub categories have been further looked over and expounded in detail, with supporting explanations from identified available literature. By briefing all identified definitions along with reasoning from recognised literature, a study framework was developed, and findings from the performed literature review were used for the solution improvement. In the fourth chapter of this project it was illustrated on the fundamental issues at the banking and finance services sector of Virtusa (Pvt) Ltd in detail. The solutions were assembled by the author based on the identified literature. Moreover, when preparing the solution development, to implement feasible solutions for identified problems it was implicit that most solutions flop due to obscurity and privation of support from the project teams and project management. A benefit / cost ratio was carried out to check the feasibility of implementing this project in the company's segment. The benefit cost analysis revealed that it is beneficial for Virtusa, and it presented that this project is financially realistic to implement. The final chapter of the project had explained in what manner the author discovered solutions to be developed based on the deliberate literature. There the author identified precarious points in each established solution under recommendations. Later on the author has specified future recommendations for the organisations management. Under recommendations it was discussed that the organisations management could improve projects performance recurrently to overcome the software development projects time overrunns in banking and finance services sector of Virtusa (Pvt) Ltd. It was again highlighted that, for any software development project to be a successful, perform and deliver the software product to the client within the given time frame, the commitment of the project management and all the individuals who are operating under software development projects is precisely crucial.

# Minimise Immigration Penalties on Qatar Airways

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## Executive Summary

This report is concerning the higher immigration penalties on Qatar Airways and to find a solution to minimise the penalties. Author has noticed in the data taken from the department data base during the period July 2018 –May 2019 considerable amount of penalties paid by the organisation. 100% percent of penalty amount has paid by the company due to violation of immigration laws of different countries which should not occur in the normal cause of business operation. Organisation expectation is immigration penalties should not occur due to deployment of staff for re checking the documents at the boarding gate for high risk destinations. Department management expectation and goal is to zero penalties in this scenario. However even though the staff deployed for this task passengers have gone through without valid visa and document cause the problem. In this study as a normal practice, SWOT analysis conducted to find out strength, weakness threats and opportunities of the organisation and to see the current position. Interview was conducted with the senior supervisor and senior employees who has the extensive knowledge on the ground most of the time interacting with employees in order to get their observations for this problem. It was revealed that current department practices of delivering training for the new joiners are not adequate. The current HR practice also highlighted as most of the experience employees left the organisation and motivation of the employees in a poor situation. Other factor highlighted was facilities for document checks at the boarding gate. Facilities were not provided adequately for them to carry out the job function could be the one of reason to make errors. Theoretical approach was taken to find out the root causes to the problem. Root cause analysis was conducted to find out root causes. Cause and Effect analysis is one of the tools that can rely to find out exact cause for the identified problem of the department. Three main components identified such as Training and Reward Management, Process Management and Workplace Facility. Under each main component five root causes were identified. Literature review was conducted for the identified component to formulate theoretical back ground and support to find out a theoretical solution. Previous researches done on similar capacity carefully studied to formulated study framework. Also techniques that used in this study have explained

such as Training Design, Process Design and Method Study. These techniques used to formulate solution for the problem at the latter stage. Overall project objective have discussed in order to reduce immigration penalties which cause huge amount of out flow of money. Under each identified component current practices in the department have discussed to get the better idea of the operation with flow charts. Also proposed, solutions were discussed under each main component based on identify root causes. As part of a solution Training, reinstate HR best practices, implement process and provide facilities proposed in the project. Thereafter resource allocation was presented to facilitate the implementation of identified solution. Based on the solution cost estimate were conducted to evaluate the expenditure that incur during solution implementation. Finally cost benefit analysis and cost benefit ratio analysis was conducted to evaluate the viability of the project. Also analysed project output and out come against the each component. Project survey findings during the project were discussed. Relevant findings discussed under each component and the relevance of solution emphasised through the support of literature, Basically Penalties refer as a fine or charge. In general penalties are caused due to violation of any law. In this study airline violated immigration laws of other countries. Mitigate the risk of paying penalties airline deployed trained staff to stop violation of other countries immigration law. However we found that staff performance were not that much satisfactory based on the data evaluation. Overall we identified three areas contributing to increase penalties in the department such as Training and Reward Management, Process Management and Workplace Facility. These areas were not adequately addressed by the management and cause the current problem. Current Training practice in the department is not sufficient. Proposed recommendations were given to conduct training programme for document checks by UK, USA, EU, Australian and Canadian Airline License officers , implement reward and recognition programme in the department, introduce communication process for the staff, introduce new process to delegate specialised staff flight sector wise, provide specimen for visa format of UK, USA, EU countries, Australia, Canada, New Zealand, and other countries for easy reference, and to provide portable podiums and laptops at the boarding gate.

# Improving Financial Contribution in Advantis-Brandix Distribution Hub

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## Executive Summary

This project focussed on improving financial contribution at the Brandix Athleisure finished goods central warehouse, currently managed by Hayleys Advantis 3PL Plus. From a financial standpoint, high direct and overhead costs together with low revenue are the fundamental reasons for the contribution margins to stand at an average of 33% from April 2019 to March 2020. The budgeted contribution margin was decided at 40% with an absolute annual representation of LKR 18 MN at the outset of the financial year. The issue arose when the actual achievement was LKR 14.5 MN which was a shortfall of LKR 3.5 MN from the budget. The author deployed secondary data through profit and loss statements and direct cost reports and primary data through time and work studies and industry interviews. Accordingly, the objective of the project was to increase the contribution margin from 33% to 45%. A SWOT analysis was conducted thereafter to identify the internal and external position of the SBU which highlighted low contribution levels throughout all accounts. The key problem was categorised into three components; internal processes, business development and capacity utilisation. High process reworks with an average of 107 per month and a low number of lines handled per man hour which is 1% are the main categories for internal process-related issues. The underachievement of the VAS budget by LKR 37,855 is the main cause of low business development for the account. Furthermore, a high inventory holding of 85 days and a 63% allotment of overhead costs out of the total costs are the two main sources for capacity-related concerns. The sub-objective for process reworks was to reduce it from 107 to zero thus eliminating OT costs of LKR 2.1 MN. The project team expected to increase the productivity levels by increasing the lines handled per man hour from 1% to 5% while achieving the annual VAS budget of LKR 825,960 (LKR 68,830 per month). With respect to inventory holding, the objective was to bring the current holding of 85 to 15 days and to reduce the overhead cost proportion from 63% to 40%. Each category was analysed down to its underlying problem through a cause-and-effect analysis. The author carried out an extensive literature review based on 38 journal articles under the three components to lay out the theoretical background pertaining

to the problem. The findings of Gu and Dong (2016) were the most critical to this study because they highlighted that the absence of a perfect cost control system, ineffective implementation of cost control and limited knowledge of cost control are the reasons why margins of 3PLs are low. Kembro et al. (2018) have analysed that the largest share of warehouse cost which is picking, could be reduced by 50% through automation, information systems, optimised storage and labour management. Batarlienė and Jarašūnienė (2017) have mentioned that companies look for 3PLs only if they cannot get the job done internally or when they are seeking strategic partnerships. The authors confirmed that striking partnerships will prolong the lifetime of a 3PL. Xie et al. (2014) deployed a stock allocation analysis to showcase the importance of inventory holding costs using 10 overheads that total USD 79 MN on average for a company in the USA. Subsequently, the project team devised solutions for each component by identifying the current situation in detail. Process mapping, Kanban, KPIs, VSM, ECRS (A), value creation framework, stock allocation analysis and space optimisation strategies were some of the techniques deployed by the author to reach solutions. Solutions for internal process improvement were, drafting heat maps and re-drafting an exhaustive process map, acquiring the order processing function of Brandix, developing an Excel macro for pick list creation and introducing a conveyor to escalate scanning and loading tasks. Business development was improved by developing a purpose statement for the account and thereafter developing a plan to sell the expertise in order to absorb spin-off value additions. Capacity at CWH was enhanced by developing a slab rate for inventory ageing, developing the process for integrating CoreBrain WMS with WFX PLM and rearranging the warehouse by merging under-utilised locations. Total project benefits accounted for LKR 23.7 MN, while the costs amounted to LKR 3 MN, with a Benefit/Cost ratio of 7.76. Finally, the author presented recommendations for each component to ensure that the account remains resilient over time. The re-drafted process maps and heat maps should be revisited each quarter to ensure that it is aligned with the physical operation. Also, the KPIs and timelines developed for the order processing function should be monitored and shared on a monthly basis to ensure transparency. Picklist creation could be programmemed to be auto-downloaded from the integrated WMS to avoid duplicated entries in both systems. Furthermore, the telescopic conveyor could be replaced by a fully automated embiWay unit to move FG from staging to the lorry. Back-off factory functions and packing line logistics of existing customers could be acquired by Advantis 3PL as Business Development opportunities. Moreover, capacity utilisation can be improved in the future by introducing automatic put-away and developing a KPI tracking system through the integrated WMS that allows both Advantis and Brandix to ensure goods are delivered on time and in full.

# Service Level Agreement Violations in Sri Lanka Telecom PLC

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## Executive Summary

Chapter 1 provides the basic introduction towards the field project. It starts with the macro level introduction on the industry as well as the organisation itself. Then it focuses on the project where a basic introduction is presented on the intensions of the author with reference to present scenario. After that the significance of the project is presented in a very high level manner where importance of solving the problem is discussed. Next the overall methodology is being discussed and some of the methods of which the author intends to use are being discussed roughly. Possible limitations of the project is discussed afterwards where project implementation barriers and difficulties are addressed. Finally, and overall view of all the chapters of the report is presented so that the reader can get a macro picture about the project report. Chapter 2 concentrates on the organisational analysis and the problem itself in a broader manner. Initially it gives a detailed description about the organisation and where it stands in the industry. Then the SWOT analysis for the organisation presented where conclusion of the SWOT is presented subsequently. Then a brief description on the key problems faced by the organisation is given followed by the description of the problem which is focused during this field project. Finally, the problem analysis is presented with a comprehensive cause and effect diagram. Chapter 3 is about giving the theoretical aspect to the identified problem and thereby looking at possible solutions. Initially the chapter concentrates on the literature review for the identified study framework from the cause and effect diagram. Here the main component is considered as the outcome of the project and also several other sub components are being looked at thoroughly. Next the study framework is presented where it gives a clear idea on the aspects of which the author is concentrated on. In the fial phase of this chapter, the author is giving literature evidence on the identified techniques which will be used to develop the solutions. Chapter 4 focuses on the project in a more descriptive and deep manner. Initially the overall project objective is presented followed by the descriptions for each of the project components. Here the project components are mapped with relevant project objective as well as the supportive techniques which have been discussed under

chapter 3.4. Then the project components are considered one by one where detailed description on the current situation is given. Based on the literature and other relevant material, the solution is then developed giving more emphasis to the applications of MBA knowledge. Since these are detailed solutions, it has been presented at the end of the report as annexures. Next the relevant resource allocation is presented in order to realise the solutions presented by the author. Then the cost analysis with respect to each of the identified project components is presented followed by the benefit cost analysis. As the final phase of the chapter, the projected outputs and outcomes are presented. Here the outputs and outcomes are presented based on the identified study framework and considering individual components. Chapter 5 is about the discussion of identified project components. Initially the outcome of the project and the components are discussed with a linkage to literature review under chapter 3.2. A holistic view on the literature is adapted to chapter 4.3 and how that adaptation is made is then presented in this chapter. Finally, as the last part of the report, the recommendations are given focusing on each of the project components. Here the critical solutions are given with the applicable time frame where it could be presented in front of the management of the organisation.

# Reduction of Customer Issues in Medicinal Drug-admin Sub-system at XYZ Software Engineering (Colombo)

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## Executive Summary

The management field project focuses on reducing customer reported issues in Medicinal Drug-Admin sub-system on "desktop application" software solution at XYZ Software Engineering (Colombo). XYZ is a multi-national company, where the parent company is based in Sweden. XYZ is into the implementation of electronic health record applications, which are installed and used by the state owned hospitals in Sweden, Denmark and United Kingdom. These electronic health record applications are intended to deliver the capabilities of storing, analysing and predicting health related records of the patients. With the escalating competition in the software development industry, it is important to maintain the desired level of quality within the sub-systems and as well as in the overall systems. Therefore, the author has identified, if the company can reduces the number of customer reported issues in the sub-systems, which is not up to the quality compared to the rest of the sub-systems, as a way of improving the overall software quality. When it comes to the quality of a software solution, there are number of factors, which drives it. The main driving force of the software quality is the employees who implement these solutions. Therefore, author has identified that the employee related problems, which have contributed to the poor quality in software solutions should be the starting point to improve the quality. The rationale behind this judgement is that software solutions are build up with the employees' ideas and designs. Currently, the Medicinal Drug-Admin sub-system is contributing mostly to the total number of customer reported issues in desktop application software solution, even it has been in live usage at hospitals for years. Therefore, eliminating the root causes shall help the organisation to minimise the overall cost that incur right now due to poor quality. A literature review was conducted by the author to identify the important theoretical aspects on identified project components. These theoretical aspects are intended to define the appropriate solutions for the problems identified in this study. The working environments are becoming more complex, due to employees have started

demanding the necessary skill requirements and more exposure to different technical aspects. Therefore, it has become a challenging task for the organisation to manage employees than earlier. Managing the employees' needs have become significant for the organisational leadership and it requires lot of commitment from the top level. Since the employees are a key to the success of a company, it has become critical to address their needs, given the quality circumstances of the organisational software solutions. The study identified that XYZ has to improve few different areas while also amending the ways that different operations are being carried out. The areas of which needs improvements by changing the ways of doing this include managing the workplace demands efficiently, enhancing the relationship between ABC squad employees and extended management and enhancing the domain knowledge of the employees. For each of the area identified for improvements, author also has suggested recommended solutions, which will guide the organisation to manage those areas in an effective way, compared to the current situation. The responsibilities of the stakeholders in each area of improvement has been identified, followed by a benefit-cost analysis of the solutions. The recommended solutions by the author, which helps to resolve the significant root causes identified in the study are then justified along with the literature reviewed previously. With the inspiration from the reviewed literature, it was suggested that the recommended solutions will be able to deliver significant benefits to the organisation, by solving the key problem and the peripheral problems identified in this study. Along with the recommendations provided for both short and long term solutions, author has provided suggestions in terms of the key areas to be considered when implementing the solutions, to ensure that the organisation will get the maximum possible benefits by utilising the resources. Therefore, this study concludes with the set of short and long-term recommendations to reduce the customer reported issues of Medicinal Drug-Admin sub-system in the desktop application provided by XYZ Software.

# Enhancing the Market Share of the Flip Flop Category of D. Samson & Sons (Pvt) Ltd.

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## Executive Summary

Footwear industry of Sri Lanka can be considered as one of the significant contributors towards the economic growth of the country. Even though the industry has successfully survived for a long period of time, in the recent past it has been severely affected by dumping of low cost footwear products which has caused intense competition for local manufacturers. For this study the unit of analysis was considered to be D. Samson and Sons Pvt. Ltd (DSS) which is one of Sri Lanka's biggest diversified family-owned business conglomerates. Flip flops are usually a closest companion of an islander and is also the highest contributing category in volume and revenue to the organisation. This project predominantly focussed on enhancing the market share of the flip flop category of DSS to increase the sales and revenue and also to gain a competitive advantage in the industry. It was observed that the organisation was undergoing a declining market share in the flip flop category. This has posed a serious threat to the organisation as the sales volume and revenue has started to decline over the years. Hence, it was important that DSS focuses on overcoming the causes that has led to market share decline to bring back the company to a better position in the footwear industry. Methodologies used were Ishikawa Diagram, SWOT analysis and 5 WHYs technique. Certain limitations were identified such as biased opinions, failure to expose certain sensitive and confidential data and denying access to certain systems and information due to the privacy policy of the company. Chapter two focused on analysing the organisational background and the environment the business is currently operating in. The essence of the SWOT analysis helped to identify strengths related to the issue that are within the organisation's control. With a brand heritage of more than 52 years, there are a large number of strengths available that can be utilised positively. Weaknesses identified interfered attaining set objectives and required to be addressed to convert them to strengths in future. Opportunities for DSS were multiple and the company need to utilise them effectively to attain the project objectives. The key problem existing in DSS at present was identified to be the declining market share of the flip flop category from 53%

during the year 2016/17 to 47% during the year 2019/20. Relevant qualitative and quantitative data extracted from multiple sources were presented to justify the issue and to create logical reasoning to the present scenario. Using the Ishikawa diagram three main causes and several root causes leading to the key issue was identified. The main causes identified were Customer Relationship Management (CRM), demand planning and new product management. Chapter 3 basically focused on the theoretical underpinning conducted on the importance of the identified project components which had a direct relationship with the final outcome of the problem. Afterwards, each identified component was analysed using literature and studies carried out by scholars and various authors. It was a critical analysis and a summary of literature and studies that is of 'general' and 'specialised' relevance to the particular area and topic of the identified problem. A wide array of literature was utilised to conduct the literature review. This helped the author to obtain an in-depth understanding on the significance of the identified project components and to understand how proposed research relates to prior research. The study framework was developed based on the literature analysed. It focused on three key variables that has a direct impact to the issue identified in the organisation. Techniques used in the project were 9 box grid of succession planning, Booz Allen Hamilton Model, Key Performance Indicators (KPIs), Kirkpatrick Model for Training Evaluation and ABC analysis for Inventory Management. Chapter 4 of the project focused on establishing diverse solutions for the project components identified. For project component 1 that is CRM, development of an internal CRM system was suggested. Moreover a revamp of current job roles of sales staff, development of a Personal Development Plan (PDP) and a succession planning programme was proposed. Demand planning component was addressed by development of an integrated demand forecast system and implementation of ABC analysis for inventory management. Project component 3 that is new product management was addressed by development of comprehensive dashboard, process for new product development and a training and development programme for design and quality assurance departments. Solutions developed would support to overcome the root causes identified in consideration of the key issue addressed in this project and will help in achieving the objectives set in chapter 4. Chapter 5 primarily focused on a discussion of proposed solutions suggested for each project component identified. Discussion of identified project components linked literature conducted in chapter 2 with the proposed solutions in chapter 4 to showcase conceptual understanding and application with theoretical references and practical scenario. Under recommendations section, the author proposed multiple salient factors and other key considerations in implementing the suggested solutions.

# Rising Non-performing Loan Portfolio of People's Leasing & Finance PLC

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## Executive Summary

This project is focused to discuss a key issue faced by People's Leasing and Finance PLC. This organisation is a finance company listed on the Colombo stock exchange. It operates as a subsidiary of the state's own Peoples Bank. PLC presently faces the problem of increasing non-performing loan portfolios. Non-performing loans can be considered as loans which are not making due payments. As a Finance institute client repayments or smooth collection of rentals is a critical success factor. A smooth recovery process ensures the liquidity and profitability of the institution. Therefore is very important to address this issue in the context of PLC profitably and liquidity. As an initial step detailed analysis has been done regarding the problem. Company internal information system report and other reports referred to identify the significance of the problem. During the period of 2017 to 2020 none performing ratio of PLC increased to 1.33% to 7.62%. Further, it shows an annual increase in this ratio and in 2020 it totals reported around thirteen billion. The company was budgeted to control its Non-performing ratio below 3%. Considering it budgeted amount this is almost doubled figure. To get the detail understanding of the problem interview session has been conducted with middle and corporate members of the management. Key findings of problem analysis and interview outcome were used to develop a cause and effect diagram. A cause and effect diagram is used to understand the root cause of the problem. In regards to this problem credit evaluation, performance management, people and products are the main components considered in cause and effect diagram. Selected components are based on findings and outcomes of problem analysis. Root causes related components were identified. Lack of measures to evaluate head office recovery performance, Lack of key performance indicate relates to credit evaluation, Risk assessment and reward policy are the main root causes identified in cause and effect diagram. Past Literature and scholars' findings referred to obtaining a theoretical understanding of the problem. Accordingly more than twelve journal article are referred get the understanding of the problem. These journal articles provide insight into the problem and ideas to develop solutions to the

problem. Based on the findings of the literature review and project study framework has been developed. Further project techniques were identified to develop solutions to identified components. Risk assessment, Management by objective, Training need analysis and performance base evaluations are the main techniques discussed in this project. Chapter four of the report devoted to develop objectives and solutions of the project . As a main objective project focuses to reduce none performing portfolio to 11.5 billion within one year of period. Further sub-objectives are developed to cover the selected components of the project. Based on objectives solutions are developed to achieve specified project objectives. Accordingly, solutions were developed to cover project components. Develop credit competency score, allocate targets for head office team and review annual bonuses policies are some solution can be highlighted. Required resource allocation has been done to facilitate the implementation of the project. Finally, a benefit-cost analysis is done to calculate the financial benefit of the project. Accordingly, project solutions cost 10.19 million. If the project is implemented at full capability 263 million can be recognised as income. However, considering the uncertain situation in the environment project expects a 10% success. Accordingly, the expected financial benefit is 27.3 mn.

# Increasing Member Enrolments of the Loyalty Programme of Sri Lankan Airlines Limited

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## Executive Summary

The objective of the following report is to identify the root causes which has contributed to the decline in customer enrolments to the loyalty programme of Sri Lankan Airlines and to develop an operational solution workplan to improve or eliminate the root causes affecting the growth negatively. FlySmiLes is the loyalty programme of Sri Lankan Airlines and looking at the enrolment growth since its inception in 2009, the growth shows a negative trend since the financial year 2013/14 amidst a continuously increasing number of passengers being flown by the airline per financial year. The analysis of this problem is conducted in light of the importance of customer loyalty expansion, customer retention and its effect towards the revenue generation of the airline. It highlights the importance of loyalty members generating 8% of the total flown revenue of the airline. Multiple data sources are referenced in the project to be used for decision-making on quantitative and qualitative basis doe strategic-level solution development. The absence of detailed competitor loyalty data posed a severe challenge in establishing benchmarks. Interviews and statistics are used to determine the granular level factors affecting the decline in enrolment growth. The average monthly enrolment to the programme in financial year 19/20 is 3,794 members whereas in 13/14 it has been 5,632 against a lower capacity than the 19/20 year. The root cause analysis is founded upon these findings using the 5W model. Key issues identified in this evaluation are Customer acquisition issues, Marketing & Promotion issues and Customer Perception issues. These have been identified through the root cause analysis and validated through the available management information data. Under literature review, related literature from different research studies is gathered and reviewed to enrich the chosen concept of the field study covering Customer loyalty, Customer acquisition issues, Marketing & Promotion issues and Customer Perception issues. Previous research and literature establish the conceptual relationship between customer loyalty and the influencing components identified in this study. Based on these relationships and variables the research framework is developed to address the

main problem which is declining customer enrolments in the FlySmiLes programme. The main project objective of this project is to increase the overall member enrolment by 40%. In addition, there are three sub objectives developed under each component identified in the root cause analysis. Under customer acquisition, the three channels Partners, Call-Center and Stations are expected to increase enrolment numbers by 200%,300% and 500% respectively. These channels have been heavily underutilised during the past few years and present significant growth potential if handled efficiently and effectively. In addition, the number of promotions done per year is to be increased by 40% with the proposed marketing plan and the in-house Digital Content Creation team. For the last component of customer perception issued which is measured by the customer satisfaction index, a series of trainings on customer centricity and loyalty marketing is proposed for the frontline staff. As a value addition to the customer touch point interactions, an inhouse IT solution is to be developed providing customer profile information to the customer service agents at the time of interacting with the customer. Expected objective is to increase customer satisfaction index by 20% by providing a quality, consistent, customer centric service. A team structure was developed to allocate resources and responsibilities in executing each component. A cost benefit analysis has been conducted in line with the proposed project objectives to evaluate the feasibility and return on investment of the project. The project report concludes by reviewing the literature and connecting the findings in them to the respective solutions and components. In this final analysis recommendation are made by the author to further improve on the identified problem. Author has suggested a few recommendations holding a very futuristic view on loyalty and customer retention. These are more advanced, and technology-driven solutions to the currently identified components. The study provides recommendations based on the existing constraints. In the event there is enough capital to invest these recommendations will be impactful to improve the quality and value of the loyalty programme.

# Reducing Staff Turnover Rate of the Flying Elephant (Pvt) Ltd.

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## Executive Summary

Staff turnover in the broader context is the process where employees rotate between jobs and in the job market. This rotation could be a change of the company, position, profession, and employment to unemployment. This project was focused on the problem of the high staff turnover rate of The Flying Elephant (Pvt) Ltd, which is a talent-supplying organisation in the retail industry of Sri Lanka. This project will only focus on the service agreement between Flying Elephant and its client, Unilever Sri Lanka. It supplies blue-collar field employees to Unilever and earns revenue in the form of an agency commission on a monthly basis for the service rendered. The significance of the problem is due to the fact The Flying Elephant is a talent supplier, it largely depends on its human capital hence, staff turnover becomes a critical factor in organisational success and achievement of overall organisational objectives. The methodology of this study was based on the information collected from company records, internal HR policies and unpublished internal records such as exit interview questionnaires obtained from TFE. Further, information collected from conducting interviews with Chairman and HR and Operations Director was used in the study. Also, the knowledge and the experience of the author have been used as an information source. Major limitations of the study are the reliability of the information sources as company officials and exit interview questionnaires may not give the true picture of the issue. Information gathered from afore mentioned sources has been described by the author using tables and figures to understand the problem. Key contributing components to the problem were deeply analysed and the root causes of the problem were identified using Ishikawa Diagram. From the two employee segments it supplies to Unilever; the problem was identified to be mainly with Merchandiser segment, which is bottom tier. Top tier is Executive cadre which consist of 23 Executives and bottom tier is Merchandiser level which consist of 100 employees. Over the last five years, The Flying Elephant has experienced a rapidly increasing rate of turnover which impacts the organisation negatively due to increasing recruitment costs while suffering a reduction in monthly agency commission revenue.

