Green Belt Test Questions w/Answers:



- 1. Sigma refers to a roman letter that mathematicians use when discussing "average" or "mean"
 - [] True [X] False
- 2. A process operating at 6 Sigma will only generate 3.4 defects per million opportunities?
 - [X] True [] False

3. In order to achieve Six Sigma, practitioners follow a standard & rigorous methodology known as **DMAIC**

- 4. Six Sigma originated in the 1980's at Motorola?
 - [X] True [] False
- 5. To achieve Six Sigma the DMAIC methodology follows which approach
 - [] Brainstorm possible factors then randomly analyze them to find the significant ones
 - [] Use SME knowledge & experience to quickly find solutions
 - [X] Use the transfer function Y=f(x)
- 6. A Six Sigma process will only produce this many defects per million opportunities 3.4
- 7. Achieving Six Sigma has nothing to do with meeting customer expectations?
 - [] True [X] False
- 8. Who is credited as being the father of Six Sigma?
 - [] Bob Galvin [] Mikel Harry
 - [] Jack Welch [X] Bill Smith



- 9. Hard costs and soft costs are two types of COPQ
 - [X] True [] False

10. COPQ is an acronym that stands for what? Cost of Poor Quality

11. Which of the following is the one that is not part of the 7 deadly Muda?

- [] Defects [] Over Production
- [] Inventory [] Waiting
- [] Movement [] Conveyance
- [] Over Processing [X] Measuring

12. The Pareto Principle is named after an Italian economist Vilfredo Pareto

- [X] True [] False
- 13. CTQ's are translated from VOC
 - [X] True [] False
- 14. CTQ is an acronym that stands for what? Critical to Quality
- 15. DPU is calculated by dividing the number of defects by the number of units
 - [X] True [] False
- 16. In Six Sigma Primary and Secondary Metrics are Mandatory
 - [X] True [] False
- 17. RTY is an acronym that stands for what? Rolled Throughput Yield
- 18. DPU is an acronym that stands for what? **Defects per Unit**



- 19. DMPO is an acronym that stands for what? Defects per Million Opportunites
- 20. Which of these is not one of the 4 stages of team development?
 - [] Performing [] Storming
 - [] Norming [] Forming
 - [X] Adorning
- 21. Which is not a characteristic of a successful team?
 - [] Common goals and working together to achieve that goal
 - [] Team member diversity (skills, knowledge, experience etc.)
 - [] Appropriate resources are available
 - [] Mutual respect
 - [] A good leader exists among the team
 - [X] Complacency exists

22. The **Primary** metric is your critical measure, it's the reason for your project, it's your beacon. This metric is the single most important thing to understand in order for you to be successful.

- 23. A well written problem statement contains all of the following except
 - [] Baseline
 [] Goal

 [] Gap
 [] COPQ

 [] Timeline Reference
 [X] Project Plan
- 24. From the following, select those that are characteristics of a Lean Enterprise
 - [X] Pull Systems[X] Flow[X] Zero Waste[X] Availability[X] Flexibility[X] Value Add



25.	Put these	5S's into	the pro	per order	of execution
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- [2] Set in Order [1] Sort
- [3] Shine [5] Sustain
- [4] Standardize

26. Lean and Six Sigma are Both focused on Quality & Value for the customer?

- [X] True [] False
- 27. What is the Japanese word for waste? Muda

28. What type of muda is waste from working more than required, scheduling more capacity than necessary or using resources that are overkill?

[] Inventory[] Over-Production[] Motion[] Waiting[] Transportation[X] Over-Processing

29. **Defects** are flaws, errors or other non-conformities that compromise the value of a product

30. Lean is only about removing waste from the enterprise?

[] True [X] False

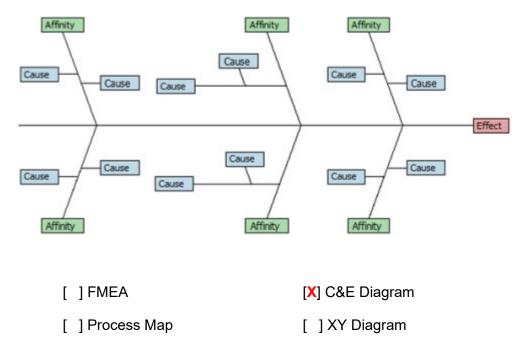
31. The 5 Principals of Lean are paraphrased below, select the correct 5

- [X] Customer Defines Value
 [X] Continuous Flow
 [X] Pull Where Possible
 [X] Manage Toward Perfection
 [] Batch Processing
- [] Work Faster



32. **Over Production** is when more products are produced than are required by the next function or customer.

