

**Total No. of Pages : 03**

**Total No. of Questions : 09**

**MBA (Executive) (Sem.-3, 4)**

## SIX SIGMA & BUSINESS FRAMEWORKS

**Subject Code : MBX-906**

**Paper ID : [74417]**

**Time : 3 Hrs.**

**Max. Marks : 60**

**INSTRUCTIONS TO CANDIDATES :**

1. **SECTION-A contains TEN questions carrying TWO marks each and students has to attempt any EIGHT questions carrying TWO marks each.**
2. **SECTIONS-B consists of SEVEN questions each carrying SEVEN marks each and student has to attempt any FIVE questions.**
3. **SECTION-C is consisting of ONE Case Study carrying NINE marks.**

## SECTION-A

**Q1 Answer briefly :**

- a) Explain the concept of six sigma as a management system.
- b) List and explain the 6 steps while defining customer requirements.
- c) Explain how is the sample unit and sample size defined for data collection purposes?
- d) Discuss how can patterns be analyzed while performing data analysis?
- e) Explain how are solutions refined?
- f) What is meant by a process audit system?
- g) List and discuss the various pitfalls to be avoided while implementing six sigma.
- h) Briefly discuss the eligibility criteria for MB National Quality Awards.
- i) What is meant by capability indices?
- j) Who are project champions?

### SECTION-B

- Q2 List and discuss the 6 themes of six sigma.
- Q3 Write notes on :
- a) Six sigma projects
  - b) SIPOC diagram.
- Q4 Comment on the measurement methods while implementing six sigma.
- Q5 Explain how are potential causes screened and identified.
- Q6 List and discuss the various steps in control phase.
- Q7 Write a detailed note on the best practices in six sigma.
- Q8 Discuss the framework for assessment and evaluation of Deming prize.

### SECTION-C

#### Q9 BALDRIGE FISHBONE DIAGRAM - A CASE STUDY .

To achieve operational excellence, organizations and project teams use different quality control tools and frameworks, such as Six Sigma, ISO 9001 etc. While these tools and frameworks are useful, they can have disadvantages when used alone. Fishbone diagrams, for example, aren't good at depicting the complex interrelationships among various factors and tend to focus on only one minor aspect instead of all root causes.

But what if tools and frameworks were combined to create a better, more effective tool? One such tool, the Baldrige fishbone diagram, incorporates the best elements of the Baldrige model into a fishbone diagram to help organizations conduct an honest assessment of why they aren't reaching their targets.

The Baldrige model is a framework that organizations can follow to improve their performance and achieve sustainable results. It differentiates itself from standards by acting as a comprehensive management approach that focuses on results in all areas of the organization by addressing a dynamic environment, concentrating on strategy-driven performance, engaging customers and the workforce, and refining governance, ethics, societal responsibilities, competitiveness and long-term organizational sustainability.

There are seven categories in the center of the Baldrige performance excellence framework: leadership; strategic planning; customer focus; measurement, analysis and knowledge management; workforce focus; process management; and results. The foundation of the criteria is a set of core values and concepts that are beliefs and behaviours embedded in high- performing organizations.

To combine the Baldrige model with a fishbone diagram, replace the fishbone diagram's categories of causes with the categories of the Baldrige model. Doing so will help an organization's leadership focus on the root cause of not achieving top line, bottom line or other important targets.

The categories of causes have been replaced with the categories of the Baldrige model. The branches are labeled C, S, L, M, W and P to correspond with the first letter of each Baldrige category.

Organizations can use the hybrid Baldrige fishbone diagram as a root cause analysis (RCA) tool to address performance issues or as part of an effort to strengthen an application for the Baldrige award.

***Questions :***

- a) Why are conventional fishbone diagrams not considered effective?
- b) What supposed advantages does the Baldrige fishbone diagram have?
- c) What role do beliefs and behaviours play in achieving high quality?