Internal and external environmental factors affecting the organisation have been discussed to understand the position of the company. The data supporting the problem have been shared in the report to understand the problem in detail. As per the analysis, the problem was narrowed down to a Merchandiser cadre with above four years of experience. Then the literature was reviewed to provide a theoretical underpinning to the problem and based on the literature and the various other information sources the study framework was developed. Through the study framework, three major project components and relevant techniques were identified. Each technique has been explained by author in detail and how the technique will be used in the report to derive solutions for identified key problems. Each project component was addressed with different solutions and recommendations have been made at the end of the project to achieve the main project objective. Further, the techniques used for the problem solutions have been explained by the author based on literature findings. The main project objective has been stated by the author which is to reduce the turnover rate of The Flying Elephant to match the industry average rate. In order to achieve the objective, the current situation of identified key components has been discussed. Based on the current situation, the author has recommended key solutions for each component. Key recommendations for the project component of 'reward management' is to restructure the reward system to match industry average rates and map a solid process to maintain the solution. The recommendation for the 'performance evaluation system' project component is to develop an objective-based performance evaluation system. The recommendation for the 'training and development project component is to develop an online retail academy to train using modules and to develop and on a job training system. The required resource allocation and cost and benefit analysis for each component has been explained by the author. The author has further discussed the three identified components, remuneration management, performance evaluation system and training and development. The author has next explained the recommended solutions in detail in order to explain the suitability of the recommendations to help The Flying Elephant to reduce the employee turnover rate. Based on the recommendations of author a restructuring of the remuneration scheme has been proposed, a web-based performance evaluation system has been proposed and an online retail academy to train employees has been proposed. It is the belief of the author to provide a solution for the main problem of increasing the turnover rate of The Flying Elephant by implementing the proposed solutions on time and in full to witness desired results. In the end, the author has attached supporting documents such as price quotations, vendor specifications for the performance evaluation systems and online retail academy developments.

# Management Information System of Saadiyath Beach Golf Club LLC

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## Executive Summary

Information plays a vital role in modern organisation on decision making process and the requirement of essentiality increasing day by day. This is mainly because of today's business is turbulent, volatile, dynamic, and there necessitates burgeoning demand for most accurate, importantly their relevance, completeness , timely and economical viable information required to drive the decision-making process to compete with ever increasing competitive adverse impact to the business. Especially, information can be a competitive advantage to a company to manage opportunities and threats. This field study project aims that painstaking development and management of MIS in an organisation enhancing their capability of effective decision-making process with industry best practices and ultimately leading towards results in organisational efficiency and effectiveness. Author has identified requirement of information has become quite enormous and challenging to the extent that every organisation needs to pay great attention to how information is gathered, stored, disseminated, and utilised to overcome their inefficiencies. Today's business world runs based on big-data analysis, artificial intelligence, and real time business intelligence tools where only an effective management information system can ameliorate this challenge. It has been noticed that the delay on decision making process have become major failure of the subject company leading towards continues revenue drops and losing their market share. Therefore, this study mainly focused on developing strategic decision-making process aligning with Key performing Indicators (KPI) where company to overcome challenges. Initially, an organisational internal and external environmental analysis has been performed on this context of the selected company of the subject matter by focusing mainly on company's financial performances during past five years. Further history of the company with current business segments, products and strategies needed to study as an overall plan for this field study project. Identified significant issues were placed into theoretical framework to decide an appropriate cause of actions. It accommodated to understand the importance of the study and their value addition to the company

in long run. Project implementation methodologies were identified with the possible inherent limitations around implementation of Management Information System with cultural barriers of the organisation. A detailed further analysis of company's SWOT was done to identify the main reasons for the identified problem of the subject matter and author developed cause effect diagram to reflect current problem with possible causes around the business processes and procedures currently applied. A detailed literature review was done to establish the theoretical background of the problems identified including importance of information management in today's context. The author also carried out a detailed feasibility study of the intended implementation of Management Information System and business process improvements to decide where forecasted outputs will generate to the business on this project. Afterwards, a Study framework was developed based on all accumulated results of the analysis done before any initiatives of the project. A detailed project plan was initiated in line with business strategies and direction through to literature review. The plan carried clear project objectives and techniques to use in accordance with the identified project components. A successful project will end with the proper monitoring of its direction over the time; therefore, author developed a comprehensive time frame using a Gantt chart which can be traced for successful project completion. The project was planned to start in the first week of May 2020 and completed by the last week of December 2020 with the primary objective of increasing overall company revenue by 20% and net operating profit of 10% in 2021. Project implementation process planned with a clear project component where current situational analysis detailed with solutions of the developments of the identified components. Project team has been identified with the clear functions of each team member with their involvement scope of the project. The project cost components were identified with the estimated numbers of each phase of the project cycle. A detailed benefit cost analysis was carried out to identify the project viability in real term as well as in nominal term based on forecasted cash flows and discounted at an appropriate discount rate. And finally, detailed recommendations were suggested through an empirical finding of literature reviews in line with project outputs. The project provided an ample opportunity for the author to put his vast knowledge earned all over the period of MBA enrollment to work and gain valuable insights on specialised area. Autor's objective is to implement the project in real to support business and generate value addition to the company through the power of real time business intelligence.

# Study on Small and Medium Enterprises in Sri Lanka

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## Executive Summary

The survey "Study on Small and Medium Enterprises in Sri Lanka" is focused on obtaining insights from the small and medium enterprise (SME) owners of the Colombo District of Sri Lanka regarding the facts that will support in the growth of this industry sector. During the survey, the weaknesses pertaining to the present SME sector were discussed. Finally, recommendations were provided to enhance the growth of Sri Lankan SME sector based on the retrieved facts throughout the survey. The industry analysis showed that the SME sector has the potential to grow and will be the backbone of economy of any economy in the long term. In the global context, countries are investing in the SME sector establishments and provide several concessions to improve the industry sector. Even though the contribution of SMEs in GDP and employment is higher in Sri Lanka, the performance growth is relatively low. The study was focused on the factors which have an impact on the growth of the sector and insights of SME owners were used to identify the issues and to provide recommendations. A sample of 1000 responses was targeted in this survey where SME owners were considered to be a potential respondent. Both quantitative and qualitative approaches were included in the survey methodology to gather data. A questionnaire was used as the survey instrument which has been comprised nearly 90% of quantitative and 10% qualitative questions. The responses to the questionnaire were collected from the SME owners of establishments located in Colombo and suburbs of Colombo due to limitations. At the end, a total of 1156 responses were collected, and a sample of 1000 valid responses were used in the analysis. According to the questionnaire responses, the SME growth is still at a retarded pace where many improvements can be made to enhance the growth performance. The areas which are having minimum contribution to the growth of SMEs were identified through the detailed analysis. It was recognised that value addition in SME products and services is comparatively lesser than the large enterprise sector and the product differentiation is at an appalling level, and it has made the industry sector to have a retarded pace in growth as there are many suppliers in the market

to fulfill customer demand with similar product or service features. Similarly, several issues were discussed in the chapters pertaining to the sample selected but which are common to the country as well. Finally, recommendations which can be applied in the SME sector were provided to enhance the growth of the industry sector, according to the survey findings with respect to the literature review. For instance, expansion of sources of financing through various regulatory and policy revisions were recommended in the content. Intervention of government in regulatory amendments and contribution of private sector in developing policy framework can be considered as key to success of the small and medium businesses in Sri Lanka.

# Reducing Dropouts in Bachelor's Degree Programmes in Nursing at International Institute of Health Science

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## Executive Summary

This project is conducted to reduce the dropout rate of bachelor's degree programmes in nursing at the International Institute of Health Sciences. IIHS is one of the leading private healthcare education providers in Sri Lanka offering a wide range of opportunities for students to continue their studies in healthcare discipline. IIHS, since it is initiation in 2002 has partnered with many foreign universities to offer bachelor's degree programmes in nursing. Currently, the Bachelor's degree programmes account for the majority of the revenue of the institute. However, the dropouts from the bachelor's degree programmes have risen in the recent past. IIHS has experienced a dropout rate as high as 12.5% per year which accumulates to 31.25% for a two years and six months degree programme. Due to the increased dropout rate, the institute has been experiencing revenues drops on the financial aspect and the reduced number of graduates on the programme quality aspect. It is identified that the dropouts are contributing to a major loss of revenue in the institute and that immediate remedies need to be taken to reduce the dropouts. An in-depth analysis of the problem reveals that there are many reasons that contribute to the increased dropouts. While the majority of the reasons are related to personal issues of the students that vary with the student, there are other reasons for dropouts including financial issues, health related issues, work related issues. Though most of the reasons are not in the control of the organisation, there are issues related to the processes which hinders detecting the dropouts early as possible, communication problems that lead to not conveying the information properly and lack of continuous progress monitoring that are in organisation's control. A problem analysis has been conducted using an Ishikawa diagram to thoroughly analyse these issues. A literature review was conducted to develop a study framework to comprehend the theoretical underpinning. The literature review has been conducted under three areas of Process improvement and standardisation, training and development and continuous progress monitoring. The review of the related literature has provided a basis for the

causes identified. A study framework has been developed with a description of the supporting techniques used in the chapter. Main objective of the project is to reduce the dropout rate of IIHS bachelor's degree programmes from 12.5% to 7.5% which is a 5% reduction. The main objective has thus been divided into sub objectives related to each project component. The project components process improvement and standardisation, training and development and continuous progress monitoring has been explained in detail with the current situations and the proposed solutions. The solutions implementation has been added in the appendices with the implementation plans. The developed solutions consist of training programmes, an early detection programme to identify the possible dropouts and to continuously monitor the progress to ensure that the students are actively engaged in the studies. A resource allocation table has been added to indicate the main tasks and resources that will be used. A cost-benefit analysis has been conducted to present the financial impact of the proposed solutions. The proposed outputs and outcomes have been then identified. A discussion has then been conducted on the individual project components related to the literature to further elaborate on the components. The discussion includes the validity of the solutions provided, how the solutions can help the organisation to reduce the dropout rates. Recommendations have been provided from literature on how the solutions can be implemented. The management field project report is concluded with the recommendations to implement the solutions.

# Fuel Efficiency Improvement at Aitken Spence Logistics Distribution Services

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## Executive Summary

The transport division of Aitken Spence Logistics sector has been experiencing lower fuel efficiency levels of heavy-duty vehicles. Therefore, the purpose of the project is to explore the root causes of the issue and provide solutions. Fuel expenses contribute to a considerable percentage of 26% of revenue. Decline in fuel efficiency has increased the use of fuel of heavy-duty vehicles. Further, the cost of fuel has increased as a result of lower efficiency levels. The average fuel cost per day for one prime mover vehicle is Rs.15,770/- (total kilometers 456/3, 152 liters at Rs103.75 at efficiency level 3 kilometers per liter). The relevant details were obtained and analysed following a scientific method. Further, a fishbone diagram tool was used to analyse and find the root causes to the problem. The key problem was identified as the lower fuel efficiency of heavy-duty vehicles. The lack of proper vehicle real time tracking system, old vehicles in use and fuel syphoning were considered as other problems. As depicted in Table 2.3 in Chapter 2, the fuel efficiency of heavy-duty vehicles has been below benchmark efficiency level of 4 kilometers per liter. The actual fuel efficiency level ranged from 2.3 to 2.8 kilometers per liter. The factors include inconsistent vehicle speeds, fuel pilferage, light duty transport jobs and drawbacks in monitoring systems. The absence of a deduction's matrix for noncompliance/ incentive scheme for compliance to optimum driving speeds, lack of training and development for drivers, lack of coordinating and planning for light duty jobs, lack of screening and background checking in employee selection, absence of vehicle rotation guidelines and lack of managers involvement to monitor fuel efficiency have been root causes for lower fuel efficiency. The causes of the problem were broadly categorised into four main areas namely training and incentives, recruitment and selection, process improvement and performance measurement. The relevant literature was reviewed to understand the underlying concepts in each respective area analysed in fishbone diagram. During the review, the key factors affecting fuel efficiency were identified reviewing the published literature. Further, several studies have revealed that training and incentive schemes

lead to compliance. Further, literature revealed that an accepted methodology should be followed in recruiting and selecting employees. In addition, literature establishes the importance of key performance indicators. The transport division should introduce a performance indicator to monitor and measure fuel efficiency. Study framework was developed based on the major causes. Performance measurement, process improvement and training and incentives were identified as key components in the study framework. The primary objective of the project is to increase the fuel efficiency of heavy-duty vehicles by 67%. Sub objectives were also developed to increase measurement and monitoring, to reduce the allocation of higher mileage vehicles and to increase compliance to optimum driving speeds. KPIs, benchmarking, process flow charts, MOP and training need analysis were selected as key techniques in achieving project objectives. Further, solutions were developed for each sub objective to achieve the overall objective. The project is headed by the sector head supported by manager operations, senior accountant, manager human resources and manager IT with respective staff members. Total benefit of the project is expected to be Rs.40,375,032/- at a cost of Rs.4,819,773/-. The benefit cost ratio is expected to be 40.3/4.8. Finally, it is recommended to introduce a KPI to measure fuel efficiency and it should be clearly communicated. The efficiency levels should be regularly monitored, and system should be updated with actual fuel expense details to support calculations. It is also recommended to rotate vehicles between divisions. The involvement of the director operations is highly required to initiate the rotation process. The training should be followed up with training evaluations. Further, it is important to maintain transparency in incentive calculations and the formulas used should be clearly communicated to staff in order to be successful in the solutions.

# Reducing the Delivery Lead Time for Chase Orders of the Nike Division at MAS Intimates

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## Executive Summary

MAS Intimates, having been established from the outset as MAS Holdings commenced operations in 1987, operates as the largest cluster of the group and has built a reputation of being recognised as a world class manufacturer of intimate apparel products. The key ingredients for the success of MAS Intimates have been the company's ability to capitalise on its key strengths such as strong customer relationships, supply chain verticality and its ability to offer a range of products in multiple categories. As such the Intimates cluster of MAS Holdings has grown to an organisation that has now surpassed USD 750mn in revenue and serves a broad portfolio of apparel giants such as Victoria's Secret, Calvin Klein, GAP, Nike, and M&S. A key factor that has contributed towards MAS Intimates being able to achieve the revenue mentioned above was the company's focus on catering to larger scale brands that placed sizeable order volumes on traditional order timelines of 120 to 150 days. However, with the advent of a new trend in apparel retail, which is the concept of fast fashion, apparel giants have been forced to change their traditional buying patterns and search for means of replenishing product that is performing well in market in the shortest possible lead time. This has exposed a weakness of MAS Intimates in its ability to meet the shorter lead time expectations of some of its key customers such as Nike. The expectation of the Nike customer is for their chase orders to be delivered in 60 days; however the current lead time being offered by the Nike division of MAS Intimates is 105 days. As such the author, who also acted as the project owner, conducted this project with a view towards understanding the improvements that could be made to the current process to reduce the delivery lead time for chase orders for the Nike division at MAS Intimates. The delivery lead time of an order was broken down into three main aspects which were merchandising lead times, supplier lead times and manufacturing lead times to understand how delays in each of those areas contributed to the overall problem of increased delivery lead time for chase orders. Through a combination of techniques such as 5 why analysis and cause and effect diagrams, the root causes for the delay in each of the three mentioned

areas was identified thereby establishing the grounds on which improvements could be made to achieve the overall objective of the Nike customer in relation to delivery lead times of chase orders. Thereafter a comprehensive literature review was conducted to verify the importance of delivery lead times in the apparel world, as well as to discuss the importance of the identified components in relation to delivery lead time. The literature confirmed the importance of manufacturers having to maintain shorter lead times to cater to the fast fashion requirements of customers and moreover highlighted the importance of the three components of merchandising, supplier management and manufacturing to ensure shorter lead times can be achieved. Having developed a theoretical framework, the author went on to discuss pragmatic solutions to reduce the lead time associated with each component based on the understanding acquired from the literature. Solutions focused on process standardisation and process improvement through automation were discussed in relation to the merchandising process, tools for enhanced supplier monitoring and evaluation were proposed with regards to the supplier management component and solutions such as reconfiguring production processes via factory integration and preventive machine maintenance were introduced to focus on the component of manufacturing. As such the author was able to illustrate through process maps how each of these solutions would lead to individual time savings in each component, thereby contributing towards the overall aim of reducing the chase order lead time for the Nike division to 60 days.

# Retention of Young Generational Employees to Support Future Workplace Changes

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## Executive Summary

Sri Lanka tourism industry is estimated to annually grow by 5.7% during the period year 2018 to 2028. Government interventions for foreign direct investments further develops the existing market landscapes. Other than the market competitiveness, the industry sensitivity towards natural disasters, political shocks, and man-made disasters urges a competitive edge; to build and retain human capital; and to become highly adaptable towards bottom-line. Galle Face Hotel Colombo (GFH) which is part of Colombo city hotels sector, operating in Sri Lanka since 1864, having its' own strengths, yet faces many challenges that derives from its people factor due to the resistance towards change by long-standing employees, which makes GFH extremely non-adaptable for change in comparison to other city hotels in Colombo. Nevertheless, long-term sustainability, building an adaptive competitive edge in the fast-growing market space in Colombo, has become the key strategic priority for the future. Therefore, building a strong human capital consisting of young generational employees (consist of both generation Y and Z) who possess both capabilities and willingness to drive future change process is the critical success factor. GFH currently faces a key significant problem of the high turnover of young generational employees (generation Y and Z). Overall performance gap evaluation through the lenses of industry and internal perspectives highlighted the significance of the problems, and supporting indicators re-established the key problem of turnover of young generational employees as a salient issue. The supporting indicators were annual employee turnover rate, Staff: Room ratio, and employee turnover rate of below one-year service employees. Internal organisational analysis and analysis of the key problem in-depth, using scientific tools one-to-one interviews, Ishikawa analysis, and five-why analysis developed the cause-and-effect diagram that identified the key root causes of the problems; and developed three (3) key themes grouping scattered root causes, due to the time factor, namely; HR systems, operating processes and people management, which eventually became the components of the project study. The three (3) key themes and/or labels identified

through the cause-and-effect diagram were converted to a conceptual model exploring the warranted academic knowledge and/or literature related to the key problem, its' root causes, themes/ labels, and already tested solutions for same; in order to provide content and clarity. This ensured a systematic alignment of the conceptual framework into a project format, through clarity; exploring academia recommending solutions and applying relevant key techniques for three (3) key themes/ labels namely, HR systems, operating processes, and people management, which in latter get converted as the key components of the project study. The project uses techniques namely, training evaluations, balanced score card, 360-degree reviews, onboarding model, and hoshin kanri etc. in developing solutions. Overall project objective together with three (3) individual project components and the adaptation of relevant techniques, attempted to develop solutions. The overall project objective is the reduction of the employee turnover rate of young generational employees from 34% to 20% at Galle Face Hotel. Decreasing young generational employees' turnover composition of overall turnover from 96% to 40%, increasing Staff: Room Ratio by 32%, and decreasing the below one-year service employee composition in employee turnover from 68% to 20% were identified as objectives of key three components. Introduction of a L&D policy checklist, introduction of a PMS re-vamp checklist for executives, launching of an internal communication policy, re-vamping the performance appraisal form of non-supervisory employees, conducting an internal diagnosis/ competitor analysis of IT in Colombo city hotels sector, introducing an on-boarding checklist, and conducting an awareness training programme for all employees were identified as the key eight (8) solutions developed in achieving the main objective. A benefit-cost analysis determined the financial feasibility of the project execution in comparison to project output and outcome. All solutions developed under each component were re-examined integrating the literature review and already tested solutions therein, to make sure that project solutions are based on a more scientific approach. And it was recognised that all eight (8) solutions developed were empirically tested prior to and proved as potential success factors for this project's success. Finally, key recommendations for executing the proposed solutions considering potential risk factors, dependencies, bottlenecks, and potential time duration is enclosed to ensure all dependencies for a smooth project execution; so that the intended project objectives are facilitated by recommendations for implementation.

# Converting Loss Making Products into a Profit Making of DHL

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## Executive Summary

The purpose of this field project is to turn around the loss incurred by DHL from their two key products called air freight export and ocean freight export. These two products have been incurring losses for the last four years and which is a significant problem for the company. DHL operates in the freight forwarding industry which is highly competitive. Continuous losses have created many problems for the company in terms of cash flow problems and employees' job security. The key problem of the company was studied through SWOT analysis, internal and external analysis and root cause analysis. Root cause analysis was helped to deep dive into the problem and identify exact root causes of the problem with the help of brain storming session, interviews and discussions had informally. This has revealed the factors which resulted to create current situation of the company. Limitations of the project was identified as the revenue generated through network offices in all over the world where there is no involvement by Sri Lanka office to generate those revenue and which not in the control of this project. DHL is a multinational company which was established in 1815 and corporate office is located in Germany. The company has network strength in over 850 locations and 150 countries. Globally company comes under Deutsche Post DHL umbrella and there are five business units under that called mail, express DHL PeP, Global Forwarding and Supply chain. Project under consideration comes under Global Forwarding. In terms of revenue DHL Global Forwarding holds the number one position in the industry globally. The company product portfolio has three key products namely Air Freight, Ocean Freight and Customs Clearance. In 2019 the company incurred an overall loss of LKR 10Mn. This was a result of two products under consideration for this project which have incurred losses of LKR 51Mn in the same year. In 2019 the contribution to profit by new customers was 0.4% and sales team target achievement was at 50% by air freight export and 47% ocean freight export. Company overhead costs have increased over the last four years. Customer complaints have increased significantly in 2019. Target customer hit rate for the company is 40% whereas actual

achievement was 10% and 8% for 2018 and 2019 respectively. Fishbone diagram was developed after the brainstorming session and identified four areas which impacted the main problem. They are sales management, training and development, cost management and new customers. Literature review was conducted in order to find out solutions driven by scholars previously for same type of issue. Three key factors have been identified as main causes for the key problem and after the extensive literature review and developed study framework. They are sales management, training and development and cost management. With regard to the sales management scholars has identified that sales compensation should be based on not only sales volume but also profit. Another factor has been highlighted by scholars with regard to sales management which is CRM implementation should follow a structured approach in order to achieve successful implementation. With regard to training and development, scholars have recommended competency canvas and employee training as key for developing employee competence. Job description and process study have been highlighted by scholars for cost management. Techniques identified are SWOT analysis, cause and effect analysis, training need assessment, job description, give aspect of seven G's framework, competency canvas, change management and swimlane diagram. Project objectives identified for sales management are to increase sales target achievement level of sales team to 75% from 50% current level and to prevent losing customers by 25% through improvement in internal processes. Solutions developed are introduce gross profit-based incentive system and managing resistance to change through introducing change management process. Objective of training and development is to increase customer hit rate to 30% through improvement in internal processes. Objective for cost management is to reduce current cost of sales by 2% and which will be achieve through process improvement through developing a procedure for freight buying rates and save finance cost by 10% by training on invoicing. Further, a 10% reduction in year-on-year personal cost reduction is expected through developing a job description. Three committees appointed for each component and resource allocated accordingly. Total benefit of the project is LKR 77,542,583 and total cost is LKR 1,153,134, thus net benefit is LKR 76,389,449 generating benefit cost ratio of 67. It was recommended that top management commitment to the success of this project is the key, and they need to communicate properly to the employees the benefit expected from this project. Further, there will be changes in the existing processes with the implementation of this project which need to manage by management and continuous follow up and review meetings to be conducted by management to review the success of the project.

# Increasing the Operating Profit Margin of Central Engineering Services (Pvt) Ltd.

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## Executive Summary

The operating profit of a company derived after reducing all operating costs such as material, labor, overheads, administration, sales and promotion from the revenue. A company with a high operating profit margin can compete with competitors by lowering the contract price to the level that competitors couldn't reduce. At present, the operating profit margin in construction industry revolves around 10%-13% globally. Whereas, in 2019 it revolved around 13% -16%. Therefore, this project focuses on increasing the operating profit margin of Central Engineering Services (Pvt) Limited. By doing this project, the author is expected to reduce costs incurred due to operational inefficiencies such as procurement, machine hiring, machine maintenance and project administration. Central Engineering Services (Pvt) Ltd. (CESL) is a fully owned subsidiary of the Central Engineering Consultancy Bureau (CECB). The core business of the CESL is construction of buildings, roads, bridges, water supply & drainage schemes and urban infrastructure. The author identifies several key strengths, weaknesses, opportunities and threats of the company. Among weaknesses, decreasing operating profit margin is a key problem of the company that needs significant attention to ensure the company long term sustain in the industry. Apart from the main problem, the author identifies several key problems in the organisation. Other key problems are cost overrun of procurement budget, high construction material wastage cost, high machine repairs and maintenance cost, high machine hiring cost, penalty charges due to delays in completing construction projects and penalty charges incurred due to non-compliances with regulatory requirement. Reducing the operating profit margin has caused a decrease in the operating cash flow of the company. In turn, it will increase the interest expense of bank overdraft. Cause and effect analysis reveals several root causes of the above problems. When considering the theoretical background of the main problem, Wright (2015, p. 30) defined operating profit margin as extent that company operating profit generates on company revenue. It measures the proportion of sales which is necessary to convert its sales into profit. Considering other significant problems, George and Basily (2008, p. 25) highlighted the importance of purchasing in full loads when procuring materials. Wan and Kumaraswamy (2009,

p. 214) explained that poor layout planning is a major cause for construction material wastage. Connolly (2008, p. 108) explained the importance of technology to manage a warehouse efficiently. Dawood and Marasini (2015) explained that key objectives of proper layout planning are minimum movement of products, ease of retrieving the product, timely supply of products to the construction site. Jakkula et al. (2020, p. 291) explained the importance of comprehensive evaluation of the performance of a machine. Cohen (1995, p. 54) mentioned that, when writing a SOP, every corner of the canvas has to be considered. Otherwise, the user feels uncomfortable with grey areas when SOP seems to be ambiguous. Ansah and Sorooshian (2018) defined project administration as an ability or an inability to complete the construction project within the contractual time period and specified budget. Main objective of this project is to increase the operating profit margin of the company from 0.5% to 2%. Sub objectives are set for each component of the project to achieve the main objective. The present situation of the three project components described in Chapter 4.3 enable user to understand gap between current practices and expected practices stated in solutions. However, solutions to the problems identified in the project can only be done with committed human resources as depicted Table 4.2 resource allocation. The total cost of the project will be 5.972 mn and the expected benefit of the project will be 104.299 mn. Increasing the operating profit margin to 2% is the main output of the project. As depicted in Table 4.6, project components outputs are linked with the main output of the project. By achieving the project objective, the company is expected to enhance profitability by reducing operation costs. As illustrated by Meliwn, Boehile, Dobbins, and Gray (2016, p. 75) profitability analysis is one of the crucial financial measures which provides self-assessment about fundamental drivers of profitability. Having an operating profit margin with decimal numbers, the company has limited savings to invest in and conduct daily operations. Fearne and Fowler (2016) illustrated that one of the focal decisions that need to be taken when ordering material to a project site is an economy of purchasing in batches. At present, procurement assistants in each base office placed procurement orders base on the procurement requests received to them. As illustrated by Jakkula, Govinda, and Murthy (2020, p. 290), machine hour planning is one of the best ways to make a comprehensive evaluation of performance of a machine. Underutilised machine hour percentage in Sabaragamuwa base office was 13% in 2019. As illustrated by Ansah and Sorooshian (2018), errors in designs, drawings, and specifications are the most common examples for compensable delays. As per analysis carried out in Anuradhapura base office, subcontractor's delays and designs and BOQ finalisation delays have contributed for 40% and 29% for total delays in the base office. Finally, important recommendations are elaborated in order to implement the project successfully.

