**Lean Six Sigma**

**April 2024 Examination**

**Q1. Discuss the application of DMAIC methodology and associated tools for enhancing business processes within an electric two-wheeler manufacturing company. Make a list of any 5 process audits that can be used in an electric two-wheeler manufacturing company and explain at least 2 such audits. (10 Marks)**

**Ans 1.**

**Introduction**

The application of the DMAIC (Define, Measure, Analyze, Improve, Control) methodology in the realm of electric two-wheeler manufacturing represents a strategic approach to enhance operational efficiency and product quality. This methodology, integral to Lean Six Sigma practices, focuses on identifying and eliminating defects in manufacturing processes. The electric two-wheeler industry, characterized by its emphasis on innovation, sustainability, and efficiency, demands stringent quality control and continuous process improvement to stay competitive. The DMAIC framework offers a structured, data-driven approach to identify bottlenecks, reduce waste, and optimize performance. Implementing this methodology in

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**Q2. Imagine yourself being a six-sigma project leader for an online taxi-cab service in India. Develop a fishbone diagram to outline potential issues (select any five) encountered by online taxi-cab services that accept customer orders via their app. Additionally, elucidate the procedural stages of Failure Mode and Effects Analysis (FMEA), providing illustrative examples for each sequential step. (10 Marks)**

**Ans 2.**

**Introduction**

In the dynamic landscape of online taxi-cab services in India, adopting a Six Sigma approach is pivotal for enhancing service quality and customer satisfaction. As a Six Sigma project leader for such a service, it is crucial to identify and address the myriad challenges that can impede operational efficiency and customer experience. This exploration will involve the construction of a fishbone diagram, a tool essential for categorizing and visualizing potential issues. These issues, selected based on their relevance and impact, offer a comprehensive understanding of the obstacles faced in this domain. Furthermore, the concept of Failure Mode and Effects Analysis (FMEA) will be elucidated. FMEA is a systematic, step-by-step

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**Q3. A growing Ed-tech company in India is looking to hire technical staff for expanding operations. Many hiring managers have grumbled that the HR dept. is not recruiting staff fast enough, and the HR director came to know that you have completed a Lean Six Sigma course therefore, he/she appoints you as the team lead to analyze the recruitment and hiring process. The HR department does the sourcing of candidates themselves and only occasionally works with external recruitment agencies on an ad-hoc basis. The Ed-tech company does not have an IT system to manage the hiring process. Email is the main means of communication.**

**a. Create a flowchart based on your understanding of how a new staff member is recruited using the SIPOC diagram explaining the various processes and decision tasks assuming a typical recruitment process. (5 Marks)**

**Ans 3a.**

**Introduction**

In the fast-paced environment of a growing Ed-tech company in India, the recruitment process plays a pivotal role in shaping the workforce and driving the organization's success. The current recruitment process, primarily managed by the HR department without the aid of a dedicated IT system, relies heavily on email communication and occasional collaboration with external agencies. This process, as depicted in the provided flowchart, involves several

**b. Highlight the difference between verification and validation with examples and list techniques used in validation activities for new product and process design. (5 Marks)**

**Ans 3b.**

**Introduction**

Verification and validation are fundamental concepts in quality management, particularly in new product and process design. While they are often used interchangeably, they serve distinct purposes in ensuring that a product or process meets its intended purpose and requirements. Verification is about checking whether the product or process was made