

A

ssignment no. 2

Q4

1. What is meant by Leadership? Enlist the techniques to enhance it.

Ans:

① In book Leadership, James MacGregor describes a leader as one who instills purposes, not one who controls by brute force.

② Acc. to Narayana Murthy, A great leader is one who is not only good in creating vision, creating big picture, but also ensuring that he goes into nitty-gritty, into details of making sure that his vision is actually translated into reality through excellence of execution.

③ so; leadership is ability to influence, guide and inspire individuals or teams to achieve common goals.

④ A leader sets vision, motivates people and ensures that organization moves in right direction.

⑤ Key Aspects of Leadership

i) Vision

A leader has a clear goal and direction.

② Influence

Leaders inspire and guide their team.

③ Decision making

Leaders make critical decision effectively.

④ Communication

Strong communication skill helps in motivating and directing people.

⑤ Adoptability

Leaders adjust to changes & challenges.

⑥ Acc. to Dr Curt Reimann, Director of Malcolm Baldrige National Quality Award, Characteristics of excellent leadership as follows:

① Visible, committed & knowledgeable

② A missionary zeal

③ Aggressive targets

④ Strong drives

⑤ Communication of values

⑥ Organization of customers contact.

- Techniques to enhance Leadership skill

① Develop strong Communication skill

- Practice active listening & clearly express goals, ideas & expectations.

- Use Verbal & non-verbal communication effectively.

• Improve Decision-making abilities.

Analyze situations & make informed choices by strategic thinking.

• Build Emotional Intelligence (EI)

- Understand & manage your own emotions.

- Develop empathy & interpersonal skills.

• Lead by Example [Be a Role model]

- Demonstrate professionalism, integrity & ethics.

- Inspire others through action, not just words.

• Foster teamwork & collaboration

Encourage teamwork, trust & positive work environment.

• Develop a Growth mindset.

Continuously learn, adapt & improve.

• Encourage innovation & creativity.

Support new ideas & problem-solving approaches.

• Practice time management & prioritization.

Organize tasks & set clear priorities.

③ Develop conflict resolution skills.

Address disputes in a professional manner.

④ Continuous learning & leadership training.

- Read books & case studies on leadership.
- Learn from successful leaders & mentors.

2. What is meant by strategic quality planning? Explain in detail.

Ans: (a) Define the term (30%)

- ① Michael Porter is perhaps the most highly regarded and certainly most popular writer on subject of strategy.
- ② Strategic planning is deliberate process using in organization to develop a mission, vision, guiding values, strategic vision & objectives and specific strategies for achieving objectives.
- ③ Strategic Quality planning is systematic approach to integrating quality management into an organizations long-term business strategy.
- ④ It ensures that quality is not just short term goal but a key part of an organizations overall vision & strategy.
- ⑤ Importance:
 - 1) Helps in achieving continuous improvement in product & services.
 - 2) Enhances customer satisfaction & loyalty.
 - 3) Reduces costs related to defects, rework & inefficiencies.
 - 4) Strengthens the organizations competitiveness in market.

- ⑥ When an organization chooses to make quality a major competitive edge ("diff"), it becomes central issue in strategic planning.
- ⑦ This is especially reflected in vision, mission & policy guidelines of organization.
- ⑧ An essential idea behind strategic quality planning is that the product is customer value rather than physical product or service.
- ⑨ The process starts with principles that quality & customer satisfaction are centers of organization's future.
- ⑩ It brings together all key stakeholders. It can be highly effective, allowing organizations to do the right thing at right time, every-time.
- These are seven steps to strategic quality planning:

1) Discover customer needs
The first step is to discover future needs of customers who will they be? How will they want? What are expectations from them?

① Customer
The organization's
② Predict
Predictive
effect
③ Gap
To understand
stakeholder
Analysis
④ Close
close
goals
⑤ Align
The plan
with
vision
⑥ Implement
Resource
Collect
and
change

2] Customer Positioning

The organization needs to concentrate its efforts on areas of excellence.

3] Predict the future

Predicts future conditions that will affect their product or services.

4] Gap Analysis

To identify gaps between current & future state of organization.

Analysis of core values & concepts.

5] Closing the gap

Close the gaps by establishing goals & responsibilities.

6] Alignment

The plan must aligned with mission, vision & core values & concepts.

7] Implementation

Resources must be allocated to collecting data, designing changes, and overcoming resistance to change.

3. What is meant by Quality Councils?

Describe function of Quality Council in detail.