# Reducing Modern Trade Lost Sales at Hemas Fast Moving Consumer Goods

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## Executive Summary

Over the past decade, Modern Trade channel has shown a significant increase in sales contribution to FMCG companies, and a higher portion of investments are directed towards those formats. Hence fulfilling modern trade sales orders in full without losing any sales is crucial and agreements are signed between parties with penalty clauses to ensure lost sales are minimised. Loss of market share, loss of negotiation power to modern trade channels, high penalties, and high investments to gain back share are negative impacts faced by companies due to high modern trade lost sales. The study analyses the problem in relation to Hemas FMCG using methodologies such as cause and effect diagram, literature review and SWOT analysis. Hemas FMCG is the second largest player of the local Personal Care market with a turnover of around Rs 12.6Bn. While the company has many strengths in terms of brands, distribution, high demand categories and sales force there are weaknesses relating to planning, raw material supply, supply chain inflexibility and SOPs. There are several opportunities in modern trade growth, e-commerce, women-empowerment and changes in stereotypes on beauty while the company need to overcome threats in terms of increasing negotiation power of modern trade channels, COVID-19 pandemic, sustainable packaging concerns and competition. Hemas FMCG is currently facing a modern trade sales loss of Rs 790mn annually. Main reasons for this high level of sales loss are high level of raw material quality rejections, unavailability of raw materials on time, low demand forecasting accuracy, inadequate FG buffer stock, low production target achievement and high changeover time due to complex product variety. Literature review evaluates the project outcome and its components theorical background. The impact a business has due to high lost sales in modern trade outlets is explained using a research paper with consumer responses. The need for a company to have a solid S&OP procedure is explained along with the usefulness of an advanced demand forecasting tool to make the planning process accurate. The supplier management and selection programmes with the single sourcing vs multiple sourcing options are explained to reduce lost sales.

Further, the role of product variety in improving customer service levels, having a responsive planning system and the need to have a robust buffer policy is also reviewed through literature. The main objective of the study is to reduce modern trade lost sales from 18% to 5%. This is followed by sub objectives relating to demand forecasting, procurement management and production management. Techniques such as SOPs, advanced demand planning tools, process mapping, scientific production scheduling tools, policy documents are to be used in achieving these objectives. Resources such as cross functional teams, third party IT vendors, industry expert consultant teams are required to implement the proposed solutions and the budget for the project is estimated to be Rs 6.6mn with benefits amounting to Rs 226mn, Benefit to cost ratio is 33 times. Main output of the project is reduction of modern trade lost sales to 5% with the main outcome been increased customer service levels and revenue. This is followed by other outcomes such as improved forecasting accuracy, increased raw material supply on time in full and maintenance of the right amount of buffer stocks and increased production output. The final chapter links how the literature review is related to the solutions. For example, to reduce lost sales, the author recommends implementing a robust S&OP process along with an advanced demand forecasting tool. The relevant literature is linked to support this recommendation. Further, the recommendations are provided with enablers to implement them successfully.

# Reducing the Cost Per Pallet Position of Logicare (Pvt) Ltd.

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## Executive Summary

The project for "Reduce Cost Per Pallet Position at Logicare Private Limited" will enable the company to be competitive in the market and improve the profitability of the company. Even though the company is a startup, the third-party logistics industry has been developing significantly in the last few years. Hayleys Advantis, EFL, JKLL, Spectra Logistics are a few of the top players in the market. The price range of these players varies depending on the level of services which the company offers. The position of Logicare prices compared to these players are the top. Because the industry average selling price per pallet position is LKR. 1,000.00 per month but the average cost per pallet position at Logicare is LKR. 1,227.00. Therefore, Logicare find it difficult to on convince customer not only because of Logicare does not have sound customer reference list but as well as due to the higher price. The main reasons for this high cost per pallet position have been identified as the lower storage capacity (number of pallet locations) in the warehouse due to waste in storage layout, high energy bill, high MHE maintenance cost, High hire purchase lease installment for MHE due to high interest rate, high contract labour cost and fix payment for external consultants can be considered. Therefore, these problems have been identified with the support of SWOT analysis and are being analysed by using Cause-and-Effect Diagram. Further, the problems identified above have been defined by literature and the solutions for the problem also identified. Further, techniques such as benchmarking, workflow analysis and knowledge analysis have also been used by the author to develop the solution. The solutions for the above identified problems have been demonstrated with the relevant appendixes. As a result of such solutions, the total storage capacity will be increased by 5% with a monthly cost increment of 0.45%. Apart from that the net energy bill can be reduced by LK6. 276,000.00 per month and as a result of that the total cost per month will be reduced. Further, the net MHE maintenance cost can be reduced by LKR. 180,000.00 per month by introducing a new MHE system and minimising utilisation of MHE which enables the company to generate an additional revenue source by renting

out one main MHE. Further the monthly installment for MHE can be reduced by LKR. 214,000.00 as a result of changing the funding method. The high contract labour cost has been reduced by LKR. 322,000.00 per month by setting the KPIs for contract labour and supervisors based on industry standards and the use of external consultant can be limited for special project and save around LKR. 100,000.00 per month since the company currently possesses the required knowledge to operate the business under the current context. As a result of the above solution the total cost of the company has been reduced from LKR. 19.95 million to LKR. 18.95 million per month by 5% and the capacity of the company will be increased from 16,245 to 17,125 pallet positions by 5%. As a result of this the cost per pallet position has been reduced by LKR. 1,227.71 to LKR. 1,107.06.20 by 10%. Further, it has explained the link between the literature and the proposed solution and the recommendations to implement such a solution in the company. Apart from such recommendations the author has made further recommendations to the company to reduce the per pallet position cost further in the long run such as warehouse expansions.

# Reducing Service Delays at Freedom Business Service (Pvt) Ltd.

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## Executive Summary

Freedom Business Services Pvt Ltd (FBS) operates as a shared service center for its parent company Freedom Finance Australia (FFAU) that provides financial planning services to the Australian market. FBS operates as a cost center, therefore leveraging on its timely delivery, which is reflected as productivity, to provide the best cost benefit to FFAU as opposed to what external service providers could offer. However, the increasing delay over the years is a key challenge that hinders FBS from reaching the expected level of productivity. Factors contributing to output delays at FBS were categorised under process management, people management and performance management. Inefficiencies include insufficient quality control that resulted in reworks, long waiting time in transition between stages, significant bottleneck at the final review stage. In addition, the workflow planning of the current process is done manually, by simply delegating the next open task in the pipeline to the immediately available resource. This was also highlighted under people management as a consequence of leadership with limited management experience. The major highlight in people management is the internal skill gap, and the challenge of attracting experienced talent to the organisation. Lack of soft skills caused communication gaps which was identified as a direct cause of delays in service delivery. Lack of motivation was identified as a contributor to delays, characterised by the lack of career growth and development opportunities. Lack of brand name and reputation was identified as a major contributor for the difficulty of talent acquisition. In addition, unavailability of a structured performance management system that maps the organisational goals to individual targets and the lack of recognition and rewards for the individual level performance was a factor for lack of drive for individual productivity, leading to delays. Literature related to the above three categories revealed that service delays are common in complex services due to the relocation and accumulation of errors and delays, resulting in aggregated delays. Literature has illustrated the common methodologies used for service process improvement at operational level by mapping processes and identifying and eliminating process inefficiencies. Many researches emphasises the significance of quality control as a key

aspect in process management and that insufficient measures for quality conformation could result in service delays. The customer focused approach for value cocreation was also accentuated in literature for improving service quality. Literature pertaining to people management revealed that the quality of human resources determines productivity and quality of service output. It is also suggested that organisations should provide training and development to improve organisational performance and productivity, which is also a motivational factor expected by the employees. Several literatures provide systematic approaches for effective training, generally including needs analysis, design, development, implementation and evaluation of training. In terms of performance management, it is revealed that productivity is a widely used measure for performance evaluation. It also highlighted that higher employee productivity could be achieved if the performance is tied with a direct and transparent performance-based incentive structure. Short term to medium term solutions were proposed with the projection of achieving the benefits within a year of implementation. A new process flow was mapped removing the inefficiencies and bottlenecks, and with recommended process improvements to the current process and with recommended process improvements identified for feasible implementation within a short term. The voice of customer for value co-creation was recommended for continuous process improvements. The existing training was restructured with a combination of on-the-job and off the job trainings and to include soft skills and leadership skills. With the aim of attracting relevant talent from the market, it was recommended to have a healthy online presence, starting from the launch of the company website. Quarterly performance evaluation was recommended to closely align company goals with the individual targets and a performance-based incentive scheme was introduced. The benefits and cost analysis demonstrated that the tangible benefits outweigh the costs by a significant proportion, and the overall project outcomes will continue to benefit FBS as well as FFAU in the long term. The complete implementation of the solutions was estimated to take 6 months with a gradual transition and a return of 35 times the investment amount is expected in a year of successful implementation, along with non-tangible benefits such as increased reputation and credibility of FBS among the customers. Finally, critical consideration was evaluated in implementing the solutions proposed, out of which the resistance to change of the employees was identified as the main factor to address. Therefore, starting from a clear communication strategy to get the employees onboard, a gradual transition of a 6 months period is recommended involving the employees and rewarding them in leading the recommendations.

# Improving Average Number of Insurance Policies Per Insurance Agents of Union Assurance PLC

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## Executive Summary

The purpose of this field project is to increase the average number of insurance policies per insurance agent of Union Assurance PLC. During the year, the average number of insurance policies per insurance agent has been varied from 1.1 to 1.32. This ratio is far beyond the industry average rate, and this has affected the company in several significant ways. In the process of new product development and pricing, overhead cost of the company is allocated using an active number of policies of the company as the base. A lower number of policies has resulted in a higher cost allocation for products and the company's product pricing has become unpopular in the market when compared with competitors. Significance of the problem was discussed mainly in three aspects as high product pricing of new products due to higher overhead cost absorption, inability to safeguard existing market share and the marketplace of the company and increased agent attrition due to lower commission income with decreased new policies. The methodology used to collate data for the product was obtaining secondary data through company internal records and conducting interviews with relevant personnel to get primary information in detail. Union Assurance PLC has been incorporated in 1987 and company has completed almost 33 years of operation in Sri Lanka by 2020. Company represents major portion of financial services sector of John Keells Holdings PLC which is the parent company of Union Assurance PLC. Lower number of average insurance policies per insurance agent can be considered as one of the major weaknesses of the company. lower level of life insurance penetration in the country can be considered as the main opportunity. Intense competition of the life insurance industry through competitive pricing is the main threat to the company. The issue of lower number of policies is linked with so many critical aspects as pricing of the products of the company, retaining market share of the company and unsatisfied insurance agents due to lower commission income generation. The management of the company is looking forward to resolving the above problem since it leads to many critical aspects of the company's business and operational environment as discussed above. Study framework for the project was developed after identifying and referring relevant literature of the problems

identified through the Ishikawa diagram. Three components out of four components mentioned in the Ishikawa diagram were evaluated though literature review since those were the most relevant components for the problem in hand. System / policies related issues, process related issues and people skills and supervision related issues were considered for literature review accordingly. Subcategories were identified under each of the above heading and those were discussed separately in detail with the justification of the available relevant literature. Identified literature was summarised in to main three headings of the Ishikawa and the study framework was developed accordingly. Literature review was used as the base for providing solutions in chapter four and to provide recommendations in chapter five. Project objectives were developed based on the identified study framework. Achievement of project objectives was ensured through developing project components. After an extensive analysis of the identified three project objectives, five solutions were identified to be executed in the company in order to solve the main problem. One solution was developed for the project component one which is policies / systems related issues, and same was explained through Appendix IV. Second project component, process related issues were backed by two solutions, and some were elaborated through Appendices XVI, XVII, XIX and XX. Two solutions were identified for the third project component which is people skills and supervision related issues and Appendices X and XVIII elaborate those solutions in detail. The overall benefits of the project and related cost were identified through benefit cost analysis and same was analysed for each component separately. Total expected benefit and the estimated cost for the project were LKR 3,094,000 and LKR 790,000 respectively. Incremental benefit of the project is LKR 2,294,000 accordingly from evaluated benefits and some of the benefits were not evaluated numerically. At the end of the project report, the link between solutions developed and findings from the literature has been highlighted by the author. Application of the developed solutions was justified using the relevant literature. Recommendations were provided to get the attention of management in order to execute the project. Recommendation consists of amendment of the existing commission policy for “Union Life Advantage” product, implementation of skill assessment center in recruiting insurance agents, performing a database analysis for probable customer identification, implementation of motivational training for marginally performing insurance agents and implementing a review programme for newly recruited insurance agents within first six months. Implementation of the above solutions will definitely increase average number of insurance policies performed by insurance agents of the company.

# Reduce Uncharaged Change Requests of Global Wavenet (Pvt) Ltd.

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## Executive Summary

In any industry, 'Revenue' is what keeps organisations driving towards success. In the current context in software industry the organisations which are prone to adapt to rapid technological changes survive. The complexity of software service implementation and delivery is increasing day by day. Most of the current off-the-shelf software services consist of frequent changes. These frequent changes could occur based on various reasons such as business requirement changes, regulatory changes and technological changes. Modern day software programmes have multiple dependencies within the system itself and with other third-party systems there for when software implementation team is working on frequent changes there could be a high risk of making a single change will affect multiple components of the system. There for it is crucial for software companies to find a precise method of catering to these changes with minimal effort utilising the existing resources of the company. Global Wavenet (Pvt) Ltd is a sub company of infotech Pvt Ltd which is a family-owned group of companies. Global Wavenet was established in the year 2001 by Mr. Suren Pinto who is at the moment acting as the CEO of the company. Global Wavenet is a leading telecommunication software provider providing software systems and infrastructure solutions to wireless and wireline operators all over the world. Over the past 16 years Global Wavenet has deployed their software services within more than 20+ countries across Oceanic, Asia pacific, Africa and Latin America region obtaining more than 200 million active users. Over the past 16 years the company has been able to open 5 different branches across the world, employing more than 150 employees. The author of this report has carried out a detail's analysis of the revenue loss the company is currently incurring because of the frequent change requests raised by the company clients. This analysis further reveals that the root cause of the revenue loss is due to the lack of skills of the employees in product knowledge, poor requirement management process leading poor project document artefacts and the company is not following standard processes and utilise its existing internal system stack for better visibility of ongoing and delivered projects. These root causes are presented in the format of cause-and-effect diagram and details

analysis carried out by the author of this project. This further analysis was conducted by the author by talking to relevant internal and external stakeholders of the company. Additionally, the author of this report has discussed the solutions which could be used to overcome the root causes identified causing the main problem of revenue loss due to uncharged change requests. The solutions are identified via the third chapter by carrying out a detailed literature review linking to the root causes. Based on the referred literature the author has identified that by delivering concise training to the organisational employees and by introducing a fresh requirement engineering process and by utilising the internal system to its full capabilities the company can overcome the problem of catering the change requirement requests. Finally, the author of this report has multiple recommendations which could be executed in the long run to ensure the company will perform better in addressing the change requirement requests. Provided recommendation are based on the detail's literature review carried out in chapter 03.

# Reducing Non-performing Advances in Pledge Facilities in North Central Province of Bank of Ceylon

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## Executive Summary

First, the report provides an introduction for the current study describing the background of the study related theories and concepts with the available literature and the background information about the bank and the actions that are currently available. Describe the field project that was conducted in terms of f Pledge Loan Facilities in the North Central Province (NCP) in BOC along with a brief introduction to the methodology of the current study along with the limitations that are available for the study. Then the author provides an organisational analysis along with the problem definition identified. Introduces the organisation's Vision and Mission along with the values that the bank holds. The distribution network of the branches and other services along with an organisational analysis and an external analysis in terms of identifying the strengths weaknesses opportunities and threats that are available for the bank leads to the problem definition. Later, the report provides the literature review for the independent and variable independence identified in terms of the current study followed by a critical review in order to understand the secondary data that are available in order to form necessary conclusions and arguments for the study in order to make sure that the bank will be able to minimise then and performance advances in the future. Which chapter begins with a theoretical background for the problem followed by the analysis of the available techniques in order to support independent variables. Then it provides the field project conducted with the current study introducing the objectives of the field project and the project components towards the analysis of the problem and the development of solutions with respect to the project outcomes. The major components of the project will be evaluated under the project through the subsections of evaluation methodology, staff competency, follow up actions, and operating model in order to understand the current ineffectiveness in the factors towards decreasing the non-performance advances for the bank in the future. Finally, the report builds a discussion depending on the literature review and the findings of the field project conducted by

providing necessary recommendations that are suitable for the bank in minimising the non-performance advances for the bank in the future. The chapter also identifies the relationships between the components identified with respect to the previous studies conducted in order to make recommendations for the bank which leads to the conclusion of the current study followed by the references used in conducting the study.

# Under-utilisation of Internet Banking at Hatton National Bank PLC

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## Executive Summary

The objective of the proposed management field research project is to identify reasons for the underutilisation of HNB internet banking product. Statistical data has proved that the bank has not been able to significantly enhance the market share of the product during recent five years. The bank has projected a minimum of 25% from the total customers of the bank to be shifted from branch banking to online banking, which was unable to accomplish during the period. The Internet banking customer base of the bank is as low as 95, 000 as in the end of year 2020 even after 05 years from launching advanced internet banking product, which showcase the gravity of the problem. It was determined that online banking is more cost effective from the bank point of view comparison to branch banking. It's important to highlight the low penetration of internet banking among employees, since it depicts that the bank has not been able to convince its own employees to onboard into internet banking platform and to experience the difference. Key problem was analysed through "Ishikawa" diagram and identified three main causes and three sub causes. The three main causes are employee training, employee motivation and product attributes. Sub causes have been further divided into six root causes in order to in-depth evaluation of the problem. Once sub causes were established, literature review has been developed on the foundation of sub causes. Different dimensions of the key problem have been discussed through the literature review and solutions were developed through findings of research. Most suitable solution have been applied through different type of solutions discussed with criticisms and appreciations by other researchers. The study framework was built on relationships identified through the literature review between sub causes and the main cause of the project. Techniques to resolve problems were illustrated from the literature and process flow chart, point-factor rating method, rewarding are some techniques used in the project to resolve root cause problems. Solutions are developed to identify problems through literature review with the perspective to resolve root cause problems. Accordingly, two solutions are proposed under each sub cause. In order to resolve the root cause problems under the employee training, review on the

employee training evaluation is proposed and new method has been introduced through Kirkpatrick model in order to evaluate reactions of participants to the training. Further, a new training model is proposed with the combination of virtual training and practical application, with the objective to greater engagement of employees with the training programme. New performance evaluation model and employee reward scheme are proposed as solutions to address root causes highlighted under employee motivation. Point factor rating technique-based performance evaluation model is expected to differentiate and recognise individual efforts in canvasing internet banking. The reward scheme is proposed in order to improve employee engagement with the product and to motivate them to canvas internet banking among customers. Review of existing customer onboarding process and introduction of standard complaint management process are proposed under solutions for the sub cause of product attribute. With the reduction of customer onboarding time, it's predicted that the process will be more productive and convenient for new customers which helps to attract more customer to the internet banking platform. The main objective of the proposed complaint management system is to improve efficiency and effectiveness of the process while learnings generate through complaint management are applied to the entire product in order to finetune its operations and to provide better experience to users. According to the proposed complaint management process, the product will be continuously developed through different outputs of complaint resolution in order to ensure smooth functioning. The utmost objective of providing solutions to different root causes are to ensure that the utilisation of internet banking is increased to the expected level of 25% of total customer base in the internet banking platform. Project cost and financial benefits are analysed in order to demonstrate viability of the project. The cost has been projected for Rs 5.35 Mn for the proposed reward scheme among employees and financial value of the projected benefit is Rs 51.174 Mn. Therefore, the benefit cost ratio of the project is 8.57 which demonstrate that expected level of benefit is eight times greater than the cost of the reward scheme. In addition to financial benefits, there are several non-finacial outcomes expected from the implementation of the project. Main outcome of the project is to enhance utilisation of HNB internet banking product in Sri Lankan financial market leader of the product. Improve knowledge, skillsand attitudes of employees on the product, establish productive complaint management system and to deliver trust and confidence among both emplyees and customers are key projected benefits reap out of the project implementation.

# Enhancing the Timely Project Completion for Sysco Labs Sri Lanka

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## Executive Summary

The main objective of this project management field research report is to provide recommendations to increase the number of timely completions of Sysco Labs Sri Lanka to a reasonable level. Sysco Labs Sri Lanka is a software development company operating from Sri Lanka, CA, San Mateo, Austin, and Houston TX. Sysco as a global leader in food services to transform traditional food services through innovation. By identifying customer needs, thinking outside box, and collaborating with teams and customers, leads the food service industry to do better. Write the code that drives a top Fortune 100 company. After analysing the data collected through interviews with Sysco Labs employees and analysing the company's records, the author was able to determine that most of the company's projects were not delivered on time to the client. The data is analysed from 2018 to 2020. Due to the intense competition in the IT industry and the availability of a large number of software development companies in this industry, this is a very critical issues for the company. It focused on qualitative data with primary information collected through stakeholder interviews and secondary information collected from the company's management information system. The main causes of projects got delayed was identified through root cause analysis. The three main factors are lack of understanding of the scope of work, lack of collaborating of the top management and lack of project management experience. Finally, the author made several recommendations for the successful implementation of the project; Sign the requirement, additional features must be within a new business record, conscientious business analysts to meet customer requirements from the first time, conduct requirements clarification sessions with team members, proper communication with the team before finalise schedule, hire experienced and talented staff Assess risks and propose alternative plans. It can further enhance the benefits of the project by implementing some of the recommendations as a collective initiative where appropriate.

# Eliminating Negative Impact of Voluntery Retirement Scheme on Business Development in Esquel Sri Lanka

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## Executive Summary

Esquel Sri Lanka is a multinational garment manufacturing company which belongs to Esquel Group which is based in Hong Kong. It has their own factories in Malaysia, Vietnam, Mauritius, and Hong Kong. Organisation is strongly believing in trust and respect in their culture. In the end of 2019, the first coronavirus affected person was diagnosed in Wuhan (Capital of the Hubei province in China). The Corona virus spread across the world quickly, all countries are struggling and taking huge actions to control this virus. It is continuously spreading and escalating rapidly in many developed countries, such as USA, UK, France, Italy, Spain, Brazil etc. Not all countries are ready to face this kind of pandemic and outbreaks. No one thought about alternative policies against this kind of hazard situation. COVID-19 spread is destroying the indisposed Sri Lankan Economy (Sivananda Moorthy, 2020), specially to the apparel industry in Sri Lanka. However, it is not easy to measure the impact of the covid-19 on Sri Lankan economy as well as global economy. Coronavirus is a reason for an economic recession to whole countries across the world. No one thought about alternative policies against this kind of hazard situation. Manufacturing and Service Industries are going worse than ever. The coronavirus spread has heavily impact on private business organisations including small and medium enterprises and investment throughout the year 2020. Due to this pandemic situation, companies should face various kind of worse situations. Such as lack of investments, recession in the economic forces, the entire value chain has been interrupted and then huge stress on the entire supply chain, problems of cash flow, changes of consumer demand, order cancellation and loss of income, reducing sales, cost is higher than income because rents and salaries and wages to employees make a large amount of cost, and workforce related issues and health and safety issues. And employees are a fundamental resource for all businesses and employees' performances will be attributed to the success, or the failure of an organisation (Murali, Poddar & Seema, 2017).

# Improve Passenger Fulfilment Ratio of Cabby Trucks of Ride-Hailing Solutions Lanka (Pvt) Ltd.

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## Executive Summary

Being the pioneer in the ride-hailing industry, Ride-Hailing Solutions Lanka (Pvt) Ltd could establish their brand name "Cabby" in customers' minds. Over 6 years of journey, RHSL was able to expand its arms to main districts and enter into several markets with different products. As a result of that RHSL is now offering 5 services in the main districts. Cabby Trucks is identified as a revolutionary product which could regulate the market and was able to provide the service for a low cost with a good experience to the customer. In the business unit demand fulfillment, which the company refers to as passenger fulfilment is a main KPI. But it has been identified that Cabby Trucks was not able to achieve this KPI where it leads to customer dissatisfaction by killing the present and future demand. The main reasons for the inability were categorised under three main areas. External stakeholders which refer to drivers and passengers, operational processes, and product features are the main areas. When considering external stakeholders, having less amount of drivers, passenger behavior, and lack of driver awareness of the product are identified as the root causes. In operational processes there are some disputes in finding freelancers for the promotional activities and payments disputes in agent structures and mainly inefficiency in driver reactivation process due to the current inefficient communication process. When it comes to product features the main issues is the high loss of mileage which the drivers are bearing. Due to this driver had to consume his money and time for non-productive activities. Further the inability to show real time data in the app is also identified as a main problem where drivers can't take decisions because of that. Literature related to the study explains the importance of demand fulfillment or the passenger fulfillment by showing how its lead to customer dissatisfaction. Most scholars emphasise that there should be more idle drivers who can fulfil a customer request at a given time. So most of the solutions are towards improving the number of idle drivers. Under this scenario driver reactivation is also identified as an important channel on improving idle drivers. Further scholars reveal that the companies should provide learning materials to the users to make them comfortable and adaptable towards the ride-hailing apps. Being busy in an enroute

state is identified as the major issue in ride hailing platforms where the drivers are on their ways to pick up the passengers. This status would not add any value to the driver or to the platform, but it can limit the drivers and platform's revenue with high pickup distances. Surge pricing is identified as the solution in many scholars as that can manage the demand while giving an extra income to the driver. The solutions proposed in the report focused on mainly improving the number of idle drivers and introducing surge-based pricing to manage the demand. A training programme is suggested to improve the awareness of drivers about the app and activate them as soon as possible once they are registered on the platform. Driver reactivation is another process in which the company is engaged, but less attention is given to Cabby Trucks. A training programme is suggested to upskill the employees in the Cabby Trucks business unit to improve and make the reactivation process more affective. These two solutions will lead to improving the number of idle drivers and surge-based pricing is suggested as the final solution to reduce the loss of mileage while managing demand. Finally, the discussion is on how the literature and the development of solutions, are linked to each other. In addition to that the recommendations are given by emphasising the points that need to be considered when it comes to the implementation stage. By implementing the proposed solutions Ride Hailing Solutions Lanka (Pvt) Ltd can improve its passenger fulfilment ratio in Cabby Trucks business unit.

