

References and Bibliography

Capital, M. (2004), "Introduction to Lean manufacturing for Vietnam", available at: www.industryweek.com/CurrentArticles/asp/articles.asp?ArticleID=1589 [accessed March 15, 2009]

Comm, C. L. and Dennis, F.X.M. (2005), "An Exploratory Analysis in Applying Lean Manufacturing to a Labor-Intensive Industry in China", *Asia Pacific Journal of Marketing and Logistics*, Vol. 17 No. 4, pp 63-80.

Kelegama, S. (2005), "Ready-Made Garment Industry in Sri Lanka: Preparing to Face the Global Challenges". *Asia-Pacific Trade and Investment Review*, Vol. 1 No.1, pp 51-67.

Kilpatrick, J. (2003), "Lean Principles", available at: <http://supplychain.tamu.edu/academics/444/LeanPrinciples.pdf> [accessed April 2, 2009]



University of Moratuwa, Sri Lanka.
Electronic Theses & Dissertations
www.lib.mrt.ac.lk

Kitano (1997), "Toyota production system: One-by-one confirmation", *Lean Manufacturing Conference*, University of Kentucky, Lexington, Kentucky.

Kotelnikov, V. "Lean production-Doing more with less", available at: www.icsti.su/rus_ten3/1000ventures_e/business_guide/lean_production_main.html [assessed March 20, 2009]

Liker J. (2003), *The Toyota way- 14 Management Principles from the World's Greatest Manufacturer*, McGraw Hill.

MAS Holdings (2009), MAS Holdings website, available at: www.masholdings.com/ [accessed March 20, 2009]

McShane, S. Glinow, M. and Sharma, R. (2006), *Organizational Behavior*, Tata McGraw-Hill, New Delhi.

Pham, D.T. and Pham, P.T.N. (2008), "Integrated production machines and systems – beyond lean manufacturing". *Journal of Manufacturing Technology Management* Vol. 19 No. 6, pp 695-711.

Salinger, B. L. (2003), "Qualitative Dimensions to Competitiveness Assessments: Lessons from Textile and Garment Industry Assessments in South Africa, Vietnam, and Morocco", Paper presented at the International Industrial Organization Conference, Boston, MA.

Sanchez, M. and Perez, M.P. (2001), "Lean indicators and manufacturing strategies". *International Journal of Operations and Production Management*. Vol. 21 No. 11, pp1433-1452.

Sekaran, U. (2006), *Research Methods for Business: A skill building approach*. 4th ed, Singapore, John Wiley.



Electronic Theses & Dissertations
www.lib.mrt.ac.lk

Senanayake, M. (2004), "Mixed mass production and mass customization: Best practices for apparel", available at: <http://www.lib.ncsu.edu/theses/available/etd-04212004-163017/unrestricted/etd.pdf> [accessed July 15, 2009]

Takeuchi, H. Osono, E. and Shimizu, N. (2008), "The Contradictions –That drive Toyota's success", *Harvard Business review*, available at: <http://hbr.harvardbusiness.org/2008/06/the-contradictions-that-drive-toyotas-success/ar/1> [accessed May 12, 2009]

Womack, J. Jones, D. and Roos, D. (1990), *The machine that change the world*, Rawson Associates, New York, NY.

Zheng, W. (2006), "Application of Lean Management in China's Manufacturing Industry: A case study on Zhejiang Chenlong Sawing Machine Group", available at: <http://edissertations-dev.nottingham.ac.uk/347/1/06MScLixwz7.pdf> [accessed July 25, 2009]



University of Moratuwa, Sri Lanka.
Electronic Theses & Dissertations
www.lib.mrt.ac.lk

Appendix

Interview Questions

1. What do you think about MAS Operating System (MOS) and what are the similarities and differences between MOS and Lean manufacturing?

2. Before implementing lean practices, how did gradual culture change carry out? What were the challenges and barriers faced? How did employee support achieve?

3. How did MOS implement in Slimline?

4. What lean tools currently use? How they are practically used in bulk apparel production?

5. What do you think about the appropriateness of those tools to Apparel industry?



University of Moratuwa, Sri Lanka.
Electronic Theses & Dissertations
www.lib.mrt.ac.lk

6. Influence of lean practices on employee behavior based on following lean indicators?

- Invest on employee skill development
- Use tacit knowledge
- Has knowledge sharing culture
- Upgrade capabilities of under performers without firing
- Level of improvement in team spirit
- Level of employee empowerment
- Working environment improvement
- Problems take to surface without hiding
- Foster contradictory viewpoints among employees

- Employees use constructive criticism
- Use experiments to come up with practical solutions
- Provide near-unattainable goals

7. What is the role of Communication based on following indicators?

- Information is available to everybody in the organization
- Develop links between employees
- Encourage employees to join groups in the Organization

8. How elimination of non-value added activities are conducted based on following indicators?

- Use of common and standard processes
- Use of 6S practices
- Increase inventory rotation
- Increase use of preventive maintenance
- Use of visual control



University of Moratuwa, Sri Lanka.
Electronic Theses & Dissertations
www.lib.mrt.ac.lk

9. How does MAS Operating System (MOS) help to improve supplier integration based on following lean indicators?

- Reduce lead time of suppliers
- Level of integration between supplier's delivery and the organization's production information system

10. What are the advantages and disadvantages of MOS implementation and future aspects?