Ans:

- ① In order to build Quality into culture, a Quality Council is established to provide overall direction. It is the drives for TQM engine.
- ② A Quality Council is formal mgmt. group within an organization responsible for developing, implementing & monitoring quality initiatives.
- ③ It ensures that Quality management strategies align with organization's goals and drives the continuous improvement.
- ④ A Quality Council includes:
 - Top management [CEO, CMO, CFO, directors, senior executives]
 - Quality managers & experts
 - Department head [design, marketing, Finance, product]
 - Co-ordinator & consultant
 - Employee & customer representatives
- ⑤ A Quality Council plays a crucial role in planning, executing & monitoring quality-related activities.

⑥ The D council

1) Develop the mission policy

2) Develop with improvement plan

3) Define the C

4) Determine the C

5) Define the C

6) Establish the C

7) Implement the C

8) Establish and for ne

④ The Duties / Functions of Quality Council are

- 1) Develop with input from all personnel the core values, vision statement, mission statement & quality policy statement.
- 2) Develop strategic long-term plan with goals & annual quality improvement program with objectives.
- 3) Create total education & training plan.
- 4) Determine and continually monitor the cost of poor quality.
- 5) Determine performance measure for organization, approve these for functional areas and monitor them.
- 6) Continually determine those projects that improve processes, particularly those that affect external & internal customers satisfaction.
- 7) Establish multifunctional projects & dept. or work group teams & monitor their progress.
- 8) Establish or revise recognition and award system to account for new way of doing business.

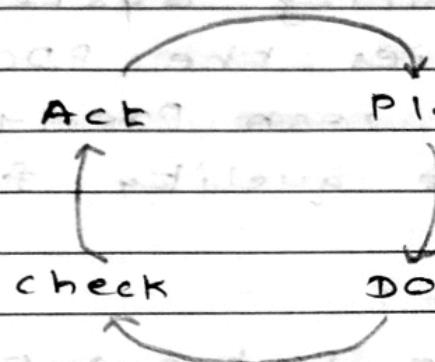
Objectives of Quality Council

- 1) Establish & maintain a Total Quality management culture.
- 2) Ensure quality improvement initiatives are effectively implemented.
- 3) Promote continuous improvement in products, processes & services.

4. Explain PDCA cycle, 5's cycle & kaizen cycle with sketch, in detail.

Ans.

A. PDCA Cycle:



Plan: Establish objectives & processes necessary to deliver results

Do: Implement the processes

Check: Monitor & measure processes against objectives & report results

Act: Take action to continually improve.

① The PDCA cycle, also known as Deming cycle or Shewhart cycle, is a continuous improvement model used to enhance processes and solve problems systematically.

② It is widely applied in Total Quality mgmt., lean manufacturing, six sigma & ISO 9001.

③ Plan: Identify & Analyze the problem.
Do: Implement plan on small scale.

check: monitor & evaluate results
 Act: standardize and improve
 the process

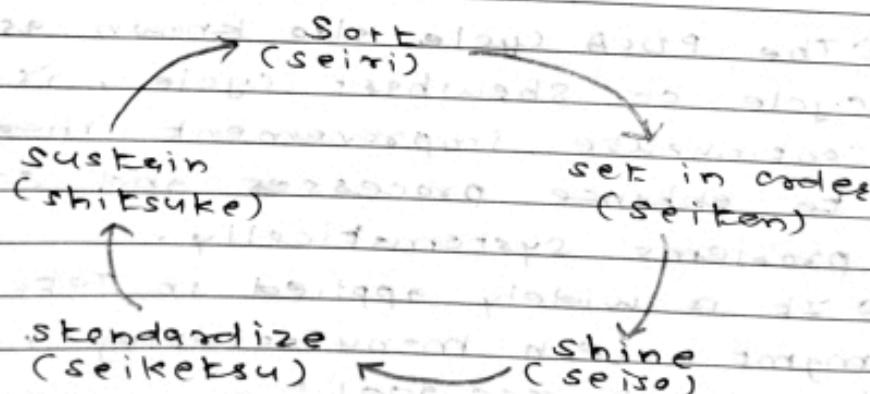
④ Case study: Toyota's lean manufacturing system

Toyota applies the PDCA cycle in its Toyota Lean Production System to enhance quality & efficiency.

⑤ Importance:

- Encourages continuous improvement
- Reduces errors & waste
- Enhances customer satisfaction
- Promotes data-driven decision making
- Flexibility & Adaptability

B. 5's cycle



Sort (Seiri) : Do we need it?

should we keep it?

should we dump it?