# Analysis of the Increasing Working Capital Constraints of Sooriyaarachchi Associates (Pvt) Ltd.

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## Executive Summary

Sooriyaarachchi Associates (Pvt) Ltd is a C grade construction company established in the year 2003. This company offers a wide array of customised construction solutions including construction and infrastructure development of telecommunication and broadcasting towers. (Green Field Towers, Roof Top Towers, and Mono Poles), fabrication and installation of Spine at the top of telecommunication and broadcasting towers, reinforcement and repainting of existing telecommunication and broadcasting towers, and installation of prefabricated steel structures and construction of steel buildings for factories and other commercial purposes. The company caters to the construction needs of a range of clients including government-owned entities and private organisations. The organisation is facing a working capital shortfall as indicated by the liquidity ratios and the negative working capital of the firm. The working capital shortfall experienced by the firm has resulted in negative impacts on the profitability and liquidity of the construction firm. Further, the working capital shortfall has resulted in the organisation to obtain loans from banks to fund the working capital needs of the firm which has increased the finance expenses of the firm. The increase in the loans obtained has resulted in the liabilities of the firm being more than the equity of the firm which indicates potential solvency problems may occur in the future for the entity. The main causes for the issue have been identified as cash being tied up in inventory, debtors, and creditors unnecessarily. The lack of an inventory planning system, the lack of inventory control system, the lack of creditor settlement policy, lack of credit policy, and lack of established project costing and valuation system have been identified as the underlying causes for the working capital shortfall experienced by Sooriyaarachchi Associates (Pvt) Ltd. The salient literature in the area suggests that working capital is a focal point of short-term strategies of construction firms as working capital influences the organisational profitability and organisational liquidity. Moreover, the available literature suggests that inventory, debtors, and creditors are the

main elements associated with the working capital shortfall. The conducted literature review identified that the project components are inventory, debtors, and creditors and the techniques to solve the issues in the identified project components are inventory planning systems, inventory control systems, credit policy, creditor management system, and project costing and valuation system respectively. The main objective of the project is to reduce the working capital shortfall of Sooriyaarachchi Associates (Pvt) Ltd by 30% by 31st March 2022. Further, the sub-project objectives include reducing the obsolete inventory by 20% by 31st March 2022, reducing inventory frauds by 25% by 31st March 2022, reducing the penalties charged by creditors on late payments by 20% by 31st March 2022, reducing the overdue debtors by 25% by 31st March 2022, and to reduce the clients refusing to pay after project completion by 20% by 31st March 2022. In order, to achieve the established project objectives the techniques of implementation of an inventory planning system, implementation of an inventory control system, implementation of a creditor management policy, introduction of a credit policy and process, and introduction of a project costing and valuation system has been proposed as solutions. The estimated cost of the project is Rs. 675,000 and the project requires an inventory planning system, an inventory warehouse, an inventory documentation system, a creditor management policy, a credit policy, and a project costing and valuation system. The identified possible benefits include tangible benefits such as reduction of obsolete inventory, reduction of inventory frauds, reduction of penalties charged by suppliers on late payments, reduction of overdue debtors, reduction of client non-payment, and intangible benefits including reduction of bank loan interests. The total estimated tangible and intangible benefits is estimated to be Rs. 2,270,000.00 The value of the net incremental benefits is estimated to be Rs. 1,595,500.00 and the Benefit/Cost ratio is 336.3% which indicates that the project is financially feasible. The outputs of the project have been identified as a decrease in the working capital shortfall by 30% by 31st March 2022, the obsolete inventory reduced by 10% by 31st March 2022, a decrease in the inventory frauds by 25% by 31st March 2022, the penalties being charged by suppliers on late payments being reduced by 20% by 31st March 2022, the overdue debtors being reduced by 25% by 31st March 2022, and the client non-payments due to disagreements in project valuations being reduced by 20% by 31st March 2022. The expectation of the project is to reduce the working capital shortfall of Sooriyaarachchi Associates (Pvt) Ltd. The overall project focused on the main outcome of the reduction of working capital shortfall and the identified components inventory, creditors, and debtors. Solutions and further recommendations together decrease the cash being unnecessarily tied up in inventory and debtors and reduce the cash outflows to the creditors thereby improving the working capital shortfall.

# Reduce Non-revenue Water at NWSDB

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## Executive Summary

National Water Supply and Drainage Board is a semi-government organisation, that enjoys a monopoly in distributing water for consumption and hygienic sanitation facilities. The entity, which has been announced as a ministry under the local government in 1965, has been supplying the entire island with purified drinking water while maintaining hygiene. The organisation aims to serve the nation by providing sustainable water and sanitation solutions ensuring total user satisfaction. Currently, the company serves approximately 2.4 million domestic consumers, and 191,000 connections are commercial, industrial, and institutional, envision to expand its horizon to build a healthy nation. The present scheme covers 40% of the Sri Lankan population with pipe-borne water. Whilst the organisation enjoys a monopoly, in the recent years, the entity has been generating financial losses, which may be a threat for the continuity of the organisation in the future. Multiple factors contribute to the loss, including non-revenue water. The volume of non-revenue water has been significantly high over the last few years, contributing to high financial losses. Literature review indicates that many water distribution companies across the globe have faced similar issues pertaining to non-revenue water. Whilst non-revenue water is unavoidable, developed countries have reduced the impact of non-revenue water through technological advancements and deploying the latest technics on both an administrative and operational front. Literature indicated that non-revenue water was broadly contributed through three factors, namely, physical losses, real losses, and management oversight. The study analysed non-revenue water from three perspectives; physical losses, real losses, and management oversight; to evaluate mitigation measures to reduce the non-revenue water from the current level of 25% to 20%. The current approach adopted by the National Water Supply and Drainage Board was a reactive method, where losses were addressed after they occurred. This approach was not benefiting the financials of the organisation. This project recommends proactive measures to be adopted by NWSDB to immediately address or avoid occurring of NRW losses. Such approaches include active surveys and audits, the use of modern technology such as data analytics, and automation processes to identify and highlight possible issues in a timely manner.

Adequate training and internal monitoring are required and recommended to ensure the proposed proactive plans are efficiently delivered. Whilst most solutions were developed to make optimum use of existing resources and avoid unnecessary additional costs to the entity, few solutions required additional funds to deploy to their best. However, when analysing the financial gain of deploying the solutions and reducing the non-revenue water from 25% to 20%, it is evident that the organisation would generate substantial returns which would be beneficial in improving the financial status of the entity. Finally, the link between the findings from past literature and solutions proposed in the current project is evaluated to understand the prudence and effectiveness of the proposed solutions. Further, medium-term and long-term recommendations have been provided, which could be adopted by the entity to further streamline processes, increase efficiencies and reduce non-revenue water, to support the company's financials and continuity.

# Reducing Delays in Project Deliveries at Unisyst Engineering PLC

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## Executive Summary

The main objective of this management field research project is to propose suitable and adoptable solutions to reduce project deliveries at Unisyst Engineering PLC (UEP) to a considerable level against the customer requirements. Since the only revenue generating factor to the company is construction projects, to identify the issues the GM, project managers were interviewed to gather the required information for the study and further the internal records of the company were gathered to analyse the problem more comprehensively. According to data, the company is facing a high delay rate in completing projects and the reason behind the delay is covered through the study to reach into details the study was framed to a period of 6 months starting from January to June in the year 2021 to identify the main causes for the issue. Project delivery on time is a challenge all construction organisation experience at the moment and UEP experiences the situation too badly since the company operations are highly dependent on third-party members which promoted the issue in the execution which effect directly towards company performance financially and non-financially. As there is a delay in providing services in the aluminium industry the company believes 25% is an acceptable delay rate for the company out of total annual projects. During the study the author found that the project delay rate as 72% which higher than the above-mentioned acceptable level. These delays have caused an annual revenue loss of a minimum of LKR 58 Mn to UEP calculated based on its project components. The root causes for the project delaying issue were identified from mainly three operational areas where the study focused mainly on supply management, production planning and on human resources. The topmost contributed component for the delay was identified as the supply management factor as it totally depends on third party suppliers in the industry. The next component in the hierarchy as production planning which was mainly deal with projects and it act as the supplying sector of service in the organisation. The final component identified was human resources. The most sensitive factor among the components as it directly involve with sensible resource. Difficulty in finding skilled labours and staff was identified clearly and addressed to the above components wisely through this study.

According to the literature review the customer satisfaction is the best thing to fulfill in the service providing category which helps to improve the company performances as well. Moving forward with component one supplier evaluation is a main task which helps the company to improve the revenue gain and production planning also same where it wanted to improve in terms of the process and controlling methods. Under human resource, recruiting people and making people skill is not a simple task where the given techniques can be proposed to improve and mitigate the situation through proposed ways. During the study the author identified the cause factors for above delay and out of them supply management, production planning and human resources and out of it supply management was at the top among the other reasons. Solutions which have developed under three project components where estimated cost of the project is LKR 782,000.00 with an financial benefit of LKR 9,000,000.00. Finally, author has brought recommendations for the successful implementation which it includes few general recommendations as well. The support and commitments which should be offered by the company end is huge. Passing the budgets on time, delivering payment on time, participating in workshops and encouraging employees to do so were some of the general recommendations. Other than the above mentioned, author has given the recommendations to overcome issues under given components clearly for a successful implementation.

# Reducing the Time Taken to Resolve Tasks Allocated to ICT Help Desk at Securities and Exchange Commission

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## Executive Summary

Securities and Exchange Commission is a government organisation, which was formed with the objective of promoting capital market and treat fair manner to all investors. ICT Helpdesk of SEC is to provide quick assistant to all stakeholders of the SEC when an ICT issue or any other technical issues related to IT is raised by the employees of SEC. Through various interviews, internal surveys conducted by the author. It was identified that there is a huge gap between the time that report an issue to the ICT help desk and the time that it takes to resolve the reported issue. Despite of being the regularity body which grants the approval to the corporations to operate as market intermediary, SEC contributes to the economy of Sri Lanka by developing the capital market. The IT division plays an important role in the journey of digitisation the functions/operations of CSE. However, it can be seen that here is a delay in delay in resolving the task allocated to SEC help desk. There by certain internal processes are being delayed. On average there are 350 issues are reported to the help desk every month. The current average delay in resolving tasks is at 157%. The root cause for the said problem is identified using Ishikawa diagram. Issue reporting process, Task handling process and Human resource management are identified as main components which need to be addressed. Literature review was conducted to understand what previous research have done to solve similar kind of problems. The author has developed a theoretical framework based on the theoretical findings of the researchers. The study framework is developed identifying main three components that that needs to focus the attention. The three components are Issue handling process, task reporting process and Human Resource Management. The overall project objective of the project is to reduce the overall delay from 229% to 94%. The sub objectives have been set as to reduce the delay in the task handling process from 186% to 93% ,to reduce the delay incurred in resolving minor issues (issues than can be resolved by their own without directing to ICTHD) report to the ICTHD of SEC from 41% to 1% and to reduce the delay in issue reporting

process from 2% to 0%. Accordingly solutions are provided under each components. As solution an automated system to report an issue, internal service level agreement to resolve within a defined time, Check list to resolve task, more standardised method of assigning task based on the priority while considering the work load of the person to whom the work is allocated, Key performance indicators to measure the performance of the staff and training to provide the knowledge of the IT staff and general staff. The estimation of cost of prosed solutions are discussed in detail. The benefits that can be obtained by implementing the proposed solutions are discussed in detail. Then the benefits to cost analysis is done to check whether the benefits of the project exceed the cost of implementing the proposed solutions. The project output and outcome of achieving project objectives are also elaborated.

# Improving the Performance of Drones.lk Through Proper Job Management

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## Executive Summary

Drones.lk has been registered as a Drones repairing and servicing technical support center since 2001. It has been serving wide variety of customers including tri forces and government authorities, private institutes, and photography personnel to overcome their alldrone related repairs and services. Among the many brands which drone manufacturer brands are exposed to, Drones.lk differs from other companies since it is specialised and trained to repair the drone models which are manufactured specially by DJI Inc. The company has been the local support center in Sri Lanka for all the DJI customers which have been around the island. Earlier days of the business it has been started as a small-scale business with two employees working and currently operating with 22 technical staff with an expected revenue of two million rupees. With growth of the usage of the drones in Sri Lanka it has been identified that the potential market and the brand name of the company has been developed among the community for the good service they have been providing throughout the years and the marketing provided by the DJI main company towards their customers. With the existing customer ratings, the DJI company has received, the company has become the one and only technical support center in Sri Lanka. With the time evolution, competitive and other small business have developed, and this has been badly affecting on Drones.lk's revenue. This has been identified under several aspects as per the analysis done which causes a company the loss of revenue due to poor work management and financial status and policies which was established by the company. While on the analysis, CEO has found out company was not up to the targets or standards created and at the same time employees are dissatisfied related to the work management and the drone customers also started to dissatisfy the service which company provides and started losing work to the company. On our research we have taken place we have done SWOT analysis, root cause analysis, external environment analysis, interviews with CEO, customer, and the technical staff so many draw backs were identified, and solutions and recommendations were listed and recorded. In our initial SWOT analysis, we were able to identify all the threats which were causing the company like poor quality, small workshops working for a

lesser amount of cost to the customer with lack of technical knowledge on products and no proper training have created an impression of the customer about the value and the quality of the company provided to the customer. Apart from that most of the small businesses started which impact the company were run or technical arm was supported by the past employees or resigned employees from company where their existing knowledge not being up to the standard or does not have updated knowledge on the product / brand have caused the company itself to have an effect on their brand name since other small businesses technicians use the statement where they used to work at Drones.lk and it is measured how that small businesses work is how company uses. Apart from that, the service quality of the CEO and doing the final quality check by CEO itself has been a great strength and market catching point for the customers since CEO being well trained specialist of the DJI he is aware on a small change or misbehave of a drone motor when they have started and whatever the problem a drone comes to the company CEO makes sure it leaves the company at the perfect state. Apart from our study framework initiated with the support of literature review we have always tried to compete with the company requirement and for the most optimum solution to be provided to address each issue. Imitating a work management system will advantage the business by the systematic approach implementation will make the job optimisation smoother and customer attractive one. At the same time, we require a financial assistant to be recruited but it is not much necessary since implementing a system will also support the CEO and management to manage the financial details accordingly. The solution which we recommend will be feasible and it is a user-friendly system which is used worldwide. Apart from this the company will also get benefit from the system where it also alerts management and relevant bodies about the financial requirements and predictions when required. Customer updates about the particular job handed over to the company can be notified in a systematic way where manual interference is less. Addressing the main issue of workload management will be the biggest challenge or advantage here since every work entered at the system will be entered with a deadline manually added up on customer requirement. Therefore, the system will make sure it will have all the processes in line with the deadlines to achieve the target date. Implementing this system will be cost reduction tool for the company since unwanted product ordering delays will be addressed and reminded and the job management and revenue related to jobs can be automated and can monitored since all the job values are recorded in the system as well as the cost. So, any unnecessary costs can be captured and take action to achieve the target profit from a job.

# Improving On-time Deliveries at Brandix Apparel India (Pvt) Limited Unit – 2

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## Executive Summary

Management field research project started with background analysis of the organisation and the industry related with it. This has started with the study of organisation background, industry background and macro environment. This project focus on improving on time deliveries at Brandix Apparel India (Pvt) Limited Unit – 2 by reducing wastages and improving processes inside the organisation. It was important to select this project to decide the way forward of this organisation with the current customer, since there was a bad history in delivering orders on time to the customer. So that this was significant to select this area in this organisation to improve. By completing this project, the organisation will be able to improve their sales as well as customer credibility in the organisation. Through this project it studied the organisational profile and structure of the organisation. At the same time, it has conducted a SWOT analysis to identify the organisation strengths, weaknesses, opportunities, threats and conclusion to the SWOT. After that it has identified the key problem of the organisation and described the problem based on the data collected from the organisation by using charts and graphs. Ishikawa analysis was done to identify the root causes to the problem, and it had done a deep dive to identify the real causes for the problem. Through the Ishikawa analysis it was able to identify the main three areas that was impacted on customer on time delivery and was able to identify the root causes for that. After identifying key problems and the reasons for the key problem, those were referred against the ABDC ranked journal articles. It has done a deep dive to find relevant journal articles and has referred to more than 12 journal articles. Through these articles it was able to identify the definitions, processes, problems identified, solutions taken and opportunities on further research on those areas. Literature review helped to identify the definitions for each of the problems selected and the concepts related to those areas. These articles include the problems that the authors identified and the process issues that they have identified with related to the industry related organisations. At the same time, it was able to identify the process improvements and the solutions that they have proposed to solve the problems they have identified. Based on this literature it was able to refer

to those to solve the problems identified in this project as well. After that it developed the study framework which was based on the problem analysis done through Ishikawa analysis. A study framework was developed to frame the Ishikawa analysis against the key problem. It has identified techniques that describe theoretical concepts that will help in developing solutions for the problems identified. After identifying the study framework, it identified main objective of the project. Against main objective it had identified sub objectives under each project component. Based on the project components it had connected project objectives and related techniques that can be used to solve the problems under each project component in achieving relevant objectives. After that it had identified the current situation of each project component with deep dive data analysis and based on techniques and referring to literature it had developed solutions for each project component. Based on the proposed solution it has allocated resources to find a solution and for that cost was estimated. After identified project solutions based on that it has calculated tangible and intangible benefits that can be achieved by completing this project. Based on the benefits and costs identified it has developed benefit cost analysis and identified benefit cost ratio as well. Based on this it identified project output and outcomes under each project component. These outputs and outcomes are connected with project main objective and sub objectives under each project component. After developing the solutions it had discussed the project findings against the literature identified earlier. Under this discussion on findings, it had referred the literature review to justify the proposed solutions under this project and certify that based on literature after implementing identified solutions it will give required results. Finally, it had to give overall project recommendation with other components and ended with a conclusion.

# Low Client Satisfaction in Walters Kluwer Project of Virtusa (Pvt) Ltd.

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## Executive Summary

This field project investigates a critical problem of low client satisfaction in the client of the Walters Kluwer project operating in Virtusa Colombo Action Centre. In an attempt to resolve the said problem, the project investigates the most effective and financially feasible solutions in the key areas of delivery quality, on-time delivery and in user involvement. Firstly, Chapter one presents a comprehensive background understanding on the IT industry and how Virtusa fits in to the overall picture. It also discusses the problem of the study to establish the purpose of why the company needs to pay attention to resolving this problem by drawing to the significance, explaining the impact if the problem discussed is allowed to continue. This chapter further establishes the foundation of the project towards resolving the problem of low client satisfaction level in the Walters Kluwer project, explicating the methodology of the project along with the several limitations that have been in effect. Chapter two provides a more context-specific understanding of the organisation and as well as the Walters Kluwer project where this issue is observed. An elaborative description of the company history, achievements, industry positioning is given in form of a SWOT analysis. Such context-specific information promotes better insights of the company in terms of its capabilities and limitations and helps establish the scope of the problem specific to low client satisfaction level of the Walters Kluwer client. The problem has been identified monitoring the variances in the Client Delight Index KPI values over the past six quarters. The indicative areas to the problem have been analysed exploring the relevant quantitative data, as well as the qualitative data acquired by conducting one-on-one interviews with the project stakeholders. The indication of low performance of the Walters Kluwer project in the area of client satisfaction is drawn from comparing the Client Delight Index value against the company benchmark value. Once the indicative areas have been uncovered using the Cause-and-Effect method, a thorough literature analysis has been conducted pertaining to areas of delivery quality, on-time delivery and user involvement to establish the foundation if and how each component connects with the client satisfaction overall. Further, the review of

literature on these component areas offered a theoretical understanding of the problem and also, supported the identification of potential solutions and their relevance with the key problem of client satisfaction. The extant literature explicated under each of the project components assisted in deriving the study framework which was used as the basis for this Management Field Research Project. Later, more context specific techniques have been identified and explored for their use in providing solutions to the existing low client satisfaction problem in the Walters Kluwer client. In accordance with the study framework and the identified indicative areas, Chapter four establishes a set of objectives in purpose of proposing solutions to each of the sub-problems observed related to the project components. A range of financially feasible activities have been proposed to achieve these objectives. These objectives are then evaluated for how they contribute to the final output and in turn to the output of the project. Further, each solution item was associated with a set of techniques to realise them, along with a detailed analysis of which resources are required to achieve each solution, and as well as which roles these resources are expected to play. Chapter five explores the benefits in the form of output and outcome, while weighing against the costs that would be incurring should this project be implemented. In this chapter a cost benefit analysis has been conducted to understand the cost-benefit ratio of implementing the project. Such benefits could be both tangible and intangible, although due to accuracy concerns, only the benefits that can be monetarised have been used to draw the cost-benefit ratio. In Chapter six a comprehensive discussion on the overall project and the solutions has been carried out. The proposed sub-objectives and how they are based on key literature elements have been discussed with the purpose of providing a foundation to the established objectives. Further, a set of recommendations have been given with practical implications on how the solution items are to be implemented. When relevant, the pre-requisites for the solutions have been recommended along with their priorities. Additionally, other solutions that would be feasible in future in the long run have been presented for purpose of completeness.

# Overtime Cost at North Manufacturing (Pvt) Ltd.

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## Executive Summary

Under this Management field project, author addresses the issue of the high overtime cost problem at North Manufacturing (Pvt) Ltd. The main problem was the significant increase in the overtime cost since 2017 and in 2020 the overtime cost has secured a 22% of the total salary which is expected to be kept at a rate of 7% annually considering the fact that December to April is the season for the sail demand. However, the huge overtime cost has resulted in a cost of LKR 31 million in the income statement for the year 2020. When it comes to the manufacturing industry companies try to even out the production schedules during the time periods as high overtime costs may reduce their profit margins and are expected to keep the overtime cost annually at a rate of 10%. Most importantly the reason for this is companies will have to pay a salary of 1.5 times for overtime and employees would be reluctant to work efficiently then. The author identified several areas which have a direct impact on the significant overtime cost increase after conducting an analysis of internal and external environmental factors. Because to arrive at the core problem it is important to see the surroundings of the problem and what are the reasons that have caused the high increase in the overtime cost because these external and internal factors can have a direct influence over the increased overtime cost. Due to the very nature of the production setting the company has not been able to achieve the real reason for the increase of the overtime cost. In order to gather the information, pertaining to the increase in high overtime cost, the author conducted brainstorming interview sessions with the management and with supervisors to obtain precise information on the setting. With these, the author designed the problem by understanding the roots and causes of the problem and showcasing it in three different segments which are production staff, internal processes, and training and development SWOT analysis would add value to understanding the relationship between the internal and external factors. Literature was then observed to see the published information on the problem identified. It is very important to have an understanding of the key areas as literature is a very much important factor in the research to see what the prior research has worked on. Through literature, the author intended to gather the warranted knowledge on the same kind of problems, and with

the literature review, the author can identify techniques based on the literature that has been found so far. Those techniques will be the core to come out with a solution so that will help the author to use a previously used technique. Also, the literature review will outline the theories that can be used in order to have a direction for the research. Because literature will give an understanding as to how the objectives should be kept and how the other solutions can be implemented. For this purpose, the author used magazines, books and other information sources to elaborate on an issue and build solutions around the issues. This process would further help to standardise the solutions to be implemented because without proper backing the solutions would not be issued promptly. So, a literature review would give author the sufficient confidence to arrive at solutions. The implementation of the project is the core key aspect of the project as it shows how well the problem can be structured and objectives can be aligned in order to solve the prevailing and underlying major issue. Basically, an overall objective was formulated in order to solve the main problem. But for the other associated issues which have a direct impact on the problem other objectives were formulated based on the three different components and for each of these components techniques were used by the author which was derived from the literature review. The main idea is to measure output and outcomes from the proposed solutions and techniques, concepts, and models that were adapted as they can be related from a company perspective. Based on the project solutions, outcomes author has suggested some areas to be looked at important to ensure the viability of the project and benefit and cost analysis proved the project feasibility is viable. Finally, part of the project was to see the linkage between the literature and the implementation part of the solutions to overcome the issue and to ensure proper literature has been used in order to give the best solutions. All the solutions have been linked to the roots and causes and this level would connect the problem identification level to the objective to the solutions to the final result of the project. And this connects chapters two, three, and four. This level gives the author to see the connectivity the entire report has, and this allows logical sequence in order to arrive at the issue. Finally, recommendations were proposed by the author to the management to ensure the solutions have been implemented and properly dealt with as planned.

# Reducing Non-Performing Advances Ratio of Finance Leasing Category of Richard Piers Finance Limited

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## Executive Summary

The communicable disease notification system in Sri Lanka is well established and functioning remarkably well. This provides us with the basis for control and prevention of any disease which has a potential to become a threat to the health of the public. A communicable disease surveillance system serves two key functions; early warning of potential threats to public health and programme monitoring functions which may be disease specific or multi disease in nature. Public health legislation and regulations (for example, regulations governing communicable diseases of public health importance) provide the regulatory framework for the implementation of surveillance and disease notification systems. The important component of public health legislation and aim to ensure adequate measures for the protection of public health and strengthening of the public health response to the spread of diseases. The purpose is to ensure maximum security against the spread of diseases with minimum interference with the contacts. Communicable disease notification and surveillance systems have poor infrastructure and many drawbacks. Its quality improvement is a challenge and requires accurate and efficient care and notification systems at all levels to achieve new and simple models. The most important problems of the notification system in curative sector, notifying process and preventive sector included shortages in human resources, high workload of the person who is responsible for disease reporting and staff unconsciousness about the disease notification system were problems at notifies level. Lack of standard processes for notifying diseases, lack of obligation to report, not analysing notification of diseases, lack of proper training to personnel about disease notification and high costs for training and maintenance of IT online notification systems are among problems in disease notification process. Timely notification of communicable diseases is crucial for prompt response by public health services. A systematic literature review reveals the theoretical suggestions for these drawbacks. The existing process and introducing new developments that connects with organisation profile. Understand the concept which

would assist to originate a theoretical framework which will direct to suggestions and recommendations to determine the key problem recognised. designing architecture for an (Online) IT system for notification process of communicable disease in the regional health division Jaffna followed by developing process and finally staff training for capacity building to efficient and effective results. The study frameworks are guided to achieve the project outcomes through the identified project components. Notification systems for Communicable diseases are specific and therefore difficult to compare. However, it demonstrates that three project components of the notification system that are Design IT System, Design Process and Staff trading. In order to achieve the main objectives, the project components should be established. Critical analysis of the prevailing system and gives the solutions in details for the identified issues of the prevailing system describe in project. The project components will be divided work breakdown structure and several solutions will be given for each component after analysing the current situation of that component. Mainly, this project will reduce the time taken process of notifying disease and will be benefitted for communicable disease prevention and control. The Communicable Disease notification system has similar problems and its need change, improve; update and continuous monitoring of the notification system are very important. Although the notification process can vary in different methods, but being perfect and timely are important principles in system design. A functional communicable disease notification and surveillance system is essential to provide the necessary information required for preventive action against communicable diseases and to make decisions on public health related issues. The main purpose of notification of communicable diseases is to prevent the spread of the disease, epidemics, death or disability resulting from the disease. The best communicable disease notification and surveillance system should provide rapid identification, timely response and information on the incidence and prevalence of disease. Completeness and timeliness of data are principles of disease reporting system and all attempts to reform disease reporting system must be done in order to achieve performance of the system.

