

PRODUCTION/OPERATIONS MANAGEMENT (MGT 713)

Assignment # 2 Solution

Question:

According to few researchers' arguments, **"Six Sigma has become the target of criticism and controversy in Quality community and criticized that six sigma is nothing new and simply repackaging traditional principles and techniques related to the quality"**. After reviewing this article, what would you comment that Pakistani companies also facing hurdles while implementing six sigma practices and how these problems can be overcome, by keeping in mind the uncertain business environment in Pakistan.

Solution:

Implementation of six sigma approach is becoming major driving force for many technological, services, project driven organizations in all over the world. Rather we talk about Pakistan or any other country there are some common factors that influence successful six sigma approach like management involvement, culture change, commitment of employees and training. But still due to changes in cultural, business environment, economic instability, attitudes and behaviors of people, political instability etc organizations faces obstacle while implementing six sigma approaches.

In Pakistan, as a developing country management faces some Obstacles while implementing six sigma practices:

- Lack of proper communication between top management and middle management

- Management only focus on the short term projects rather focusing on the long term projects, due to that conflict arises between managers and shareholders.
- Ignoring society as a whole only focus on customers
- Internal structure of the organization
- Do not pay much attention to the employee's empowerment
- Dictatorship in some organization especially in family owned businesses
- Lack of proper leadership
- Lack of proper strategic plans for change
- Companies have different set of rule of quality
- Organizations are profit oriented as compared to the customer and quality oriented
- Attitude of people towards new quality concept and scarcity of funds

How to overcome these obstacles:

- Training is one of the important aspects
- Management should be more committed their work and always focus to increase shareholders value as compared to secure their own interest
- Employees should be aware about the importance of quality.
- As in Pakistan, suddenly change cannot come, so there is a need to change the mindset of the people first that they can easily accept the change.
- Rewards systems for employees should be introduced in an organization, to make them loyal with their work and other responsibilities. Appreciation is one of the important factors.
- Pakistan is an emerging country, but still we are competing with the developed markets. There is a high pressure on the organizations to

enhance their quality and should be more focused on the customers to sustain in the market. But lack of resources is one of the biggest problems.

- Strategies and goal should not only circulate in the top and middle management but also, properly communicated to each and every employee.
- Successful implementation needs the flexible organizational culture.

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