Set in Order: Find a logical sensible place for everything
(seiton)

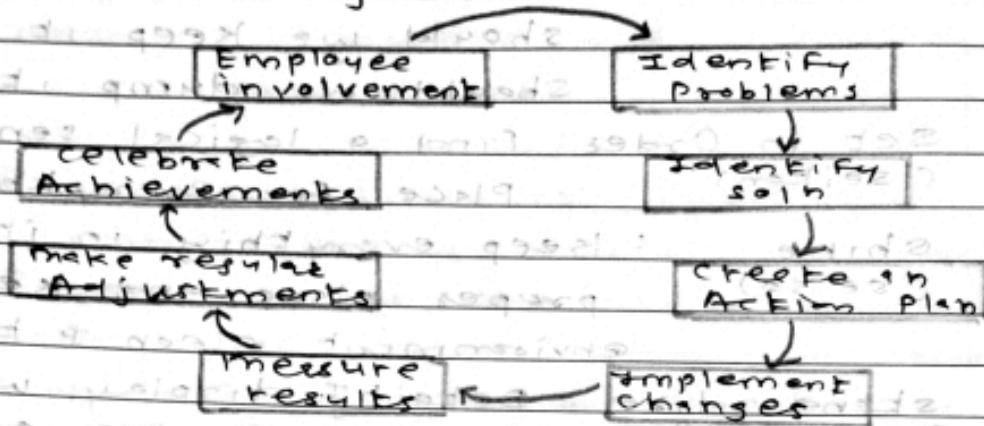
Shine : keep everything in its proper place and keep environment clean & tidy.
(seiso)

Standardize : Detail & display working procedure for everyone to see.
(seiketsu)

Sustain: Look to continuously improve what you do and how you do it.
(shitsuke)

- The 5S cycle / methodology is structured approach to workplace organization and efficiency.
- It was developed in Japan as part of Toyota Production System (TPS) and is widely used in manufacturing, healthcare, offices & service industry.
- It focuses on eliminating wastes, improving safety & increasing productivity by maintaining clean, organized & efficient work environment.

c. Kaizen cycle



① Kaizen is Japanese term that means "Continuous improvement". It is philosophy and methodology that focuses on small, incremental changes to improve processes, efficiency & quality in organization.

② It involves employees at all levels to identify inefficiencies, implement improvements and sustain positive changes.

- ③ Principles:-
- 1> Continuous improvement
 - 2> Elimination of waste
 - 3> Employee involvement
 - 4> Standardization
 - 5> Customer focus.

By this, Organization can identify issues, implement small but impactful changes & sustain improvements to achieve long-term success.

5. What is meant by Supplies Partnership? Explain the techniques for selection & rating of supplier.

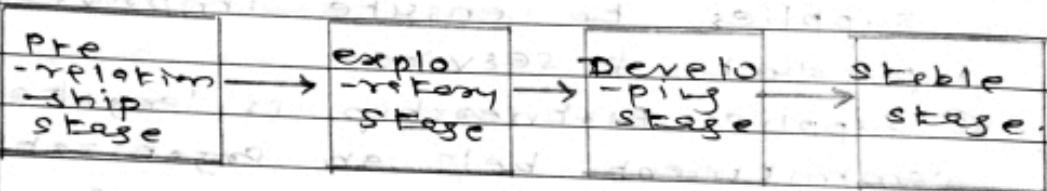
Ans:

- ① Organization & supplier have the same goals to satisfy the end uses.
- ② Deming suggest that long term relationship of loyalty & trust should be developed with the supplies to ensure improved products & services.
- ③ Supplies partnership is long-term commitment betw an organization and one or more supplies for purpose of achieving specific business goals & objectives.
- ④ The relationship is based upon trust, co-operates to achieve common goals and objectives.
- ⑤ The three key elements of partnering are
 - Long-Term Commitment
 - Trust
 - Shared Vision
- ⑥ Developing a supplies partnership
 - Building Trust
 - Shared Vision & Objectives
 - Personal Relationship
 - Mutual Benefits & needs

① Benefits of supplier partnerships

- Lower total cost
- Reduce time to market
- Improved quality
- Improved technology flow from supplies
- Improved continuity of supply.

② Stages in Partnership life cycle:



- Supplier selection

- Acknowledge the need for supplies
- Determine criteria for supplier sourcing
- Identify sources of potential supplies.
- Shortlist supplier from selection pool.
- Determine methodology to assess and evaluate supplies.
- Evaluate and select supplies.
- Contract / Agreement signing with selected supplies.

- Supplies Ranking

- 1> Unacceptable supplies
- 2> Acceptable supplier
- 3> Preferred supplies
- 4> Exceptional supplies

Hence:

A supplies partnership is essential
for maintaining quality,
reliability & efficiency in
business.

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