# Reducing Operational Wastage of UNI-DIL (PVT) LTD

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## Executive Summary

The main objective of this field project is to identify the root causes for the operational wastages in Uni Dil (PVT) Ltd. The identification of root causes for wastage in the production process contributes to minimise those wastages. The author identifies three main variables under the operational wastage namely performance of employees, inventory management and machine performance. The identification of root causes and providing solutions to them lead to increased profitability of the company. The small reduction of operational wastage in the company leads to enhanced profitability by large percentage. In 2019/20 financial year operational wastage of 5.4% consists of Rs. 98,451,362.95 which was just below ten million. During the past year the company had used 22,547,651 Kgs of corrugated papers for the production and 1,218,100 Kgs were not converted to output. The average operational wastage of the company is 5.4% leading to a total loss of Rs 98,451,363. The small saving in this wastage contributes to a huge growth in profitability of the company. Although the company has a significant production wastage, during the 2019/20 financial year the company generated a revenue of Rs.2,928,834,081.00 leading to a profit before tax of Rs.211,531,891.00 which is a significant growth compared to 2018/19. However, the operational wastage of the company has been increased year by year. The operational wastage percentage of 4.4% in 2016/17 has been increased to 5.4 % in 2019/20 financial year. This seems to be a small percentage but in terms of monetary value it is a significant amount. Analysis of the organisation's strengths, weaknesses, threats and opportunities are done by using SWOT analysis. It reveals ways and means for the company to mitigate the operational wastage. Fishbone Diagram is used to identify root-causes for the problem. According to analysis it reveals that performance of employees, inventory management and machine performance contributes to the operational wastage. The literature review has been done to gather warrant knowledge in this area and it helps to find previous studies conducted in the subject area. The study framework developed based on three variables mentioned as performance of employees, inventory management and machine performance. Those are the driven factors behind the operational wastage in

Uni Dil (PVT) Ltd. Literature contributes to verify the root-causes identified during the brainstorming sessions and provides warrant solutions taken in the history by scholars. Additionally, reading journal papers opens eyes on different aspects of the issue which was not focused before. Ultimately all these helps to develop solid recommendations to the problem. The recommendations are given under chapter five are based on the literature review of this chapter and experience of the author. The author provides eight solutions to reduce operational wastage based on identified three components. The providing of training to forklift operators and factory employees may contribute to reducing the operational waste by a large amount. The conducting of quality circles every week adds more value to their hard work since everybody can discuss and find solutions to their issues. Inventory management issues of using over reel sizes and over GSM papers can be reduced by establishing a demand forecasting unit in the company, which is one of the main drawbacks. The accurate forecasting of future demand may contribute to maintain the appropriate level of inventory. The development of a strong relationship with customers may ease this forecasting since companies can identify changes in behaviours of customers in advance. Finally, training given to machine operators and evaluation of training contributes to reducing machine breakdowns. The final chapter of this report describes the relationship between the problem and previous studies done by scholars and the development of solutions. This contributes to link the warrant knowledge with the practical aspect of implementing recommended solutions in the organisation. It draws the management's attention to the application of training programmes in a successful manner and evaluation of them using theoretical models. The recruitment and selection of employees to the organisation and criteria to be considered. The establishing of a demand forecasting unit and enhancing analytical skills contributes solutions not only to these issues but also to other issues. Furthermore, enhancing analytical skills helps to identify threats and opportunities in advance and preparation of them in advance. The recommendations mentioned above will ensure the achievement of the intended project objective.

# Reducing High Employee Turnover of the Nursing Department at Nawaloka Medicare Private Limited

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## Executive Summary

The prime objective of this management filed project is to come out with solution which are more compatible with mitigating the high nursing turnover at Nawaloka Medicare Private Limited. Nawaloka is a large conglomerate of business in Sri Lanka and Nawaloka Medicare Private Limited is the first subsidiary and regional hospital of Nawaloka Hospital PLC. This study was conducted to identify the real reasons which are affecting the nursing turnover at Nawaloka Medicare Private Limited and giving solutions which are more effective on the organisational performance. Internal data of the organisation been analysed and solutions derived from the data analysis. Then conducted a focus group discussion about the current issue top key management personals and their views related to the problem also been considered. Environmental analysis about Nawaloka Medicare Private Limited was carried out using SWOT analysis and most of the internal and external environmental related factors about Nawaloka Medicare Private Limited, been exposed during the SWOT analysis. In the chapter two, it has given a brief description about the organisation and its financial and non-financial performances. By analysing the data which was found the current position of the organisation. Then the key problems that the organisation is currently facing in terms of nursing turnover and its impact of the revenue also been identified. By linking the effect to the revenue; the key problem which the company is currently going through due to high nursing turnover was identified. Nawaloka Medicare Private Limited serving to the nation as a health care provider in Sri Lanka. According to the current situation the organisational analysis and problem analysis had done in previous chapters. Then reasons for the problem and the courses of the problem and the suggested solutions to mitigate the problem been explained in the literature review by using previous literature findings. With the support of the literature review the reader and author can be able to identify the components as well as solutions in proper manner. The main components; that are Human Resources and Administration,

Hiring process and People factor been discussed deeply with the literature. The project about Nawaloka Medicare Private Limited is mostly focusing on the nursing department which is the heart of the hospital. The nursing turnover of the hospital is making a huge impact of the hospital operation and to the quality of the service. Hence in chapter four it is elaborating the highly vulnerable areas which have an impact on the problem of the project. Therefore, the solutions to solve the problem been arrange under each component in this chapter which is to reduce the nursing staff turnover from 31% to 10%. The resources allocation to the related and responsible personals been mentioned and Rs. 1, 025, 000/- cost been arranged to take approval as the cost of the total project. Finally, the output and outcomes of the project been mentioned according to the solution in the bottom of the chapter. In addition to all the four chapters financial and non-financial benefits can be identified in this project. The author has recommended some valuable recommendations with relations to the discussed solutions as well as different solutions which are going to be beneficial for the organisation both short term and long term for the organisation. According to the first component, the author had recommended to divide employees in to three categories and start a short term development and develop the organisation in to a second level whilst helping organisation to achieve competitive advances. Then to establish the educational institute and then turn it in to a separate business which had courses to most of the medical related positions in the organisation. Finally with the loyalty of the employees author recommended that they can achieve sustained competitive advance for the organisation over the other competitive organisations around the hospital.

# Reducing Glove Dispatch Delays Due to Non-production Errors at Glove Producers PLC

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## Executive Summary

This report addresses the current significant issue of the gap between the budgeted and the actual number of pairs shipped in a month at Glove Producers PLC. This gap results in a significant quantity of gloves that were entered into the confirmed production plan, not been shipped at the end of the month resulting in heavy losses for the company. With the razor thin margins in the glove manufacturing industry, each and every shipment that is dispatched is vital for the performance of the company. This project is conducted mainly to rectify this issue of gap between the budgeted and actual shipments. This project report is significant as the reduction of this issue will not only result in additional revenue for the company but also will result in the reduction of ripple effects on the supply chain practices at GPL PLC that is caused by the issue of gloves not been shipped as planned. Upon analysing the external and internal environment of Glove Producers PLC, it was noticed that there were several internal areas which were impacting the number of pairs not been shipped. GPL PLC has a strong presence in the glove industry, but due to some process mal practices internally, Glove Producers PLC has not been able to leverage on it; rather harming this reputation built over the years due to delayed shipments. The primary and secondary data gathered were analysed through a scientific approach which is the Ishikawa Diagram. The root causes were found to be arising from the sub-causes of training and development, project management and non-production process improvements and controls. Additional research on the current significant key problem identified earlier was carried out at the literature review stage, and special attention was given to training and development, project management, and non-production process improvements and controls. Magazines, published books, journal articles, etc, were utilised when conducting additional research. This was done with the objective of trying to understand what the problem areas and hopefully to search for a practical solution. Further research into similar situations faced by other international companies gave a more wholistic view of the current problem at hand, and supported in recognising that the issue was due to lack of training and development, tools, controls etc. With the help of literature, the author has pointed out several frameworks,

models, tools and plans, to be utilised in order to solve the problem at hand. Next, the implementation of the project was designed by categorising or breaking down the project into three different key project components. Each component represents two key root causes that contribute towards the final issue. Here, the author provides the reader with a sounder understanding on the objective that was identified for each project component. These project component objectives will allow the management to have a quantifiable and measurable output. Then the research or studies that were carried out extensively into these three subcauses or the project components were utilised in order to design practical solutions for the issue at hand. For some solutions, the author has blended certain models and theories that were found in his research and adopted it, as a practical solution for the company. Afterwards, the budgets for each component are being discussed in the report followed by the benefit-cost analysis, that helps the reader understand the benefits of implementing this project at GPL PLC. Finally, in the last chapter, the author discussed about the current problem faced by GPL PLC and the solutions that were developed in order to solve the issue, in a wholistic manner; and attempts to connect the root causes that were discussed along with the suggested solutions. Several key recommendations are discussed in this last chapter, that were forecasted by the author as the key problematic areas that may rise up during the implementation stage of the project.

# Improving Enrolment Rate of Pathway Programmes at International Institute of Health Sciences

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## Executive Summary

Based on their paradigm, higher education institutions have different aims in their student enrolment, whether it is to maximise research results, social benefit, top or bottom line. However, regardless of the objective, they all rely on enrolling new students and aim to get as many of them to graduate. International Institute of Health Sciences (Private) Limited is one such institution that was formed with the vision of producing globally employable qualified nurses to cater to world-wide shortage of nurses by transforming Sri Lanka's predominate unskilled labour export to skilled labour. This report focuses on improving the enrolment rate of pathway programmes at International Institute of Health Sciences (Private) Limited. The set of programmes targeted in the study are called pathway programme, are targeted at students that have successfully completed Advanced General Certificate of Education (GCE A/L). The enrolment rate for pathway programmes at present is below the target set by the higher management of IIHS. Given this pathway programme cluster accounts to one fifth of the organisation's revenue, the current underperformance in enrolment rate negatively impacts the financial performance and risks jeopardising key foreign partnerships of the institute. Furthermore, thought important, this study will not be focused on programme or academic aspects of the problem, due to limitations in inability to implement solutions and authors are of expertise. International Institute of Health Sciences (IIHS) is a relatively small player in the private higher education sector, operating in a niche market segment of allied tertiary healthcare education. To understand the present internal and external environment of IIHS, a SWOT analysis is presented. Through this analysis, it was identified that the core weakness of IIHS is its inability to reach sales targets due to the low enrolment rate. This key problem of the low enrolment rate is described in detail. Related problems, that contribute to the key problem, were found to be in the areas of marketing and sales, internal processes, and infrastructure. Based on the key problems a cause-and-effect diagram was drawn up to

identify the root causes contributing to the key problem of low enrolment rate. The root causes under marketing and sales were identified in areas of poor website presence, and low performance of promotions and communication. Under internal process two causes were identified in areas of inquiry follow-ups monitoring and response rate, and one cause in limited student application methods. While under infrastructure, it was observed that inadequate physical counselling environment and limited online counselling systems were identified as root causes for the problem. By recognising the relevant concepts, the literature review is undertaken to understand and develop the theoretical framework. The theoretical background of the project analysed by review of literature related to enrolment rate, marketing and sale management, internal processes, and infrastructure. Examination of literature has provided a strong basis for the causes found in the cause-and-effect analysis. Finally, the study framework developed by referring to the studied theoretical context, leads to three components. These are marketing and sales management, process improvement and standardisation, and infrastructure. Main objective of this project is set out to improve enrolment rate of pathway programmes. To achieve the main objective, several sub-objectives are set out under three components. Identified main three project components are discussed in detail, from the present situation to the proposed solution to achieve said main and sub objectives. The resource allocation was carried out for the planned solution. For the presented solutions, a cost benefit analysis is conducted to measure the financial viability of each solution. The outputs and outcomes of solutions are listed in the tables with reference to the corresponding project components. The discussion of the components identified, as highlighted in the literature, was necessary to focus on each of the component areas, marketing and sales management, process improvement and standardisation and infrastructure to improve enrolment rate of pathway programmes. Several recommendations are provided in key areas to ensure that the project is implemented successfully. The report concludes by stating that an institution's viewpoint should not revolve around its recruitment but mainly around supporting student's academic success and furthermore improve its enrolment rate.

# Reducing Accumulation of Debtors at Prathap Chartered Valuation & Consultancy Private Limited

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## Executive Summary

The primary focus of this Management Field Project is to propose sustainable solutions for the selected causes identified through the root-cause analysis done for the problem of accumulation of debtors over the last five years at Prathap Chartered Valuation and Consultancy Private Limited (PCVC). The company is facing liquidity issues, extra financial burdens, pressure on management, and conflicts with clients due to this identified problem. This project aims to eliminate the accumulation of accounts receivable and increase the cash inflow to the company with the implementation of the solutions. Therefore, the project will contribute to enhancing the cash inflow, increasing liquidity, reducing bad debts, and generating cash for extra investments. The analysis of company financial statistics shows that the year-on-year revenue of the company has been growing during the past six years with a decreasing growth rate. However, year on year debtors as a percentage of revenue are growing at an increasing rate. The percentage of debtors accumulated as of 30th June 2020 shows that it has increased from 3% in 2015 to 21% in 2019. Accordingly, the analysis of debtors as of 30th June 2020 showed that since 2014, debtors have accumulated up to LKR. 35.4 million which is 14% of the accumulated revenue. Methods of data collection relating to the problem were carried out through the company audited accounts, internal management reports, interviews with the management and brainstorming sessions. Consideration of only the accounts receivable from professional charges and limitations on data and considering only the solutions applicable at the operational level are the limitations of the study. SWOT analysis was used as a tool for the company's situational analysis to identify strengths, weaknesses, threats and opportunities thereby developing solutions for the problem. A fishbone diagram was used to analyse the problem and with that root causes of the problem were exposed. Brainstorming sessions with the management team, analysis of interviews conducted with management, and the author's own experience in the company supported to identification of the causes

of the problem. Accordingly, poor employee task performance, inefficient company system development and adoption, and poor debtor management process are the key internal contributing factors to the problem. Further, clients' malpractice in payment settlement was identified as the external contributing factor to the problem. The literature review provides the available literature generated by previous research studies undertaken in the project area in order to authenticate the root- causes and to develop the solutions. Moreover, the findings and recommendations of the previously studied had been led to provide recommendations as well. The study framework has been developed subsequent to the literature review. The study framework comprises three project components Employee Task Performance, Systems Development and Adoption and Debtor Management Process. Those are the factors that drive the accumulation percentage of debtors. The overall objective of this project is to reduce the cumulative percentage of debtors from 14% to 5%. Solutions have been provided under each component of the project and seven activities have been proposed to solve identified and selected root causes of the problem. Preparation of policy on the job description, preparation of job descriptions to each department manager, preparation of fee handling guidelines, conducting awareness session on fee handling guidelines, developing an integrated database management system for the company, introducing accounting software package to the accounts department and establishing debtor management process are the seven activities proposed to solve the problem. Benefit-cost analysis of the implementing year showed a benefit-cost ratio of 33 times. This ratio very well justified the economic viability of the project to the company. The final chapter of this report explained the contribution of the findings of previous studies for both identifications of factors affecting the key problem and the influence on the solution development process. Further, Chapter 5, provided the recommendations under each component for the successful implementation of the solutions. Accordingly, providing job descriptions for all the jobs, employing mechanisms to complete, clean, verify and convert past data to be compatible with the new system, training mechanisms on new system operation, carrying out a comprehensive hardware audit and introducing KPI-based performance evaluation system for the debtor management process are the recommendations proposed by the author.

# Decreasing the Unit Cost of Production in MAS Active Shadowline Division

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## Executive Summary

From Sri Lankan Exports apparel accounts for 60% of the Exports (BOI -2018). And in the present as a whole Sri Lanka is facing huge Competition In terms of Cost of Production, and as a result, Sri Lanka is facing the Risk of Business Loss in Apparel. The Secondary data From Previous Studies indicate that though Sri Lank is Gradually Increasing its position in apparel Exports in the world yet there is a high Risk in Moving the business to Countries like China and Bangladesh as Sri Lanka is having a Huge Competition From cost components. The results of the Aid for Trade and Value Chains in Textiles and Apparel Survey in 2013 Indicate that Sri Lanka is having the same position in apparel exports in the World From 2008-2011. The same problem is existing in MAS as well and with trend analysis of the cost-increasing MAS shadow line Plant accounts for the majority of the contribution to the loss of earnings due to the cost increase continuously within the firm. In the current context, MAS accounts for more than 30% of the total exports in apparel from the Sri Lankan market and MAS is having a high position in the apparel manufacturing industry due to the supply of high-quality hutments by the company. But Still, the company has not been able to gain high competitive advantages owing to the increase in the unit cost of production. Due to the cost increase, the company has recently lost their gains by about a percentage of 20%-30%. Hence, this report focuses on the identification of causes that contributes to the unit cost increase and the solution deployments for the same while having a cost-benefit analysis for the deployed solutions.

# Reducing Financial Loss with Covid 19 Impact at Brandix Seeduwa Plant

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## Executive Summary

In this management field project, the author tried to make a solution for the Apparel company to overcome the financial loss occurred by Covid 19 Pandemic situation, over the labour idling by isolation of apparel operations. This was happened respond to pandemic situation where the company unable to carry out apparel operations due to the drop of demand on garments and certain safety issues to run with full capacity, hence company had to keep unskilled labours at home by paying salaries. This made a considerable financial loss for the company. Therefore, the author use his HR expertise to overcome the problem by making a win-win situation for both the company and the employees. The author suggested to employee those unskilled employees by giving short term training to the selected carder, and they should work as per the safety protocols made by the company in bio bubble model to secure the safety against the pandemic. Then the team can be involved with the face mask pro-duction to respond the orders received from the oversees clients. The author next discussed the company background by revealing the company profile with the vision mission and values. Then he analyses the company with the SWOT analysis to get a knowledge of both inside and the outside environment of the company. Thereby analyse the Strengths, weaknesses, opportunities and threats separately. Then the author described the main problem that he trying to solve through his study. The author make problem analysis to elaborate the problem and how he going to study the problem. The author review the literature of the problem area of studying; therefore, he revealed the past literature written on the same field. Theoretical background of the problem deeply discusses by the author in researcher's views point. Next author draws the study framework according to the study. Then he discusses the techniques that going to use the implement the project. These techniques link through the field study to celebrate the solutions and the out-comes. Field project objectives are described by the author by using the project components and the techniques. Project components are the variables that are discussed on the project which impact to the problem and the project solution. Each project component are describing separately in detail to describe the project in more

meaningful way. Then the author discuss the current situation of the project component and then moves to the proposed solutions. Solution development is the realistic way of the project expected to implement. After that author discuss on the resource allocation for each component with proposed actions. Then moves to the vital part of the project to benefit cost analysis, in here author narrate the projected cost and the benefits with financial terms by using the budget. Finally, the author do a cost benefit analysis to test the viability of the project by implementing the benefits. In conclusion, author discuss on the components with the relevant literature and the suggested solutions separately. Then the author make the recommendations for the project which would be valuable for the future users of this report. After implementing this project the company can take better advantage in crisis period. Then company could make extra revenue to compensate the idle workers and even it makes an additional gain with achieving the targets It will make the solution for the company to overcome the financial burden and make extra profits, this will also secure the jobs of the unskilled employees.

# The Recruitment and Selection Time at Almana Group

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## Executive Summary

The management field project report is comprehended with five sections. These sections conclude the introduction, detail of the specific situation, literature review, the project, and finally with solutions and recommendations. Chapter 1, which is the introduction explains the background of the project. Starting with the key elements, and nature of the situation, and creating an understanding of the surroundings related to the project. The significant limitations and the general methodologies going to be used to conduct the project will be elaborated on in this section. Finally, conclude with a capture summary which explains each section with a straightforward understanding. Chapter 1 is a section that introduces the project, and it is creating a background for the project. The project background is established in Chapter 1, then the next chapter elaborates on the Alaman group profile and the specific problem of hiring time delay. Under the organisation profile, the author explains about company background, structure, and core competencies also explain after analysing SWOT. After the organisation analysis, this section comprehensively describes the key problem of hiring time delays in different magnitudes. These elements include forgone revenue, an increase in overtime expense, operational inefficiency, an increase in customer complaints, and other factors. The concept of root cause analysis and its tool of fishbone diagram the problem has been drilled down to understand the nitty-gritty. The people, system, and process factors are focused and cascade down toward finding tiny details of the problem. Once root causes are identified, the project zooms into the literature references. This section illustrates the literature review of the major causes which are the recruitment process, stakeholder management and recruitment system which are directed to delays in hiring time. After establishing the theoretical background and knowledge based on the problem, the study framework will be identified in this section. Finally, the relevant tools and techniques have been identified and explained for solution development and to administrate throughout the project. The objectives the explained in Chapter 4 and established the project components with the existing situation for solution development. The project objectives will be defined and elaborate

the project components of the recruitment process, stakeholder management, and recruitment system. At the end of each component, the solution will explain in relation to project objectives, components, literature study, and the company's existing situation. Then the resource allocation of each project will be explained with the role and responsibilities of each team member. Once resources have been allocated the project cost will be analysed and explained against the benefit of the desire to achieve after implementation. Lastly, the project input and output will be clarified according to each objective and component. At the end of the project explained the identified project components in line with the company situation and literature reference. Each project component will be elaborate one by one with the theoretical framework and company specifications which combine knowledge into practical application in the organisation. Then the long-term and short-term recommendations will be explained with the time factor downturn, minimising and cutting down the hiring delays. Recapping all, the overview of this project is to define, measure, analyse, improve, and control the recruitment and selection delay of the Almana group.

# MANAGEMENT SKILLS RESEARCH PROJECTS

*(2021)*

# PREFACE

The existence of a problem pulls knowledge into practice. The need to generate a solution or choose among alternatives is the impetus for knowledge translation. Management Skills Research Projects (MSRP) is based on building value in organisations through problem-solving. MSFRP addresses either a significant performance issue in a company, such as a decline in competitiveness or an attractive opportunity that would enhance current profitability, or address operational issues across the supply chain, which allow to identify opportunities for value creation in organisations.

Management Skills Research Project is a part of applied research carried out at PIM Through MSRP, the student will demonstrate his/her knowledge and understanding in a chosen area of study via a survey of existing knowledge, and identification of a business or management problem requiring solutions in a practical setting, and demonstration of competency in a chosen area(s) by designing a project, implementing it and reporting the results obtained. Selection from a wide range of projects in construction, business, services and management of organisations is permitted. MSRP offers an excellent opportunity for MBA students to use the knowledge gained from their study programme to analyse an organisational issue and develop recommendations for resolving it. MSRP produces a project report based on MSRP guidelines which will be output similar to a consultancy report Further the project will implement solutions to the identified problem and conduct a benefit-cost analysis. Short-term and mid-term recommendations are made to sustain the solutions successfully implemented.

In 2021/22 MBA 14 number of projects were carried out, and where, organisations implemented the solutions. In the process of knowledge translation of MSRP projects, the most successful projects were presented at the PIMARC annual conference and in the Industry Dialogue, where key managers representing the Industry discussed the output and outcomes of the projects. The MSRP projects contribute to the impact of research at PIM through the expertise, knowledge, and analysis in resolving organisational issues and creating value in the organisation.

Dr. A K L Jayawardene
Research Coordinator

# JMC Hybrid Learning

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## Executive Summary

JMC Hybrid Learning (JHL) is a Management Skills Project initiated as a requirement of the Master of Business Administration programme offered by the Postgraduate Institute of Management. JHL aims at developing a convenient and effective learning solution, blending virtual education and physical education. Accordingly, a virtual learning solution named 'JMC vLearning' was developed. This was blended with the existing physical classroom-based learning of JMC Jayasekera Management Centre (Pvt) Ltd (JMC). JMC is an education service provider founded by the father of the Entrepreneur. The Entrepreneur, CEO of JMC, obtained approval from the board of directors to establish a separate strategic business unit for JHL. The project was inspired by the change in consumer demands with change in generations where the demand for convenient and effective education solutions was increased, COVID-19 impacts causing education entities to promote virtual learning, and new competitors with virtual learning solutions. Entrepreneurs gathered student insights from student surveys conducted. The project faced limitations due to COVID-19, causing financial difficulties and difficulties in sourcing employees and equipment. A student survey was conducted to get views on physical classroom-based learning and virtual learning. The survey results showed that students opted for a hybrid learning solution. The Entrepreneur decided to develop a virtual learning platform and blend the two learning methods, as such a setup was not available in the market. Accordingly, the business case was developed by analysing customer requirements, analysing competitor offerings and JMC's existing mode of delivery. Thereby, a gap was observed between what customers demand vs what is being delivered. JMC Hybrid Learning project was proposed to fill this gap. The project deliverables, output, outcome, and impact analysis were made accordingly to assess the project. The Entrepreneur conducted a theoretical analysis for the project to get an understanding of already established knowledge by researchers, the importance of education, traditional education, virtual education, and hybrid learning. Based on the literature it was concluded that education was essential for a better living, conventional classroom-based education was still preferred as it provides the ability to interact and obtain feedback, convenience seekers prefer virtual

education due to distance barrier and cost savings, virtual education is becoming popular with technological advancements, flexibility, time savings and convenience and finally, hybrid learning as a solution to meet both conveniences in virtual learning and effective interactions in physical learning. Strengths, Weaknesses, Opportunities and Threats were assessed using a SWOT analysis. Ash Maurya's lean business model was applied in the project to develop the business model. The project feasibility was analysed on economic, financial, technical, production and ecological aspects and concluded as a viable project. Macroeconomic environmental aspects were assessed using the PESTEEL aspect, where it was observed that the macroeconomic factors are positively contributing to the viability of the project. Then the Entrepreneur planned the project by applying the project management knowledge. Initially, the strategic direction was set, and then project components were decided. Based on those components the work breakdown structure was developed. The project team composition was decided, and available resources were analysed and assigned among the team members for better deployment of resources. The procurement plan was decided as there is an investment in infrastructure. At the planning level itself, the project controls relevant to cost, quality and financial reporting was decided. Project implementation commenced with the creation of the virtual learning platform. Then the equipment was procured and tested. The lecturers were selected and obtained consent. The employees were sourced. Then as per the operations schedule, video recordings commenced. Those were edited and uploaded to the platform. These were promoted using social media. Then actual results were analysed with forecasts and major variances were explained. The financial, operational, strategic, and human resources-related issues faced and how those were resolved were explained. Finally, the Statement of Profit or Loss, Statement of Financial Position and Monthly Cashflows were provided. In the final chapter, Entrepreneur explained the project outputs and outcomes. Then the activity, benefit and cost analysis were carried out and observed that the project benefits are higher than the project costs. The project resulted in Entrepreneur's ability to view issues holistically and provide realistic solutions, the personal relationship network was built and the technical skills relevant to videography, video editing, virtual lecturing, training, web platform module development etc. were enhanced. Finally, the Entrepreneur explained how the project management was carried out from planning, organising, leading to control. Overall, the project was carried out successfully facing all challenges caused by COVID-19. The entrepreneur was able to establish the JMC Hybrid Learning solution with the vision to become the preferred hybrid learning partner in Sri Lanka.

