**Lean Six Sigma**

**December 2024 Examination**

**1. As a Six Sigma project leader working in facilities management department of a large multi- specialty hospital, create a list of all the activities involved in the process of a patient admission to the hospital at the point of registration till occupying the bed. Break down these activities to identify Non-Value Added (NVA), Business Value Added (BVA), and Value Added (VA) activities. (10 Marks)**

**Ans 1.**

**Introduction**

Lean Six Sigma is a methodology aimed at improving processes by reducing waste and enhancing quality. In the context of healthcare, Lean Six Sigma can significantly improve operational efficiency by streamlining patient flow, reducing wait times, and ensuring that every step in the patient’s journey adds value. A large multi-specialty hospital, where numerous patients are admitted daily, presents an ideal environment for implementing Six Sigma principles. The patient admission process, which begins at registration and ends when the patient occupies a bed, involves various

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**2. Consider yourself as a Six Sigma project leader for a rapidly growing online gifting platform. Develop a fishbone diagram to outline potential issues (select any five) that an online gifting platform might encounter in processing customer orders. Additionally, explain the stages of Failure Mode and Effects Analysis (FMEA), providing illustrative examples for each step in the context of e-commerce operations for online gifts. (10 Marks)**

**Ans 2.**

**Introduction**

In the fast-paced world of e-commerce, an online gifting platform faces unique challenges when processing customer orders, including high demand during peak seasons, personalized products, and varied delivery timelines. As a Six Sigma project leader, it is critical to identify potential issues that may arise in the order processing system and address them proactively to maintain customer satisfaction and operational efficiency. A Fishbone (Ishikawa) diagram is a powerful tool for identifying and categorizing the root causes of problems, enabling businesses to focus on resolving them. Furthermore, the Failure

**3. Case study based on implementing Six Sigma in online food delivery**

**A growing online food delivery company is looking to streamline its operational processes to support its expanding business. The operations team has reported several inefficiencies in the current workflow, which are causing delays and affecting overall productivity. Due to your expertise in Lean Six Sigma, the operations director appoints you as the team lead to analyse and improve the process flow. The company does not have an integrated IT system to manage its operations, relying heavily on manual processes and email communication for coordination**

**a. Create a flowchart based on your understanding of how a key operational process, such as order fulfilment or delivery management, is currently handled. Use the SIPOC diagram to explain the various steps and decision points involved. (5 Marks)**

**Ans 3a.**

**Introduction**

An online food delivery company is experiencing operational inefficiencies due to its reliance on manual processes and email communication, leading to delays in order fulfillment and overall productivity. The lack of an integrated IT system further exacerbates the problem. Lean Six Sigma offers a structured approach to identifying bottlenecks, improving workflows, and enhancing customer

**b. Explain the difference between verification and validation in the context of operational processes within the food delivery industry, providing examples. Also, list techniques used in validation activities for optimizing process design and efficiency. (5 Marks)**

**Ans 3b.**

**Introduction**

Verification and validation are two essential quality control processes in any operational system, particularly within the fast-paced online food delivery industry. While verification ensures that the processes are executed correctly and according to specifications, validation ensures that the end results meet customer requirements and expectations. Both are critical in optimizing operational efficiency and maintaining customer satisfaction. Understanding the distinction between these two concepts is crucial for ensuring that the delivery process is both efficient and meets the quality