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Lean Six Sigma Training Series

Black Belt Certification



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Lecture 16

Assignment 2



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Scenario

Production department in a shoe factory requires different kinds of raw materials for manufacturing of shoes. When about to run out the inventory, production supervisor initiates a request for requisition of material. The request is forwarded to the production manager for approval. The production manager verifies the raw material inventory levels and upcoming production demand. If raw materials are at minimum stock level and there is demand for production of the next batch, production manager approves the request. The requisition form is then sent to the supply chain manager who verifies if the company's preferred supplier is still in good standing based on any complaints received from the production department regarding the quality and quantity of the raw material. Supply chain manager also verifies the data in ERP system to see if the supplier has made on-time deliveries in past.



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If there are two complaints from production department or two late deliveries recorded against the supplier, supply chain manager drops the supplier's name from the preferred supplier list and directs the purchase specialist to place an order with the second preferred supplier. If there are less than two or no complaints or late deliveries recorded, she directs the purchase specialist to place an order with the supplier.

Once the order is received, the inbound materials coordinator notes the delivery time in the database and verifies if the delivery is on-time based on the maximum allowable lead time recorded in the database. If the delivery is late, he marks it in the ERP system. He then forwards the shipment to the quality department.

Quality inspector examines the shipment for quality of the material and signs a report



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based on her observation and forwards it to the production department along with the shipment.

If there is a problem with the quality of the material or if there is a mismatch between the actual quantity and the one mentioned by the supplier on the packing note, the production manager signs a complaint form and sends it to the supply chain manager along with any defective material. If, on the other hand, he is satisfied with the shipment, he signs an acknowledgement form and sends it to the supply chain manager and stocks the material in the production department's inventory.



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Directions for Assignment

- Prepare a swim lane process map based on the description
- Save the assignment as a PDF file and name the file according to the following format:

Lastname.Firstname-BB-Assignment2.pdf

- Send the assignment at leansixsigma@naburva.com
- The assignments are graded and constitute 20% of the final score
- Submission of all the assignments is **absolutely compulsory**