# Improving the Number of Customer Visits to Service Dealership of David Pieris Motor Company (Pvt) Ltd.

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## Executive Summary

In today's world, it is not the product which sells; it is in fact the sales service which is the more prominent 'selling point'. When it comes to products for which consumers have to pay a significant amount of money and/or which are used long term, it is the after-sales service that becomes the most crucial point for customers to decide on the product as well as the seller. Businesses go to great lengths to enhance the customer experience due to this fact, as the customers are becoming more and more demanding and expect superior service. Not only do companies have to keep up with their aggressive competitors, but also have to meet the ever-changing demands of their clientele. The automotive industry is also facing the same set of challenges when addressing the needs of its customers, especially when it comes to their after-sales needs. As a leading automotive company in Sri Lanka, David Pieris Motor Company has achieved greater heights due to its efficient after-sales service. However, with the rapid changes in the market due to adverse economic conditions, market trends and natural environment changes, the company is experiencing a steep decline in new vehicle sales. Adding to that the number of customers visiting the Service Dealerships was also showing degrowth. In these circumstances, the overall project objective is to increase the number of customers visiting the David Pieris Motor Company Service Dealers. Hence the project components of this Management skills project must be implemented live, only a set of dealerships were handpicked for study and research. David Pieris Motor Company is the largest subsidiary of David Pieris Group. Its main product lines are Motorcycles (2W) and three-wheelers (3W). DPMC has the largest aftersales network in Sri Lanka, which is distributed across the Island. During the past three years, the number of customers visiting Service Dealerships has declined. Reduction in the number of customer visits has created several challenges for both company and the Service Dealers. The number of customer visits has a direct impact on Service Dealers' revenue generation. The reduction in dealer spare part sales in

the recent past will directly impact DPMC, due to reduced genuine spare part sales. Considering these challenges, the project team has concluded a cause-and-effect analysis where the main problem reduction in the number of customer visits to Service Dealerships has been split into sub-problem areas such as dealer process, dealer quality, customer awareness/ promotions and price. Based on the above-identified sub-problem areas, a theoretical framework has been developed in order to study the theoretical background of the identified problem with the use of available literature. As per the literature survey that was carried out, it can be determined that factors such as time spent on repair, customer experience, customer waiting time, facilities available at the dealership, awareness and promotion have done are the leading areas that need to be strengthened in order to find solutions to overcome the reduced number of customer visits. Moreover, management techniques like cause-and-effect analysis SWOT analysis, process mapping, and benefit-cost analysis can be used to resolve the identified problems. Ten solutions were developed to achieve the defined project objective of increasing the number of customer visits per month, of selected 15 Service Dealerships by 10% from October 2020 onwards, compared to the 2019 FY second-half average, which is the main objective of this project. The implementation of identified solutions has been studied to identify the required resources, time and budget.

# Soft Well (Pvt) Ltd Project for Kids Apparel Manufacturing

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## Executive Summary

Clothing has been one of the basic needs of human beings. It has become a broad subject with the evolution of the fashion industry. Among the key segments of the clothing industry, kids' clothing has become a popular and competitive segment in the current marketplace. Besides the physical attributes of kids' clothing, its impact on self-confidence, health aspects and inner satisfaction are some important aspects to consider. Children need clothing that will support them in growing independently using their self-help skills ensuring their daily life is comfortable and happy. This has been a guiding and fundamental thought behind Soft Well. Soft Well (Pvt) Ltd was incorporated as a private limited liability company in June 2020 and this project report encompasses all the project activities undertaken during the project period of 9 months. The project focused on the business of manufacturing simple casual kids' clothing and selling them in the local market. The opportunity was identified by the author through the analysis of information gathered, and the business case was formulated with a unique value proposition of offering high-quality kid's apparel at affordable pricing. The business model was developed based on a lean start-up structure. Appropriate marketing, financial and operational strategies were adapted by the author to facilitate the smooth execution of the project while managing risks, to grow the business in the long run. The feasibility study of the project carried out at the planning stage revealed its viability in terms of financial, economic, operational, and ethical perspectives. The main phases of the project were identified as initiation, planning, executing, monitoring and control and project closure. The key activities of the project were lined up accordingly. The project plan encompassed the key activities to be undertaken with the set timelines. Project execution, being the core of this ESP project, had many challenges of which some were obviously beyond control. All project activities were planned and executed with the broad aspects of the company's vision, mission, and objectives in mind. The author had a vast range of opportunities to gain new experience in launching this startup business venture. It paved the path to utilise the most sought-after MBA knowledge by demonstrating conceptual, interpersonal, and technical skills acquired. The project had many positive aspects in terms of its outputs, outcomes and strategies for future growth and success.

# Reducing Information Dissemination Time for Decision-Making at National Development Bank PLC

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## Executive Summary

The management skills project will be implemented within a leading financial service conglomerate in Sri Lanka. National Development Bank PLC bestowed several awards in the recent past and is the fourth largest private bank in the country. With its vision to be a driving force for a financially empowered Sri Lanka, National Development Bank PLC (hereinafter referred to as NDB) through its unique value proposition has served as a catalyst in stimulating economic growth within the island. Faced with intense competition from rivals, the bank's decision-making process relies on its robust management reporting process. However, the timeliness of information is as important as the accuracy for making sound and proactive decisions. At present, the bank faces a performance gap in the time taken for delivering management information against the set expectations by the management. Hence, the main objective of the management skills project is to reduce the time taken to disseminate information by one day (i.e., an improvement of twenty per cent from the current average performance gap). With regard to bridging the performance gap, the problem needs to be understood for which data gathering from various sources needs to be affected. As such, data was collected through interviews, company records of past performance and observation. Due to the time restrictions, the project is limited to the management reports concerning net interest income, fee income and margins that are in line with the bank's strategic initiatives for growth. A SWOT analysis was carried out to identify NDB Bank's noteworthy strengths as well as its acute weaknesses in facing the external environment. As such, the bank's most promising strength is its dynamic workforce whilst the most acute weakness has been its low proportion of fee income and margins over the years. Thus, the stressed importance of timely management information is another weakness identified. The significance of the problem was identified through a gap analysis which has been persistent, whereas further analysis was done through the cause-and-effect diagram. In gaining deeper insights into the problems, comprehensive

literature reviews were carried out that helped identify probable causes and remedies. The platform provided from the theoretical background supported the measures and alternatives available to address the issue at hand. The project objectives were identified for the project components established, Process Improvement, Performance monitoring and Competency development. As such, the project which deals with process improvement was set with an overall objective as well as sub-objectives for each component identified. After segregating each component into subcomponents, the resource allocation was mapped out, benefit-cost analysis was carried out and outputs and outcomes were listed. Since the project was carried out through in-house resources, no significant costs were borne by the bank, whereas a net benefit cost estimation was LKR 35 million per month. The project implementation consisted of a structured approach to eliminating identified non-value-adding activities, automation of tasks, and establishing SLAs for consistency with regard to process improvement. In terms of performance monitoring, the pillar was enhanced through the introduction and successful rollover of a business intelligence tool to be used for reporting, data validation and analysis. Additionally, a periodic reporting mechanism was initiated for fee income which proved to be a major impact on the bank, sustaining the same levels of performance in trade income despite the challenges faced. The implementation of a central database for profitability, trackers and task scheduling were among the other initiatives carried out in the project. The project at the latter stages discusses the medium and long-term outcomes in detail from the implementation, comparing the actual against the projected outcomes. As such, the project subsequent to the successful roll-out and completion recorded an achievement ratio of 97% which is a reduction from 10 days to 9 1/4 days. The net benefit accrued to the organisation stands at LKR 66 million per month, which further illustrates the effectiveness of the project with resource optimisation and minimal cost incurred. With the reduction in time for reporting, the benefits are expected to accrue into the future by way of fee income generation.

# Improve Meat Sales at Keells Supermarkets

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## Executive Summary

The decline in the meat category at Keells supermarkets is addressed by this project as the meat category is one of the significant categories of Keells as the value proposition of "catering for the customers' everything they want from one place" and the meat category is delivering the freshness guarantee of Keells. As the meat category brings 8% of sales to the entire company sales where it has declined to 5% showing a significant decline in meat sales. Considering the competition in the market such as the other supermarket and the meat specialised shops cannibalising the customers. As Keells promised to bring the freshest quality food for our customers and their families since 1991, the freshness of fresh produce including meat is of key importance to the company in meeting customer expectations. SWOT analysis highlights the key strengths of the company which are a loyal customer base of above 1.3 million customers, strong networks and culture of the company whilst perceive as an expensive brand and a decline in the meat category are the key weaknesses. Internal and external factor analysis indicated Keells is marginally satisfactory with internal analysis and external factor analysis showing growth to the company. Key issues to the problem were identified such as a drop in customer penetration, customer complaints, limited innovation, lack of attracting new customers, low online meat sales and low-quality packing material. Cause and effect diagrams were developed based on the root causes of sales promotions, product quality and development and customer service. Literature for meat sales with customer lifestyle, types of meat, and factors affecting meat purchases for customers was used in understanding meat purchases whilst customer service at the meat counters at supermarkets, quality of customers service with the use of SERVQUAL model were described to understand the customer expectation for services. The importance of promotions, types of promotions, perception of promotions, targeted promotions, digital era and product promotions were deeply understood for the study. Functional and emotional aspects of products, product quality and product innovation were included in understanding product development and quality. Based on the literature, a theoretical framework is developed and techniques such as interviews, mystery shopping, cause-and-effect analysis etc. were used as techniques to identify the

problem. The objective of the project is "increase the meat sales of selected fives stores of Keells from 87% budget achievement to 93% achievement by the end of January 2021" with sub-objectives such as increasing the customer penetration, increasing new customers to the meat category, reduction in complaints on low-quality packing material and increase in online meat sales and an overall reduction in quality-related meat complaints, increase in revenue through new products were identified. Plans for each problem were developed with the timely achievement of the objectives with a detailed activity plan for customer service, sales promotions and product quality and development. Benefit-Cost analysis is performed for the project along with the project outcomes and outputs of the project. Project implementation of planned activities such as the implementation of customer acquisition plan and awareness on promotions under sales promotions, additional audit process and execution of online order customer survey to ensure the satisfaction of the customers and replacement of meat packing material under customer service and new product introduction and creating awareness about the quality of products for meat product quality and development. Variation of the project cost, delivery of the objectives and time is explained where during the uncertain situation and with unforeseeable decisions by the government, selected plans were delayed, and some were halted due to regulations whilst the author faced significant issues during the pandemic such as the closure of three stores due to COVID 19. The success of the project in comparison with the projected results is described under the main objective and sub-objectives. Except for the contribution from new products and acquisition of new customers to the category was challenging to meet due to the customer behaviour and unprecedented situation at the three stores due to COVID-19 positive cases reported and drastic customer drop into the store. Actual benefit-cost analysis shows a benefit/cost ratio of xx. The development of the authors' conceptual skills, interpersonal skills and technical skills are described with the completion of the project.

# Emerald Aquafarm: An Ornamental Fish Farm

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## Executive Summary

Global demand for ornamental fish as a pet/entertainment trade in the fisheries industry has been continuously growing over the years. Sri Lanka is wonderfully positioned to gain benefit from this industry trend if acted strategically. The natural resources available for the island nation are plenty for such strategic development at a comparatively lower cost to attract the ornamental fish trade worldwide, which makes Sri Lanka an ideal ground for breeding many varieties of ornamental fish. Nevertheless, it appears that Sri Lanka has not made its full efforts to benefit from this perfect setting. Sri Lanka R23;s current position in global trade is comparatively low although the industry has been in existence for several decades and several direct exporters are involved in the trade. Given the above situation, the author was passionate to commence an ornamental fish breeding business to cater for the demand of the international market. On the other hand, it would be an ideal start-up to develop and showcase entrepreneurship skills through a report as partial fulfilment of the PIM MBA course. Accordingly, this report is produced to realise such a dream from planning the establishment of Emerald Aquafarm and running the facility including an explanation of its futuristic expansion of phase 2 social entrepreneurship project to address the limited space and resources and capture the global market. It will in turn help empower low-income rural communities in the country as well. Chapter 1 of the report is devoted to explaining the background for the business opportunity, the project and its significance including adapted methodology to develop the facility with limitations recognised in the process. Under the title of problem/opportunity identification, Chapter 2 attempted to describe the background of the project, project idea, business case, and project deliverables. Then in Chapter 3 theoretical background and underpinning is discussed in line with the business idea and the relevant feasibility studies of marketing, production and technical, economic, financial, ecological/ environmental, and social/political/ethical/legal aspects. The proposed fish tank farm project is described under Chapter 4, which comprises project components, project plan, WBS, resource allocation, procurement plan, project team and project controls aspects. Details of project implementation are included in Chapter 5, covering key variances against the estimated cost, delivery, and time allocations. Finally, in Chapter 6 recommendations are included with the outputs and outcomes delivered and skills developed through the project in terms of conceptual, interpersonal, technical, and management aspects.

# Aquaponic Organic Agriculture

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## Executive Summary

The purpose of this project is to establish an Aquaponic organic farming system as a solution to the agrochemical pesticides and toxic affected farming system which could lead to kidney diseases. Don James and Shivanka De Zoysa have partnered in this project and have established "Ceylan Aquaponics" as a partnership company to be able to manage the project efficiently. The project is 100% environmentally friendly and has an organic agriculture system placed under a climate-controlled greenhouse platform. Ceylan Aquaponics expects a yield throughout the year regardless of farming seasons and under any weather conditions. Sri Lanka's rapidly growing urban areas are densely populated per square kilometre; they are largely becoming intense districts for malnutrition and poverty which require attention. Having enough food to eat does not mean that a family is food secure. The problem is usually associated with poor quality and enriched with synthetic fertilisers and pesticides. Access to nutritious, toxic-free food is scarce. Fish is known to be extremely healthy for human consumption which has the potential to effectively support food security, and scarcity and to eliminate malnutrition. However, due to the use of harmful fertilisers and pesticides natural water resources are polluted, and the eco-balance is diminished. The authors have identified the underlying opportunity in Sri Lanka and have come up with Aquaponics organic farming system to cater for a segment of the market gap. The theoretical framework of the project focused on the organic farming industry, which is broadly emphasised based on industry background, economic benefits, comparison of organic farming systems, and modern agricultural systems and review related to similar studies. A review was conducted in countries such as the Philippines, USA, Netherlands, South Africa and India on how they have adapted to aquaponic organic farming. The value proposition of the business described the cost reduction and health benefits of organic farming to address poverty and malnutrition. The business model and the business plan have been narrated in line with the unique value proposition to cater to customer segments of the middle and upper class. Key resources for this project consist of operational staff as well as the authors contributing to technical and investment for the project. The project and project components have been described in stages which cover a period

of twelve months. The work breakdown structure showcased the key criteria of the project work allocated. A list of tasks has been allotted to the employees on a permanent and part-time basis with their designated duties and responsibilities. The procurement plan covers the initial procurement of fish, fish food, growing media and seedlings. The project team structure has been narrated based on the organisational hierarchy. Project controls were based on quality control to keep the optimal functionality to deliver healthy and fresh vegetables and fish. Cost delivery focused on meeting our budget estimates and the earn value analysis was conducted to meet the performance based on planned work and actual costs. The authors have described the project implementation based on the construction stages such as greenhouse construction, plumbing and cooling systems, and building of office premises. The key variances have described major threats that impacted the project due to covid-19 pandemic situation. The partners have changed the growing technique from aquaponics to hydroponics due to the worldwide lockdown of airports and entry barriers therefore the project was impacted. The time needed to set up and execute the project has been revised to catch up and deliver the project with a reasonable timeline and the way to achieve this is by focusing on hydroponic farming which requires less setup time and quicker yield. An analysis of output and outcomes related to the project and related progress of the project in stages has been described and has stated the relevant recommendations to make the project a success. Activity benefit-cost analysis is narrated about the entire set of activities related to the project and the cost incurred. The importance of conceptual, interpersonal and technical skills has been emphasised and the most important one of all has been identified as the technical skills and know-how of the authors who will drive the project to be successful. The management of the project and the timeline along with the Gantt chart has been tabulated with a twelve-month project delivery time from the inception to completion and steady progress has been achieved.

# ENTREPRENEURSHIP SKILLS RESEARCH MONOGRAPHS

*(2021)*

# PREFACE

The existence of a problem is an opportunity for applying knowledge to practice. The need to generate a solution or choose among alternatives is the impetus for knowledge translation. An Entrepreneurial Skills Research Project (ESRP) is designed to build value in business by seeking different ways of adding more function and form in products and services. An ESRP is typically envisaged as a startup business which addresses either a significant consumer need or want but not limited to addressing nor identifying a performance issue in a company, such as a decline in competitiveness nor any attractive opportunity that would enhance current profitability, which would lead to the identification of an opportunity for value creation in an organisation.

Fundamentally, in an ESRP a "problem" is identified as one which addresses an unfilled customer need or one which would look at the need to have product or service augmentations or extensions that would enhance competitiveness in the market. This can take the form of either improving the cost of quality or delivery, specifically if the startup of a business clearly addresses the specific customer need.

As such, an ESRP offers an excellent opportunity for an MBA student to use the knowledge gained from the study programme to identify a customer need in order to develop a business. The ESRP is designed to produces a project report based on specific guidelines which has an output similar to that of a consultancy report for a business startup which documents the implementation of the project as well.

Furthermore, the study should be based on a feasibility report which contains a business model In the body of the ESRP project, a discussion which is linked to the key outputs and outcomes and which envisages developing into a stable and mature business, thereby contributing to the body of research in the relevant domain of the ESRP. Furthermore, the project of this startup will detail a benefit-cost analysis. Short-term and mid-term recommendations will ensure that all solutions will be successfully implemented.

In the 2021/22 MBA Batch of students, a 31 number of projects were completed, wherein several business startups which indicated probability of leading to maturity were initiated. In the interest of knowledge translation of ESRP projects, some of the most successful projects were presented at the PIMARC annual conference and also in the Industry Dialogue that followed, where key corporate managers representing diverse industries commented on the output and outcomes of these projects. In conclusion, ESRP projects contribute to the impact of research originated at PIM which reflects the expertise, knowledge, and analysis directed at resolving organisational issues and creating value in organisations.

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Research Coordinator

# BIMRICH Natural Product (PVT) Ltd

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## Executive Summary

The idea for the mushroom cultivation project was conceived after consuming a dish, "Bimmal Fried Devel" made from Mushrooms. Further research and investigations of the dish have resulted in identifying market gaps in mushroom markets in the Kurunegala area. This project is a joint project where a cultivation facility was set up in Ambanpola, Kurunegala, which is a well-known area for mushroom cultivation with wide access to the supply chain. The project addressed customers' key concerns of quality, freshness, constant supply and reasonable prices while creating organised working environments for employees. Entrepreneurs applied accumulated working experience and knowledge to the project with self-satisfaction. The project also created opportunities for partners and vendors to sell their materials. Based on identified problems of product shortage, low quality & freshness, irregular supply and high prices of mushrooms, entrepreneurs developed a business case and identified the need of the customers. Irrespective of the large number of household mushroom cultivators in the area, the customers' needs for quality and fresh Oyster mushrooms at a reasonable price while ensuring regular supply were not addressed by existing players. Entrepreneurs identified unsatisfied customer needs, and requirements as a market gap and developed as business case to establish Bimrich Natural Product Private Limited ("Bimrich"). Further, the project output, outcome and their impact on the business were evaluated. The entrepreneurs developed a theoretical framework for the project based on various literature. The business model was developed focusing on customer value propositions of high quality, freshness, standard packing and constant supply. The prime entry wedge for the company was mushroom wholesalers in the Ambanpola area. The strategy canvas was developed to identify activities which are differently performed by the company compared with competitors in order to be strong in the market. Technical and production feasibilities were performed by Resource Partner with the support of technical consultants. The project had positive economic feasibility and financial feasibility which were achieved through an increase in volume of production. A cultivation facility was built, ensuring environmental preservative cultivation techniques. The project provided employment opportunities for five contract employees. Project management techniques were

used in the development of the construction and production process through proper initiation, planning, monitoring and control, execution and closure activities in line with the project plan. Resource allocation and project cost were monitored by resource partners and entrepreneurs throughout the project to achieve maximum benefit. A Gannt chart was developed to determine the project timeline relating to each task and the work breakdown structure displayed high-level project tasks. Procurement plans for stock items and capital items were established with close contact with suppliers to maintain smooth process flow. Detailed project controls are placed to ensure the project is on track with regard to quality, cost and reporting requirements. Company registration, construction activities, and ordering of machinery were done in the early stage. Incubation, dark and production rooms were constructed with humidity control set up according to the technical consultant's advice. Test runs and sample production were done in May 2020. Contract labour hiring and commercial cultivation were commenced during 3rd week of May 2020. The project generated a daily average harvest of 260 packets of mushrooms and revenue of Rs. 1.5 million during the period ended 28 December 2020. Project cost variances comprised raw material and labour costs. Delivery variance resulted from compost bag production, daily sales, sales price and contract staff. Time variance related to the completion of the production room. Production know-how & expertise, COVID-19 lockdowns and bacterial infection were key implementation challenges faced by the project. The project was able to deliver the expected output and outcome due to extensive planning and implementation process and the benefits were higher than the cost. Entrepreneurs displayed conceptual skills in developing business models and designing procedures to improve the productivity, quality and freshness of mushrooms. Interpersonal skills were used in dealing with suppliers, contractors, government institutions, wholesalers and various other parties in the completion of project activities. Technical skills in planning, organising, and leading controlling aspect were displayed with the completion of the project on time and risk management and financial analysis skills were displayed with successful implementation. The entrepreneurs are planning to increase productivity and capacity during the next stage of the project with the knowledge and experience gained during this short period.

# Panwila Crafting a Healthy Food Company

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## Executive Summary

Sri Lanka being a country with a civilisation that evolved around agrarian roots, had to itself a unique food culture that conformed to the local conditions and hence provided the society with a diet that adeptly served the local nutrition demand. Colonisation and globalisation, together with the free market economy, exposed the Lankan society to food types that were drastically different from the ones the society had already been accustomed to. In such a backdrop, the authors took upon themselves an entrepreneurial challenge to address the underlying social issue with a sustainable business model that was developed on the concept of lean startup. The local traditional foods fell out of consumer favour and foreign brands began to dominate the supermarket shelves. Loss of retail space and the shrinking share in the dining table created ripples of repercussions for both consumer health and the local food processing industry. The sharp rise of non-communicable deceases (NCDs) over the last several decades and the lack of depth and width of the local food processing industry stands as rigorous proof of the aforesaid effects. This has resulted in the development of a considerable market opportunity for healthy and local food brands. The consumer market eagerly waits for local products that can provide solutions to the rising NCD risks while acknowledging and accustoming to the changing consumer trends. Horse gram and kithul treacle are two local food products that are widely underutilised in the local food industry. Despite the products having an extraordinary healthy benefits in terms of providing soothing solutions to consumers who already suffer from numerous NCDs and helping others to minimise and mitigate the risk of NCDs. As per research, horse gram, a product that could stand adverse weathers, require minimum maintenance as a crop and provide a nutrition-rich millet, is cable of being appealed as a product that could work as a food source that could solve nutrition-related deficiencies in the developing nations. Kithul treacle on the other hand is a product with the potential to be a healthy sweetener with its low GI index. The smokey dark liquid produced by heating kithul fluorescent extract is both healthy and sweet and could take the Sri Lankan name to the world competing against maple syrup and cries the potential to dominate the culinary industry with its unique taste. The authors design a project spanning across forty-four

(44) weeks to take their ambition, of establishing a healthy food brand in Sri Lanka along with an ecosystem that supports and helps more healthy products to reach the market, from a notion to a successful realisation The authors discuss each stage of the project namely initiation, definition, execution, and closure and form proper and conceivable limits for each stage to comprehend the inputs required and results expected off each segment. The project plan and the work breakdown structure are formulated to guide the authors through the defined path of action and ensure that the authors achieve the critical objectives within the scheduled frame. Further to that the authors discuss the supply and recruitment plans and the controls that will be used to monitor the progress of the entire project in the aspects of quality, costs, and time. Implementation naturally is the most challenging episode of any project and especially in a circumstance where the external environment is both disrupted and goes through a challenging phase due he COVID-19. Authors found their project timeline being challenged in an unfathomable manner as the challenges that rose were beyond being predicted at the time of planning. Despite the lockdowns, travel restrictions, and rising cost of production, the authors pursued the objectives with agility and perseverance while being creative with the way they brought the products to the market. Variances are normalcy in an environment where the conditions are volatile. Yet the proper analysis of a project needs to take into account the variances that occurred to capture an accurate snapshot of the project, actions taken, and decisions made to rationalise the entrepreneurial efforts of the authors. Cost-benefit analysis of the projects provides both quantitative and qualitative perspectives to the entire project. The outcomes and outputs of the projects provide a look into the momentum business accumulated across six months. The varying and unforeseen challenges that kept on coming to the authors largely due to the COVID-19 had a considerable impact on the expected outcomes and outputs and resulted in significant variances. Yet, with these challenges came certain opportunities that helped the authors in their cause of establishing Panwila as a brand among urban consumers. Outcome-based learning and mastering skills in one such opportunity authors cherished as the new venture demanded a versatile set of skills starting from something simple as IG posts/stories to designing a robust marketing plan for the brand and products.

