**Lean Six Sigma**

**NMIMS Centre for Distance and Online Education (NCDOE)**

**Internal Assignment Applicable for April 2025 Examination**

**1. Imagine you are working in a large e-commerce fulfillment center. Identify a process within the fulfillment operation that requires improvement and outline a broad approach to apply the DMAIC methodology for enhancing this process. Additionally, as the project leader of a Six Sigma project, draft a set of guidelines that your team should follow to ensure collaboration, avoid conflicts, and maintain project efficiency.**

**Answer:**

**Introduction:**

In a large e-commerce fulfillment center, timely and accurate order processing is critical to customer satisfaction. One key process that requires improvement is **order picking efficiency**, as delays in picking lead to bottlenecks in packaging and shipping. Using the **DMAIC (Define, Measure, Analyze, Improve, Control)** methodology, we can systematically enhance the picking process by identifying inefficiencies, analyzing root causes, implementing improvements, and ensuring long-term stability. As the project leader of a Six Sigma initiative, setting clear guidelines is essential to fostering collaboration, preventing conflicts, and maintaining efficiency. Establishing structured communication, defined roles, and conflict resolution strategies will help the team stay aligned, ensuring that the process improvement project delivers measurable and sustainable results.

**This is partially solved sample answer**

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**2. Discuss the application of DMAIC methodology and its associated tools for improving business processes within a healthcare equipment manufacturing company. Identify five process audits relevant to healthcare equipment manufacturing and provide a detailed explanation of at least two of these audits.**

**Answer:**

**Introduction:**

DMAIC (**Define, Measure, Analyze, Improve, Control**) is a **Six Sigma** methodology used to enhance business processes.

* **Define**: Identify defects in manufacturing (e.g., faulty components).
* **Measure**: Track defects using **SPC (Statistical Process Control)** tools.
* **Analyze**: Use **Fishbone Diagrams** to find root causes.
* **Improve**: Implement **Lean Manufacturing** to reduce waste.
* **Control**: Monitor quality with **Control Charts**.

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**3. Assume you are a Six Sigma project leader in a large hotel chain.**

**a. Develop a schedule outlining all activities involved from the moment a guest checks in at the reception desk to when they enter and occupy their assigned room.**

**Answer:**

**Introduction:**

In a large hotel chain, ensuring a **seamless check-in experience** is vital for guest satisfaction. Delays or inefficiencies in the check-in process can lead to long wait times and negative customer experiences. To streamline operations, a detailed schedule of all activities from guest arrival at the reception desk to room occupancy is essential. Using **Six Sigma principles**, we can identify potential bottlenecks, standardize procedures, and enhance efficiency. This schedule will outline each step, including document verification, payment processing, key issuance, and escorting the guest to their room, ensuring a smooth and **time-efficient** transition for every guest.

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**b. Create a process map detailing the steps involved in the guest check-in process, starting at registration and ending when the guest settles into their room.**

**Answer:**

**Introduction:**

In a large hotel chain, a **well-structured guest check-in process** is essential for efficiency and customer satisfaction. A **process map** helps visualize each step, ensuring clarity and identifying areas for improvement. Using **Six Sigma methodologies**, we can streamline operations by reducing delays and enhancing service quality. This process map will outline key steps, including **guest registration, identity verification, payment processing, room assignment, key handover, and final room entry**. By mapping these steps, we can identify inefficiencies, eliminate bottlenecks, and implement improvements to ensure a **seamless, time-efficient, and customer-friendly** check-in experience.

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