# D M J Associates for Business Advisory Services (Pvt) Ltd and D M J Associates Chartered Accountants and Business Consultants

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## Executive Summary

Small and medium-scale entrepreneurs (SMEs) of Sri Lanka could be identified as the backbone of the economy. There are other professionals such as doctors, engineers and artists who conduct their business activities on a small scale which again account for a larger contribution to the Gross Domestic Product (GDP) of Sri Lanka. Given these SMEs' and other professionals' unstructured way of operating, they do not have access to their own financial records on a regular intervals. There are a larger number of advisory firms operating in Sri Lanka where the quality of service offered by those firms is a question. Confidentiality and personal comfort in dealing with mushrooming advisory firms have been identified as key problems for SMEs and other small-scale professionals in satisfying their statutory compliance requirements. There are several business disruptions taking place in the Sri Lankan market with technological advancements. The business ecosystem has been challenged by the tightening regulations by the law makers. The income tax base of individuals businesses and professional practitioners has been expanded to identify more taxpayers to the system of the country's tax. However, well the majority of existing Sri Lankan advisory firms operate in an orthodox style with a paper-based manual environment. The industry research and conducted survey confirm that there is a visible gap in meeting customer expectations by small and medium-scale professional accounting and business advisory firms in Sri Lanka. Entrepreneurs have identified this as a perfect time to enter the Sri Lankan market with their international experience to solve the existing problem in small and medium-scale advisory firms' industry. Technology-based advisory firms are gaining wider acceptance in many parts of the world with its cost-effective and reliable advisory firms. The entrepreneurs have established two firms with limited and unlimited liability. D.M.J. Associates for Business Advisory Services (Pvt) Ltd offers a wide range of advisory services with the use of state art of cloud-based technology. On the other hand, the Partnership entity, D.M.J. Associates offers tax, audit and other

statutory services as an affiliated entity to the same entrepreneurs. D.M.J.'s motto is to be the "revolutionist in the business advisory sector". Entrepreneurs' entry is to resolve the existing problem in the market. The entry wedge was based on direct marketing channels, social media advertising and other viral marketing methodologies. The business's strategy has been cost leadership which would achieve through its lean business model. A detailed literature review was done to establish the theoretical background of the project including specific literature on cloud platforms, advisory firms' industry and target market. The feasibility study of the project showed very lucrative results in terms of financial, technical and marketing perspectives although the implementation was negatively affected by ongoing COVID-19 uncertainties. An exhaustive project plan was laid around the chosen business strategy and long-term direction of the business mainly through its literature review. The plan outlined the vision, mission and values of the business while setting timely short-term goals and objectives. A fully pledged project management activities were established with a detailed work breakdown structure and a resource plan. All the tasks were planned with pre-assigned time durations. The project was initiated in April 2020 and planning to complete by December 2020. The registration of the business was completed in May 2020. By executing the procurement and operational strategies, the office location was finalised in September 2020. Fixed assets were procured through the evaluation of different suppliers by mid-September 2020. An interactive website and a Facebook page were developed towards the end of July 2020 after performing a thorough competitor analysis. The web page was also integrated with Google Maps, Google Analytics and other search engine optimisation platforms where digital touch would be experienced by its clients. The registration with cloud-based accounting platforms was completed by mid-September 2020. Given the unexpected uncertainties, entrepreneurs identified significant delays in implementing certain activities of the project. Despite the challenges to operationalising, entrepreneurs were able to generate revenue from September 2020 onwards. The expected level of clients was not attracted due to the extension of income tax and other company registrar return submission deadlines by relevant government departments. However, entrepreneurs focused on business advisory services and attracted businesses in that segment. The project provided ample opportunity for the entrepreneurs to practically apply the learnt MBA knowledge to exploit an important stage of their professional career. A very solid plan is in place for the business to continue to post COVID-19 with full-time involvement by business partners. One of the overseas business partners resigned from his existing employment in Kuwait and plans to join the business full-time basis by March 2021.

# AJ Manufacturing Company (Pvt) Ltd Establishment of Aluminium Kitchen Utensils Manufacturing Company in Sri Lanka

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## Executive Summary

A project is focused to manufacture Aluminium Kitchen Utensils (i.e., Kettles, Steamers, Jugs, Saucepans, Pittu Makers, Padikkam, etc.) to the local market of Sri Lanka. Initially, the project starts with the manufacturing of a non-electric aluminium kettle in three sizes. These products are used by households and commercial units on a regular basis. The idea generation was triggered with the aim of transformation of the traditional kitchen utensils manufacturing process into an automated system as a manual and semi-manual process followed by the present manufacturers in the industry. The new venture is known as "AJ Manufacturing Company (Pvt) Limited" (AJMC). The brand name for AJMC is "Tiger Brand." The project is conducted under three phases. It is a recyclable product. Hence, it will have a huge earning potential for the new contestants with effective modifications to the regular products. According to the Department of Census and Statistics (2015), the households that used firewood and LP gas for cooking are 78% and 19% respectively. This ensures that there is a major market for regular non-electric kettles in Sri Lanka. There are two basic reasons behind this choice. The first reason is that, due to the high level of cost of living, the disposable income of households is spent wisely, and the second reason is that firewood (natural resources) can be easily sourced from the surroundings. Hence, the households' motive toward the aluminium kettle is extremely high. Though Sri Lanka's household units are 5.2 million, the capacity of average kettle production has been limited to 3.5 million per annum. The main reasons behind this limitation are the lack of skilled labour and the scarcity of ready-made spouts in the market. This is the key fact that obstructs the new entrance to the market and creates a vacuum in the kettle industry. When it is focused on the "Tiger Kettle", which is non-electric and fully integrated with the customer perspective, provides a reliable solution for households and commercial units to make use of it with a reasonable price, zero defects and required standards in quality. Furthermore, as no supplier in the industry at present establishes the online order and delivery flat form,

AJMC will be focusing on operating its sales base further to online business enabling demands of the customers of "Tiger Kettle" to be met at their doorsteps. As a result, this will derive a competitive advantage over rivalry. Accordingly, AJMC would boost the core and distinct competency levels to enhance the value proposition of "Tiger Kettle." Moreover, stakeholders such as employees, suppliers, financial institutions, the government, and the community will receive the benefit from this project while enhancing the wealth of the entrepreneur. AJMC consists of a simple organisational structure including the author, local business partner, skilled workers and unskilled workers. The author is serving as the Chief Executive Officer to execute the overall business plan with the implementation process while the local business partner, as a director oversees the production line. AJMC is continuously focusing on groundbreaking, cost-effective and technically savvy designs whilst focusing high emphasis on innovation and new advancements in product and process on a regular basis. The author drives the business with a clear vision as "to fulfil the need of kitchen utensils of Sri Lankan householders by 2030." This project estimation is to generate the Net Cash Flow (NCF) of Rs: 333, 987.00 with the Internal Rate of Return (IRR) of 19.5%. The entire project cost will be recovered within four years of operation. Moreover, the project's Return on Capital Employed (ROCE) would be generated more than 20%, while keeping a Gearing Level of less than one. Accordingly, AJMC drives toward the mission of "To discover the avenues of creating aluminium kitchen utensils" with the process of transforming traditional kitchen utensils manufacturing process into automated mechanisms and by that make a significant influence over the industry.

# Plantscape Entrepreneurship Project

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## Executive Summary

Horticulture, the art of growing has evolved into a business sector and is a major contributor to employment generation. Agriculture being a strong aspect of the Sri Lankan Economy, indicating the potential for growth in business ventures, despite many players in the sector. The Sri Lankan floriculture industry consists of three different sectors: large-scale growers and exporters, medium-scale growers and smallholders targeting different markets. Plantscape targeted the upper middle-income bracket, within which the urban dwellers were specifically targeted. Setting apart from the entrepreneurs as an MBA the author expected to focus more on the "Why" of the business and less on "What" of the business. Formulating the business idea, the author based her offering on the results stemming from a market survey conducted. Salient issues surfaced unavailability of space, lack of natural air purification in indoor spaces, limitations in green gifting options, and availability of pot plants, with limited customisation. To address the mentioned pain points of the customer, the inception of "Plantscape", denoting "Plant-Escape" ensued and designed a business model, based on the five Ps of Plantscape. In regard to products, people living in limited spaces were given aesthetic value as well as utility value. A moderate pricing strategy was adapted, and the location of the business was a hybrid model, combining a physical shared space and an online space. Social and moral ethics were adhered to, as well as promotions were conducted on the website and social media platforms. Customer pains and the painkillers of the products and services offered by the business intersected to create value. Based on the theoretical framework, an increased urban population and smaller living spaces suggested a positive outlook for the business. It was identified that the horticulture sector could be ideal for women's empowerment, yet had limited participation of women in Sri Lanka, hence author formulated a business case that revolved on a women-centred and sustainability-oriented business, based on a lean start-up model. From the plant out growers to pot producers were selected out of women from underprivileged backgrounds. A feasibility study on technical, production, economic, environmental and financial feasibility and a PESTEEL analysis were conducted. Knowledge of project management was an asset in designing the project, hence the author employed tools

such as breaking down the project into components, WBS, project controls and Gantt charts to monitor and control the project components. The project was divided into four phases preliminary, planning, execution and follow-up based on the time of occurrence of specific activities under each phase. Cost, as well as quality, was planned in a manner to achieve customer satisfaction targeting loyalty in the long term. WBS was prepared based on each division of the business, including the divisions that are expected to be expanded into, in which currently only the author operates. The author implemented the project, commencing with the business registration, and setting the processing location, followed by establishing a supplier/service provider network and developing marketing platforms. Order processing and receiving customer feedback was the next stage. The plants were sourced partially from the out-grower under an agreement, and the author herself developed some types of plants. Singing MoUs with a shop owner for shared space, a freelance marketer, and transport service providers were highlights. The author developed branding elements, to bring out the "Green" aspect of the brand. The business over the period of eight months from July to February, has achieved a total revenue of 468,450 LKR, with a cumulative net profit of 95,467 LKR indicating a net profit margin of 20.38%. Considering variances, the capital was sourced out of the owner's savings, and some of the timelines were delayed for certain activities owing to the pandemic situation. Some of the issues faced in executing were the quality issues inherent to out-grower models, transportation-related issues, conducting the business in the pandemic situation and the challenge of the author playing multiple roles in the business amidst being a career woman. In addition to the financial outputs highlighted, some of the other outputs of the project were positive customer feedback, MoUs with external parties to mitigate financial risks as well as operational risks, the establishment of website and marketing platforms, and branding elements, leading to better market reach. Evaluating the benefit-cost of the project, with a net incremental quantifiable benefit of 314,407 LKR and a total non-quantifiable benefit outweighing the total non-quantifiable costs, indicating a positive outlook. The author enhanced her conceptual skills, interpersonal skills and technical skills during the execution of this project, along with sharpened management skills. The author recommended the business expand its product portfolio to enhance its offering, expand market penetration towards locational marketing, integrate a payment gateway to provide convenient methods of payment and translate manuals of plant care to local languages to enhance the inclusivity within the business. The overall outlook of business continuity was positive and further development of the business is expected.

# O3 International (PVT) Ltd. An Ornamental Fish Company in Sri Lanka

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## Executive Summary

The O3 International (Pvt) Ltd is a start-up company. The main business activity would be sales of ornamental fish for the local market and in the near future company expand their operation towards the Gulf (Oman) market. The product range would include high-demanding local fish species, such as Guppy, Goldfish, Swordtails, Platy, Angels, and Molly. The company expanded their product lines, such as growing aquaponic products, organic vegetables and fruits, and rearing tilapia fish products for consumption. Ornamental fish farming is a popular and financially viable business in many countries all over the world. Sri Lanka being a tropical country possesses the ideal environment and several other advantages that would support such a business. The ornamental fish industry was marketed by a few entrepreneurs about 50 years ago and has now developed into a rapidly growing and demandable industry with an export market share, gaining profit and occupation to numerous individuals in society. The ornamental fish industry is categorised as a gainful income source in Sri Lanka. Sri Lanka has earned 2409 LKR. Mn export value from exporting ornamental fish for the year 2020 (NAQDA, 2021). Approximately 70 exporters engage in exporting fish and aquatic plants but of these, only about six can be considered as large-scale exporters. The export of aquarium fish has grown significantly from Rs. 96 million in 1990 to Rs. 530 million in 1998, however, Sri Lanka contributes only one per cent of the international market demand (EDB,1998). Ornamental fish breeding and growing-on technologies are dealt with by the commercial growers and the aquarium fish market is presently controlled by just a few exporters. In this industry, the independent small-scale growers are dependent in terms of technology and market on the commercial growers and exporters. The expansion of this industry among the low-income workforce is an important contributory factor to the economy of Sri Lanka. Due to its ability to generate considerable income per unit area, with high export earnings, as well as its potential for raising the living standards between uber societies and providing income opportunities for householders. The success of such an expansion depends on the availability of appropriate resources, technology, and local and international market

demand, plus an institutional framework within the country. The project targeted future opportunities in the ornamental fish industry in Sri Lanka and internationally. The purpose of this project is to establish an Ornamental fish farming company which has to operate a lean model and comprise of explaining the background of O3 International (PVT) Ltd and the significance of the project which is selling ornamental fish into the local market in Sri Lanka and exporting of ornamental fish from Sri Lanka to the Middle East. The Significance of the project will be given provided by the methodology which was followed and the limitations and other challenges which were faced during the entrepreneurial project will be highlighted. In accordance with highlighting the importance of identifying the opportunity and market gap that exists in the red ocean of ornamental fish market and how there can be a niche created to cater to specific segments of customers using the blue ocean strategy. The Business case will be well which will explain the final outcome, the output and the impact that the project will have on the entrepreneur and the customers. The project's theoretical framework for the diagnosis of selecting ornamental fish export. Discussions from graded journals, the latest books, websites and findings from other primary data will be linked to literature to see the significance of the project. The Value Proposition will be given followed by the creation of the business model. The different marketing strategies which will be adopted will be given followed by an analysis of the level of technical, production, economic and financial feasibility. It is also important to highlight the social feasibility to understand its impact on the people around. The company focused on the actual project and how it will carry out the operations. The Work Breakdown Structure (WBS) will be given followed by the List of Tasks given to each stakeholder in the business. The implementation of the project and discuss the findings from the project. The key variances of the project and the issues faced upon implementation will be given. The discussion on the profit and loss the business has had to the company will be highlighted along with proof of 3 months of active operation of the business. The project findings and outputs will help the entrepreneur understand the cost and benefit analysis and other skills gained which are conceptual, interpersonal and technical skills. Overall management of the report will be shown through a Gantt Chart.

# Randelivery Private Limited

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## Executive Summary

The purpose of this new business project is to provide an on-line business platform to deliver all daily essential products at the customers' doorstep, this model will full fill their daily essential needs as an effective service provider with in the Colombo district, this model was crafted with the aim of meeting the challenges faced by niche market to overcome the challenges of Colombo niche market that was badly affected of COVID 19 Pandemic lockdown across the country in the first phase. Both experts from the Ready-Made Garment (RMG)sector have partnered in this project and established this new business project as a limited liability company to be able to manage the project efficiently. This model is 100% on-line and operation through social media as an E-commerce platform. E-commerce business is in rapid growth in Sri Lanka and Asia is the fastest growing region in the global E-commerce marketplace. The biggest and the largest market share in the world's business-to-consumer E-commerce market. The size of E-commerce relative to gross domestic product was 4.5% in Asia and the Pacific. E-commerce enables small to medium size enterprises to reach global markets and compete on an international scale. In this project study, the authors identified the underlining opportunities in Sri Lanka with the trending E-commerce platform and the growth potential of the online platform services locally as well as globally and come up with Randelivery.com online platform to demonstrate and cater to the identified niche customer segment in Colombo and identified the market gap, with the knowledge gained through continuous guidance from MBA programme at PIM. The theoretical framework of this project focused on the E-commerce platform had well emphasised the nature of not having boundaries for this business in comparison of economic benefits and the business trend in the global context. The value proposition of this business describes the products and services of this platform, pain and gain, and gain relievers and the gain creators. The business model and the business plan has been narrated according to the business model, unique value proposition, customer segmentation, key resources, channels, cost and revenue structures and marketing segmentation in order to identify the market condition and set marketing strategy. Marketing is one of the key success factors for an organisation to promote the business

of the organisation for its identity, the organisation should provide number one quality level products & best services to the end customer. It is with absolute usage of E-commerce apps to enhance online marketing, especially social media, Instagram, Facebook, and WhatsApp, are the main tools and techniques used other than the URL with an online platform and hotline for effective communication. In order to capture a wider customer base in a shorter lead time and to cater for the sophisticated customer needs, that cannot meet by adopting traditional marketing methods The project and the project components have been described in stages in project initiation, planning, implementation and the project completion. This project has been developed with special approval from the PIM former Director and Overall Coordinator of the Research centre under the circumstances due to the COVID-19 Pandemic situation in order to cater to the higher demand to full fill the identified marketing gap of niche market audience in Colombo to showcase an E-commerce model. A detailed analysis of output and outcome-related data and the progress of this project in stages has been described and the relevant recommendations to make the project success have been stated. The importance of conceptual, interpersonal and technical skills has been emphasised that will drive this model to e success. The management of the project and the timelines along with the Gantt chart has been tabulated for 12 months' project delivery time from the inauguration to completion and steady growth of this project.

# Affordable Housing Solution

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## Executive Summary

Housing is a basic need of human beings and not having enough housing units in the market is the main triggering point of this to embark on this Entrepreneur Skill Project. At the initial stage, the author has done an online survey to further validate the housing need of the market and identify the market segment based on the PIM Genesis team advice and survey results shown in Appendix II. This needs further iterated by Housing Development Ministry and other governmental agencies as a nationwide requirement. Due to this requirement, lots of government-related organisations are constantly engaging to fulfil the housing need. Therefore, the author registered a business "Elation Homes (Private Limited" under Companies Act no.07 of 2007. In order to justify the feasibility of the project author referred to literature and another practical business aspect before implementing the project. In this process, the significance of the project, methodologies going to apply, and limitations are discussed. As highlighted business opportunities for affordable housing are further emphasised in the customer need fulfilment analysis. Which mainly considers that customers are required to provide the best housing unit at the price that they are willing to pay. In other words, value for money is a vital aspect of the success of this business venture. Apart from that giving attractive designs in a convenient location is also a significant factor. By implementing this project main objective is to set up a formal corporate business unit to capture future potential market opportunities in a more strong and steady manner. In the process of business operations achieving a 40% gross profit margin and 20% ROI is the financial objective of the long run. When it comes to the theoretical background it clearly defines entrepreneurship traits, pricing range for affordable housing, factors affecting construction cost, and determinant of demand for housing. The value proposition of Elation Homes is to provide high-quality products at reasonable prices. Designing attractive features with luxury fit touts and inclusion of greenery surrounding specially designed gardens and courtyards distinct Elation Homes housing units from the competitors' products. By getting done the designs through well experience Chartered Architects bring design efficacies and appealing features to the final product. The business model is primarily focused on lean start-

ups where applied lean business model canvas. The model is simple and focuses on nine quadrants. The problem, solution, unique value 12 proportion, unfair advantage, customer segments, key Metrix, channels, cost structure and revenue streams are those nine quadrants. The marketing strategy would be a digital-based campaign and less frequently advertise on conventional advertising like newspapers and magazines. Further, the ERRC framework will apply to achieve desired value proposition of the business. Strategy Canvass shows the distinctive points to create a blue ocean from the design perspective of the final product. Technical, Economical and financial feasibilities affirm the potential of the business and viability which will drive the business's success. PESTEEL and environmental feasibility also showing that the business conformity of external environmental factors as well. Project execution starts with acquiring an appropriate plot of land in a good location and coordinating with a skillful set of people. The author's business acumen as a Chartered Accountant and experience in the property development and real estate business of more than ten years will contribute to the success of the project. Proper planning and work Breakdown Structures help to schedule the work and resources in a timely manner contributing to achieving the project timeline as well as the project budgets. The project team is mainly consisting of the author, PIM Genesis, Architect, Site Supervisor and Quantity Surveyor. Interns of project control quality, cost and time factors well telecare throw-out the whole project period. During the planning and execution of the ESP, the author has gained both theoretical and practical experience engaging with all the stakeholders and handling issues encountered. This will help future business endeavours and steady foundation to face the challengers and to gain successful results.

# Establishment of the AI Chatbot Enterprise "CHATTY"

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## Executive Summary

In any good business, one main requirement and an important task was to provide customer care service. However, the start-ups, small and medium businesses were struggling to provide that and hence loose business opportunities. Even if the service or the product was amazing the bad customer care service has ruined the company and jeopardised the future of the business. Lack of staff with expert knowledge, lack of manpower or lack of budget were a few why start-ups and small enterprises could not invest in customer care. In this project, new technologies were used to create an extraordinary customer care experience. In addition to that sales, research and development data-gathering solutions would be added to create a value addition to the product. In the initial requirement data gathering phase, mainly feasibility studies were done under different aspects. The entrepreneur has discovered the potential and the market need for a such product. Technology feasibility has shown the difficulty of developing such a product and that difficulty has increased the value of the product. At the same time, data shows there was a high demand and other competitors were also working on a such product. There were Chatbots in the market, however, those were not hundred per cent powered by AI. Having human components need to operate the Chatbot was making the existing product not accessible to start-ups and small enterprises due above mentioned challenges. Making the Chatbot fully autonomous would have taken out the cost of human labour. The theoretical background affecting the main challenge and the subordinate challenges faced by the customers and also AI Chat Bot developers were discussed in detail. Customer Care, Sales and Marketing and R and D were the three components identified as the requirement of start-ups and small enterprises under the study literature review. Related literature for each component was discussed. Key problems and associated sub-problems related to literature were mentioned under each category of the three components. Having a documented plan has helped the entrepreneur to keep track of the activities and also correct any mistake that is done along the way. The project execution was planned and a business plan was created. As any good well-crafted plan could side-railed due to the nature of the

outside world challenges and unforeseen challenges and that is expected in any start-up business. The actual execution plan and the pre-planned plan were reviewed to understand what corrective actions need to be done to achieve the organisation's vision and mission. The financial output was calculated to check whether the organisation was running towards desired financial goals. Any project could have unplanned events. Especially a pandemic like COVID-19 which is something new to the business of the current generation. Due to the nature of the uncertainty, businesses were trying to save money rather than spend. The execution of different strategies has helped to move forward in the pandemic situation. When the variances and disturbances happened entrepreneur perceived the road which has been chosen. The strategy was reengineered to match the situation. After completing a certain period and looking back on the activities reflect the skills used and improve the outputs was done. The data analysis on quantifiable and non-quantifiable has been done to verify whether the cost outruns the benefits. The benefit and cost analysis was done on how the business ran so far and is being discussed. Entrepreneur's different skills such as conceptual skills, interpersonal skills and technical skills displayed were discussed. Also, how the project is executed in real-time and the real world has been discussed in detail with the lessons being elaborated. One key action was the controls of the business. One key recommendation of the entrepreneur, the business will face numerous challenges when reaching its goal however change the strategy but not the goal.

# Tailorbird Decent Girls' Kids Wear Solutions

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## Executive Summary

The project Tailorbird was formed to provide decent kids' wear solutions targeting busy working mothers. The busy working mothers were the main stakeholder and the expectations of the mothers with regard to girl kids' wear were basically identified at the data gathering. The author's ability in fashion design and family background motivated the author to form such a business. The industry in children's wear noticed a big potential in local as well as international contexts in the literature survey. The author identified a niche market in the local context by identifying busy working mothers' girl kids' wear needs. Time was the main constraint that prevailed with their busy lifestyle. The conversation the author had with colleagues and doing window shopping for nearly three years also laid the foundation for the identification of the market gap as an opportunity to enter the market. The project paid attention to the business case in terms of customer needs, customer requirements and the project's target beneficiaries. The project initially planned to reach fifty customers and get customers' feedback. The project used those views for further understanding of customers' needs. The business model with a customer value proposition, a brief introduction to the industry, networking, customer experience in customer touch points on the customer journey, and basic introduction to entrepreneurship giving key attention to women entrepreneurship and women empowerment were the key conceptual areas the project covered under the theoretical underpinning of the project. The project conducted a feasibility study in terms of technical, economic, financial, ecological, social, political, ethical and legal aspects. The project identified a huge potential to expand in the market with its feasibility study conducted. The project planned its project components according to the stages of the product life cycle. Project proposal writing & submission and periodical project review were the project components in the initial stage of the project and the formation of Tailorbird, conducting a feasibility study and data gathering, construction of the business model with a customer value proposition, budgeting and periodical project review were the components completed in definition stage of the project. The planning process of the project was completed in the second stage of the project. The execution stage was the implementation

of the project. Supply chain & logistics operations, sales & marketing, financing, administration & human resource management and finally periodical project review were the areas completed in the execution stage of the project. Project monitoring and evaluation aspects of the project were completed at the final stage of the project life cycle, embedded & continuation stage. The variance analysis with justification, identification of the project controls, final project review of phase one of the project and project report submission of the project phase one were the project components completed. The allocation of resources among project tasks and delegation of authority with responsibility was illustrated in Work Breakdown Structure. The project plan with the time framework was illustrated in the Gantt chart. The implementation of the project was discussed covering areas of in detail supply chain & logistics operations, sales & marketing, financing, administration & human resource management and finally periodical project review. Project monitoring and evaluation were discussed after the project implementation of phase one of the project. Variance analysis in terms of cost, delivery and time was discussed with justifications. The performance of the project operation of phase one of the project for the three months ended January 2019 and the financial position of its operations at end of the January 2019 were the main area discussed with regard to progress of the phase one of the project. The harvest of the project was identified in terms of outputs and outcomes. Activity Cost- Benefit Analysis and management of the project were also the indicators to show the results of the first phase of the project. Project phase one was a learning period the author had. The conceptualisation, interpersonal relations, technical ability and proper time management within work-life balance were the skills the author gathered in dealing with project operations. The author started the second phase of the project by taking lessons learnt from phase one of the project into consideration.

# HAVI JAY (PVT) LTD Women's Clothing Brand and Garment

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## Executive Summary

HAVI JAY (PVT) LTD is a company which is holding a ladies' clothing brand and garment business operation. Clothing brand focus on customers who are expecting uniqueness, simplicity and comfort in attire. Delivering uncommon designs in limited quantities is the core value of the HAVI JAY brand. The author has identified uniqueness as a major expectation of ladies who are trying to maintain higher social standards. Customers who are in that segment don't like to wear designs which are common in the market. Hence, the author spotted an opportunity where the company can accommodate with author's skills and capabilities. In order to provide the assurance of uniqueness to the customer, any of the garment operations cannot be outsourced due to the risk of design duplication in the market with another clothing brand. Since the company is mainly focusing on uniqueness HAVI JAY (PVT) LTD developed the entire cycle of garment manufacturing till the end of delivering the product to the customer's doorstep. Market opportunity has been identified based on the result of the survey which is conducted among targeted segments filtering from professions, living areas, enclothed cognition and some other defined factors. Major needs were identified as gaps in the market which other existing clothing brands couldn't fill exactly due to the higher cost of doing a limited number of units per design aligning with their garment operations, designing, patternmaking and cutting processes. If they are doing all the processes just for a limited number of units, the cost for the entire operation will increase above the average. Since the author is capable of executing all the above operations related to manufacturing and designing processes without outsourcing, HAVI JAY has the capability of filling the gap which exists in the market. Literature reviews have been done in order to understand the way of customer behaviour in the apparel industry and how to reach a particular segment effectively by recognising sensitive needs. Even though the author has identified the ideal state as having an outlet and going into the retail market while doing online business, strategies had to be changed due to the covid-19 pandemic situation. By converting the pandemic as an opportunity author has fully focused on the online business perspective for the business continuation.

The business model has been defined as a start-up business to cater for a targeted customer segment understanding costs and benefits of executing the project. The author has verified the feasibility in technical, economic, financial and environmental perspectives based on the business model. The project has been initiated with a clear plan which has been done by visualising all the tasks, and resources that are required to meet the project's success. Mainly identified principle tasks which are really important to manage all the other subtasks and also defined the way of managing dependencies to minimise challenges which can raise during the project implementation. Then identified the required resources and the way of mapping resources for each and every principal task and sub-tasks. Further, planning procurements were critical, especially to run the garment process and delivery process continuously. Finally, defined all the controls that have to be considered in terms of quality, value earned, project report and cost delivery. While executing the project according to the plan, there were some instances when the business had to adapt and make changes in strategy aligning with the changing needs of customers. But it doesn't impact the concept or business plan initially defined by the author. Feasibility has been evaluated from the practical aspect of it and successfully setting up the garment operation aligning with the clothing brand's requirements. Even though this project contains two major processes, the author could successfully implement and start both operations of manufacturing and selling parallelly. Business registration was successfully completed to get the benefit out of it by adding a greater value to the business among all the stakeholders. So that it establishes the success of the business by showing profit and loss statements and a balance sheet. A major transformation has happened to the author as an entrepreneur while doing the business aligning with proper guidance given by supervisors and all the stakeholders by going through a hard time to make the business successful. Interpersonal skills and technical skills were considerably increased giving the sense of it. Mainly interpersonal skills and related attitudes, and behaviours have been developed by proving the genuine conversion as a result of the MBA to present the author herself to society as a fully owned business director with relevant knowledge and competencies. Recommendations to improve the business to reach the next level have been defined by identifying major outputs and outcomes considering the entire business as a project. Activity and benefit-cost analysis has been done in order to clearly show benefit and cost differentiation between quantifiable benefits and cost as well as non-quantifiable benefits and costs. At the latter stage of the report, highlighted what are the deviations of the project plan and how it drives a successful business.

# Creating an Admirable Fashion Brand in Sri Lanka

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## Executive Summary

Shee Clothing is an online based business which provides ladies' fashion. At the initial stage, the author will be catering only to ladies' casual wear and planning to extend to kids' wear and later on to men's wear as well, but as a sub-brand. The business is functioning as only an online store, but the author has found two wholesale sellers and Shee products are available in those two retail shops as well. The author has set up a Facebook page and Instagram page and is later planning to launch a website which enabled online transactions. Before setting up the business, the author conducted a customer survey to identify the market need and the issues faced by the customers with the current offerings. Also, the author was able to identify that even though there are a lot of players in the market, still there is an opportunity to enter and create a good customer base. The author also has faced the same issues before as a consumer; the main issues were not having trendy clothes, existing designs are very common, if there are unique designs the price high and specifically in online stores, misleading the customer by sending low-quality clothes, not being responsive and etc. The author has defined the business value proposition, business strategy, and business model prior to the business execution. Since the author works in the IT industry, the author was able to get the fullest technological advantage and applications to run the business. The author has used multiple mobile and web applications to run the business smoothly and convenient manner. As an example, the author is using an application which connects all the social media pages. Also, prior to the business execution, the author has done a detailed financial feasibility study. The initial project plan was carried out from April 2020 to December 2020. But due to the pandemic situation and the lockdown period, there were variations in timelines. The tasks defined in the project are initial research, execution, designing, production, marketing, distribution, and monitoring. The author has decided to invest own money rather than take any liability. Since the author is the only person in the business, the author has performed most of the activities except production and delivery. The author has always kept the business controls to keep the business standards. As the first official move in the business, the author has done the business registration and opened a bank account for the business. Since the author has

decided not to set up the garment as planned, due to the pandemic situation next the author has evaluated and finalised the outsourced garment and the suppliers for the fabrics and accessories. Other than the packaging materials such as bags, papers, and tags, the author did not maintain a raw material stock. There were variances in terms of timelines, product offerings and financials when compared to the plan and forecasted figures. Also, the author was able to break even the business within seven months (next month). Meanwhile, the author has many issues during the implementation stage especially due to the pandemic situation. As a key achievement, the author was able to generate over Rs.65,000/= sales. Also, within six months, the author was able to collect 2500+ followers on social media pages while serving more than 150 customers. These figures are the biggest achievements of the author. From the beginning, the author wanted to establish the green concept and was able to be a 100% green business. While achieving the business goals, the author was able to improve and build conceptual, interpersonal and technical skills. Also, the project has been an event to experience and use the author's management knowledge into a reality.

# The Earth Shop (Pvt) Ltd

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## Executive Summary

Preserving the environment is considered to be one of the most important aspects that majority of the people are cautious about at present. More and more people are looking to switch to a responsible way of living in order to reduce their carbon footprint. This has been a major issue across the globe in today's context. Many discussions are held by world leaders to look at the possibility of being more eco-friendly and reducing the number of plastics and polythene used in day-to-day life. The amount of plastics that is disposed into the sea is growing at an alarming pace. In this regard, the authors have embarked upon a remarkable journey to make a difference in the current state by offering the exact or better substitutions to replace plastics in day-to-day life. In this project report, the authors are keen on emphasising the various stages of the project and the strategies and other control and monitoring options that are put in place to drive the business to a successful business. First and foremost, it is essential to discuss the project embarked upon by the authors in a detailed manner. Post giving a thorough background on the project, the significance of the project and how it can contribute and deliver certain variables to its stakeholders. This chapter also has elaborated on how authors plan on developing the business and methodologies used to do the same. Limitations of the projects have also been discussed thoroughly in this chapter. When it comes to starting a new business, it is important to identify a certain opportunity in the market. The second stage of the project is mainly on how authors have identified the market gap and plan to offer certain products and value-added services to close the identified market gap. This will further elaborate the project idea and provide a strong business case to show that this is a feasible line of business for authors to embark upon. When embarking on a new business idea it is important for any entrepreneur to refer to previous experiences which are similar to the new project. This will provide the authors with some useful insights in order to manoeuvre the project in the right direction and reap its ultimate reward. Many journal articles were referred and the authors have gained so much exposure in the same area of business operation by referring to previous experiences. Also, the chapter discusses the strategy canvas of the business which defines how the business can make a difference and how it can

stand out from the competition in the short run as well as in the long run. The value proposition of the business and how the business model and the plan are set for the next five years by the authors. Therefore various feasibility studies were carried out by the authors in order to see how the business can add value to various stakeholders by achieving short-term as well as long-term objectives. One of the most important aspects of the project is the project plan and the steps and actions to be taken during each phase of managing the business. Therefore, the Work Breakdown Structure (WBS) will provide a thorough idea of how each task is segregated into different sub-segments. This allows the authors to efficiently allocate resources within the business to achieve its milestones. The utmost important part of any project is its implementation stage. All the plans made by the authors with the guidance of PIM will be converted into actions. Therefore it is imperative to see how the project is implemented and discusses several important phases of the project such as the initiation phase, planning phase, monitoring phase and controlling phase. It is not sufficient only to discuss the implementation of the project without focusing on key variances that have occurred due to various reasons. As the authors suggest it is one of the most important areas of the project to analyse its variances in order to take necessary actions to rectify issues or keep the momentum up. In addition, it is also important to discuss the issues that were faced by the authors during the overall implementation of the project followed by details analysis of its financials starting from 1st September 2020 to 31st January 2021. In any project, it is considered mandatory to analyse the outcomes and outputs of the project followed by a thorough analysis of benefit and cost. The authors have taken a calculated risk by deciding to embark on this particular project in order to offer an eco-friendly solution to the potential buyer. Therefore, the insight and exposure gained by both authors were at a phenomenal level. Therefore, it is imperative that the project report discusses how the authors have developed or gained several skills in the line of interpersonal, conceptual and technical skills throughout the project.

# Agasti Insights (Pvt) Ltd, A Social Enterprise to Support Start-up Entrepreneurs with Marketing Services and Training

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## Executive Summary

Agasti Insights (Pvt) Ltd. the social enterprise to support start-ups and budding entrepreneurs with marketing communication services the training came into existence as a result of the Entrepreneurial Skills Project pursued to fulfil the academic requirement of the Master of Business Administration programme offered by the Postgraduate Institute of Management. The key customer segments the ESP would focus on are; startups and budding Entrepreneurs. Past working experience had given the author the opportunity to explore and understand the SME sector entrepreneurs it was evident that such entrepreneurs require marketing support to uplift their businesses to the next level. Small-level entrepreneurs are in need of knowledge, networking and experience sharing as well as access to professional services. A country like Sri Lanka which is yet in a developing state is in dire need of a strong and dependable SME sector. A strong SME sector will contribute to a major portion of the GDP and the employment of the country, and it will act as an engine to create new employment opportunities spread across the country, especially in rural areas which represents the larger part of the economy. The key functions of this social enterprise are Business Development and Marketing, Business Operations, and Finance. Under the business development and marketing function activities related to creating awareness and promoting the services among the target market and attracting potential customers to the business are taken care of. Under the business operations function, all activities related to providing advertising or brand communication services will be handled. Under the Finance function, all activities relating to managing the cost and revenue flows of the business will be handled. The business growth was impacted heavily by the adverse effects of the pandemic situation prevailing in the country mainly due to the lack of work capital to implement the investments in social media marketing as intended. The key reason that caused variances during project implementation was the adverse effects of the COVID-19 Pandemic. The specific key activities carried out throughout the project were evaluated for the benefits and costs generated from each of such activities. Both quantifiable and non-quantifiable benefits and costs were taken into consideration, and this analysis confirmed that the benefits of operating this business as an ESP outweigh the costs.

# JIVE Event Management Company

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## Executive Summary

Human beings by nature are sociable creatures that desire social interaction as part of their lifestyle and development, the pandemic and seclusion from social interaction have brought about a heightened need in us to return to this. However, constantly held back by the fear of infection has caused the world to stop dead in its tracks. Sri Lanka having been affected herself had a lockdown for nearly three months due to this and has only recently been open again for domestic operations, it is amidst this difficult time that the author of this report initiated an Event and Entertainment with the concept of returning some sense of normalcy amidst the ever-growing uncertainty of the Corona Virus Pandemic. The company registered under the business name Jive hopes to provide its patrons with the opportunity to enjoy and celebrate life whilst being bound within the restrictions of living in a post-Covid society. The venue, events and subsequently diversified businesses aim to offer customers convenience, safety and above all peace of mind. The author conducted a market study to identify a solution that could be offered to customers of Jive and thereby achieve a competitive advantage. Following a study of the industry, the author identified the significance of the project, the methodology and the limitations of implementation. The background of the project, business opportunity and project idea for which she devised a business case and identified project deliverables. A theoretical framework was created through research into prior literature surrounding her concept, which was backed by a technical and production feasibility, economic feasibility and financial feasibility study. The lean start-up business model was followed by the author and each component of the model was identified and discussed in detail, this led to the development of the business value proposition offered by the business. As a project consisting of a series of components. Identifying each activity under the subsequent project component enables the author to manage and monitor the activities in an effective way. A Work Breakdown Structure (WBS) allows the author to identify the main divisions of the business and to classify activities under each division. This provides ease of allocating responsibilities for each component. Additionally, carrying out a list of tasks and procurement plan permits the author to recognise the resources required for each activity, and make necessary

arrangements to supply them thus causing fewer interruptions to the business once it's in operation. A project team structure and project control plan give the author the ability to control the operations of the project in terms of cost, quality and progress. The success of a project relies on the implementation of key activities and how well they were planned and managed throughout the operational process. Therefore, project implementation is of utmost importance in achieving successful gains. The author has provided a comprehensive description of the methods of implementing the key activities that have a direct impact on the business. Furthermore, key variances between the projected and actual, scheduled variances, offer variance and financial variances have been identified and validated with justification. The long- and short-term issues and challenges faced by the author during project implementation and the solutions taken in order to mitigate the impact they have caused have also been mentioned. As financial management is pivotal in achieving a successful project, financial statements such as a Profit and Loss statement and Balance Sheet have also been provided. Finally, the overall management of the project is discussed while identifying the output and outcomes and its impact on the business. An activity, benefit-cost analysis was also conducted by the author. The outputs and outcomes of this project were identified and the impact created could be managed effectively through the recommendations provided by the author. Each activity of the business is attributed to a cost; these costs have been identified and evaluated against benefits generated by these activities, which allow the author to make sound decisions regarding the business as and when required. Managing a business takes a lot of skills, including conceptual skills and interpersonal skills which will benefit the author's manage the business whilst giving it a competitive advantage. Hence, this skill displayed by the author has been discussed in detail.

# Ladies Lingerie Product "ROZIERA"

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## Executive Summary

Roziera is a ladies' intimate apparel manufacturing business. In the first stage, the author planned to be manufacturing ladies' undergarments and planning to extend them to all types of ladies, kids' and gents' intimate garments in the future. The author operated the business functions via the online store and with one wholesale seller and later planned to export the garments through the contacts. The author has created a Facebook page, an Instagram page and the web page. The web page is still under construction and in the near future it will be enabling to do online sales. Finding the unfulfilled needs of the target market inspired the author for the idea of building a brand with a full range of fashionable, quality female lingerie products for the local market to capitalise on the market gap. This project reviewed the idea and the beginning of a local brand, ROZIERA, which brought an international quality product to the local market. Before starting the business, the author conducted a market survey to find the customer need, the actual market gap and the loopholes in the current offerings. ROZIERA was not just an ordinary lingerie manufacturer. It manufactures bonded (no-show) undergarments, which was rare in the local market. Before the project planning and execution, the author evaluated six primary components of the fabric manufacturing and standards, such as: identifying the suitable fabric for bonding, developing designs for the product, material and fit on testing, bonding, and sawing outsourcing, quality inspection, and SOP follow-ups, packing, and marketing. Unlike ordinary lingerie products, the quality and the fit were the most highlighted features of the ROZIERA brand. The brand has developed with the existing international quality standards. The venture registered as the SL BRANDS and obtained the business registration on the 14th of August 2020. ROZIERA is one of the brand names under the SL BRANDS. The author has decided to invest own money without taking loans, to minimise the risk. Before the project execution, the author planned the essential parts of the project's success, such as business strategy, value proposition and business model. Further, the Gantt chart, work breakdown structure, task plan, task list, resource allocation, project team structure, and project controls were the component of the project planning. Doing business in a pandemic season was a great challenge to the author. Due to the lockdown period,

there were variations in planned timelines and actual timelines. The world economy was down; the rupee value was day by day depreciating. Therefore, the author had to implement the project carefully with a significant effort. The project is classified into four stages: define stage, design stage, delivery stage, and process development stage. In the define stage, the identification of the stakeholders was a critical task since the project's main goal was to produce high-quality garments. Since the author's main ambition was to produce high-quality garments, the material had to import. Doing an import was not an easy task in Sri Lanka. The author had to do a few registrations to import fabrics. With a lot of difficulties, the author managed to import the fabric from China, The author had to commit a lot of time to do the fabric testing, developing a new garment with seamless edges, packaging and marketing the product. Since there was a delay due to the pandemic situation, the author could not sell the product even to achieve breakeven at the point of report submission. Because the finished product bulk was received mid of February 2021. By the end of February, the author could sell the products to 32 customers and get the super customer delighted comments. All the wearers' comments were very high. The project has been an event to the author's entrepreneurial dream into a reality.

# The Garden Mart: YEL-OH Plum a Dehydrated Fruit Manufacturing Business

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## Executive Summary

Entrepreneurship Skill Project (ESP) is a unique and innovative summative assessment introduced and implemented at the Postgraduate Institute of Management (PIM). The author had undertaken to implement an agri-based enterprise of producing dehydrated fruit snacks under the ESP with guidance from the PIM-Genesis. This report has outlined the proposed project and detailed the actual implementation of the same. In doing so the author had incorporated the key learnings acquired through the PIM – MBA. The project was originally proposed in April 2019, and following the subsequent approvals from PIM, the project was implemented in August 2019. The proposed and implemented business was registered as a Partnership in August 2019, and the minimum viable product was ready by the end of September 2019. The key product of the firm is a range of osmotically dehydrated fruit snacks under the brand Yel-oh Plum. The business made its first sale in October 2019 at the PIM Innobiz 2.0. As an agri-based social enterprise, the firm had come to address two key problems; the under-utilisation of human potential and the lack of a healthy alternative to packed instant snacks in the Sri Lankan market. Furthermore, in addressing these two issues, the author had aligned the strategy of the organisation to meet two key Sustainable Development Goals: Goal 1 – 'to end all forms of poverty'; and Goal 12 –' to ensure responsible consumption and sustainable production'. Thereby the firm has come about to create sustainable income opportunities for unemployed low-income housewives in the Gampaha district, and to provide a relatively healthy dehydrated fruit snack as an alternative to packed instant snacks, thereby becoming a solution to the fruit harvest wastage in Sri Lanka in the long run. The entire business design has been informed by a thorough research and review of existing literature pertaining to the conceptual underpinning of entrepreneurship, sustainable development, social entrepreneurship and social profit. Also, the author has conducted thorough research and experiments based on the application literature applicable to fruit dehydration. This led the author to choose a hybrid method of dehydration to develop the dehydrated fruit snacks. In January 2020 the author led the firm towards a new chapter with the groundbreaking

to establish a new facility and office which was completed and opened in May 2020. Having experimented with directly reaching high-end cafes and shops in Colombo by the end of August 2020, the firm shifted its marketing strategy towards online social media promotions which proved successful. As of now, the Yel-oh Plum dehydrated fruit snacks are available at at-least ten high-end cafes, stores and online platforms in and around Colombo. Although the Covid19 pandemic had been initially a hindrance to conducting market and product operations of the firm, with the import restrictions imposed upon dehydrated fruits imported from South East Asian countries, the firm has found more market space in Sri Lanka. The implementation of the project has led to a significant improvement in the author's skills in the faculties of technical skills, interpersonal skills and conceptual skills. Furthermore, it has enhanced the author's ability to manage risks and steer a project through times of uncertainty by sharpening his management skills in planning, organising and leadership. Resilience through Covid19 pandemic has been one of the greatest lessons the author had learned through the implementation of this project. Finally with plans already set in motion for facility expansion, new product range development, venturing into export and the increment of beneficiaries the author has set out the business continuation.

# Openx Technologies (PVT) LTD "Openhome" Establishment of a Real Estate Digital Platform Through Virtual Tours

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## Executive Summary

OpenHome is the next generation of the online real estate platform, it will be launched on January 2021. OpenHome will serve a niche sector of Sri Lankan expatriates working and living abroad in buying, selling and renting residential and commercial real estate properties across the country. Sri Lankan expatriates who are working in Middle Eastern countries earning higher salaries and those who are living in other countries looking for investment opportunities in Sri Lanka will be primarily targeted. The real estate industry has been gradually growing over the past decades in Sri Lanka, especially after the prolonged internal armed conflict that eventually ceased in May 2009 allowing the growth of industries such as the real estate sector and hospitality sector. Thus, people have been looking for a new market to invest in. Hence OpenHome identifies that there is a serious demand for a streamlined digital real estate platform to fill the void in the post-conflict disruption of Sri Lanka. OpenHome ascertains that the property market in Sri Lanka is still at its early stage of development despite being a decade since the aforesaid conflict was over. Even though the market has been slightly affected by the Easter terrorist attack in 2019 and the Covid-19 pandemic in 2020, it will come back stronger after the pandemic. The social distancing norms brought about by Covid-19 may provide an ideal catalyst for the value proposition offered by virtual programmes/content such as virtual tours as property sales/rent transactions have suffered a major slowdown owing to the difficulty in organising physical visits and inspections of properties. The virtual tours tool in OpenHome will help reduce physical interactions in the new normal brought about during and post-pandemic periods, while also allowing Sri Lankan expatriates to inspect their dream properties virtually in the comfort of their homes overseas. Therefore, such high-tech solutions will add greater value to the industry in the future. OpenHome will be a strong new entrant to the real estate market with the greatest threat to the existing players. OpenHome will successfully penetrate and capitalise on this high-end, high-growth real estate industry.

The majority of the existing players do not utilise high-tech solutions when it comes to serving customers, OpenHome comes with high-tech solutions and it expects to disrupt the property market by introducing a digital real estate platform using cutting-edge technology such as virtual reality, machine learning and big data analytics. This platform will handle prospective property sourcing, property e-showcase, virtual tours, bank financing, property comparison, real-time inventories, virtual open home programmes and more. OpenHome will be a complete end-to-end, single-window digital real estate platform for selling, buying and renting properties. OpenHome expects to reach profitability in the second year of its operation and it will not expect any serious cash flow issues in the operation due to covering the initial investment requirements through sweat equity and bootstrapping via founders seed funding. The company expects that it would be breakeven in its operational cost when one sale per month target is achieved. OpenHome will be the most trusted professional real estate service provider in Sri Lanka in the future. While playing an important and trusted role in Sri Lanka, expatriates will be encouraged to invest in Sri Lanka rather than other geographies in the world. Thereby OpenHome will help the country to ease its economic burden by promoting people to bring more foreign investment into the real estate sector.

# "Thuru Aga" Producing Disposable Wooden Cutlery as a Replacement for Plastic

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## Executive Summary

The primary motive of this entrepreneurship project was to accomplish the business idea through a systematic approach to planning and execution. Going in the path of sustainability, this project was intended to be a part of the solution from the perspective of environmental pollution caused due to plastic waste mismanagement. The product could able to mitigate the impact caused to nature by responsibly focusing on the triple bottom line profit, people and planet. The aforesaid was achieved through conducting proper marketing, financial and operational feasibility methodologies. In this course, the project encountered a few limitations which widened the scope of thinking and leveraged the resource capabilities. With thorough observation and a careful thought process, an idea generation was made. The current global business context is driven by the ecological footprint creed to open opportunities. Taking into consideration the need and want of the current market, an idea to replace plastic cutlery with eco-friendly products was conceptualised. In the same vein, a business case was built to display the market segmenting, targeting and positioning with the integration of unique value propositions or further emphasising the point of difference. By contemplating the customer requirements, the company identified that branding the product to give a personalised feel elevates the company from the rest of the suppliers in the same arena. The perquisites of the business are the key to understanding the positive social impact from an outcome/output perspective. Further capitalising on the value proposition, the organisation had managed to see the potential gaps from a perspective of 'pain' and 'gain'. Meeting these elements alone wasn't satisfactory as in all product and service aspects, the price competitiveness is taken into close consideration. Taking into consideration the severity of the problem the product is able to cater to it with aforesaid value additions. This led the company to model its business plan with advantages in the scope of social entrepreneurship. Further, it facilitates the customer to contribute to the well-being of nature. The global business trend along with the trending philosophical dimensions enabled commercial potentials in terms of, favourable markets, supporting PESTEL factors and tolerable competitor elements. The

technical know-how in the context of eco-friendly products was researched in order to ensure a progressive production ability. The feasibility study in terms of economy and finances proved to be viable. Thuru Aga (Pvt) Ltd., was designed to fulfil the objective of developing a product to cater to a nature concern. In the theme of sustainability and social entrepreneurial concept, an eco-friendly product was factored to be a part of the solution in the aspect of ecological footprint. In this process, the company managed to look at a burning issue caused by plastics and identified a gap in the area of hospitality which could be supplanted with eco-friendly cutlery ware. The owner expanded the scope of contribution by tactically setting up a marketing and operations division, supplier channels with the best of materials, equipment requirements with a practical timeline and familiarising the components. Furthermore, the organisation structure and the procurement plan were established along with the control mechanisms to ensure the project flow was sustained. The organisation premeditated its ways of business with the intention of going a step further to contribute to society with "CARE". Thuru Aga (Pvt) Ltd., as a start-up company encountered some unprecedented circumstances due to the global pandemic of COVID-19. The company could not comply with the set timelines during the stage of execution as a result of various challenges such as; blockades, travel restrictions, national policy changes, material supply restrictions etc. Despite the VUCA (Volatility, Uncertainties, Complexity, and Ambiguity) scenario, the company was able to source for expansion avenues in the product range. The disclaimer was the colour branding solution and the addition of reusable cutlery to the product portfolio. While maintaining a slow but progressive path, the company established a supplier channel, secured its domains, promoted its brand through social media and accomplished a business deal. Nonetheless, it was the first step of a long journey. Besides all challenges, the company managed to make a considerable amount of progress in its set outputs and outcomes. In the meantime, the whole business set-up process enhanced the values of the entrepreneur in terms of; attempting to redefine the scope of the business and developing the value proposition. Within this period of time, the scope of stakeholder interactions had been boosted along with improvements in communication and negotiation skills. All in all, putting the learnings of the MBA programme into a practical scenario led the entrepreneur in the journey so far and given an insightful foundation to the company Thuru Aga (Pvt) Ltd., to build a profound brand for the future, whilst being a part of the solution in sustainability.

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