33. What is this?



34. Arrange these C&E process steps into the correct order of execution.

- [3] Affinitize or group the causes
- [2] Brainstorm all potentials causes
- [4] Evaluate
- [1] Identify & define the effect

35. SIPOC is an acronym using which words?

- [X] Suppliers [] Immediate
- [X] Inputs [X] Process
- [X] Outputs [X] Customers
- [] Primary [] Secondary
- 36. A SIPOC is another name for a flow chart
 - [] True [X] False



37. An FMEA ranks potential failures using values assigned to severity, occurrence and detection?

[X] True [] False

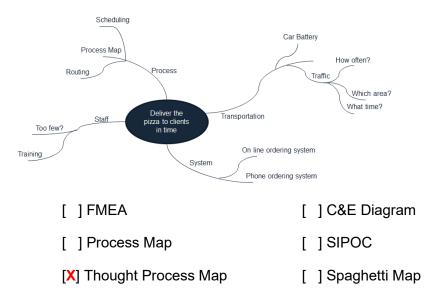
38. Which of these tools might you use if you want to develop a Risk Priority Number and ranking for the various types of failures that could occur?

[] Cause & Effect Diagram	[] SIPOC
[] Functional Process Map	[] Thought Process Map
[] XY Diagram	[X] FMEA

39. **SIPOC** should be used when trying to understand the links between customers, process steps and process outputs.

40. Cause & Effect Diagram should be used when brainstorming possible causes to an effect.

41. What is this?



42. Continuous variables are measured, Discrete variables are counted



- 43. Nominal Data are discrete and rank ordered.
 - [] True [X] False
- 44. Median is the average of a set of data
 - [] True [X] False
- 45. Median is the middle value in a set of data
 - [X] True [] False

46. Mode is the value in a data set that occurs most frequently

[X] True [] False

47. Standard Deviation is a measure that describes how far the data points spread away from the mean

[X] True [] False

48. For the normal distribution, about 68% of the data fall within +/- 1 standard deviation

49. For the normal distribution, about **95%** of the data fall within +/- 2 standard deviation from the mean?

50. A Histogram is a graphical tool to present the distribution of the data

- 51. The null hypothesis for a normality test is that the data are normally distributed?
 - [X] True [] False



52. Select only those that are examples of graphical analysis tools

[X] Box Plots	[X] Histograms
[X] Scatter Plots	[X] Run Charts
[] ANOVA table	[] Regression Equation

53. Measurement Systems Analysis is a step in a Six Sigma project that ensures the data are reliable and trustworthy before making any data-based decisions.

[X] True [] False

54. Repeatability evaluates whether the same appraiser can obtain the same value multiple times when measuring the same object using the same equipment under the same environment.

[X] True [] False

55. Which are common sources of variation in most measurement systems?

[X] Part to part variation	[X] Measurement instrument
[X] Repeatability	[X] Reproducibility
[] Humidity	[] Altitude

56. In a Measurement Systems Analysis, which source of variation do we hope to see be the greatest?

[X] Part to part variation	[] Measurement instrument
[] Measurer (person measuring)	[] Altitude

[] Humidity

57. Bias is the difference between the observed value and the true value of a measurement.

58. **Reproducibility** evaluates whether different appraisers can obtain the same value when measuring the same object independently.



59. In a Variable Gage R&R, the acceptable % contribution of variation attributable to Repeatability and Reproducibility should be less than **10%**

60. If Kappa is greater than 0.7 the measurement system is acceptable

[X] True [] False

61. Cp considers the within-subgroup standard deviation and Pp considers the total standard deviation from the sample data.

[X] True [] False

62. Being stable does not guarantee a process to be capable. However, being stable is a prerequisite to determine whether a process is capable.

[X] True [] False

63. Cpk measures the process's potential capability to meet the two-sided specifications. It doesn't take the process average into consideration.

[] True [X] False

64. Cp, and Pp take both the variation and the average of the process into consideration when measuring the process capability.

[] True [X] False

65. A Pp of greater than 1 suggests...

[] Total process variation is greater than the width between the USL and LSL

[X] Total process variation is less than the width between the USL and LSL

66. A Pp of less than 1 suggests...

[X] Total process variation is greater than the width between the USL and LSL

[] Total process variation is less than the width between the USL and LSL



67. Which of the following measurements is NOT a process capability index?

- []Cp []Cpk
- [X] Kappa [] Percent Defectives
- 68. The Multi-vari chart is used to visualize sources of variation.

69. Pick which of the following are basic features of the data that a probability distribution describe?

- [X] Shape [X] Center
- [X] Scale [] Stability

70. Which distribution has mean equal to np and the variance equal to np(1-p)?

[<mark>X</mark>] Binomial	[] Normal
[] Exponential	[] Weibull

71. Which continuous probability distribution is the basis for the analysis of variance or test for equal variances?

- [] Normal Distribution
 [X] F Distribution
 [] Student t distribution
 [] Chi Square Distribution
- 72. Select only continuous distributions from the list below.
 - [X] Normal Distribution [X] F Distribution
 - [X] Student T Distribution [] Binomial Distribution
 - [] Poisson Distribution



73. 68-95-99.7 Rule for Normal Distribution states that

- about 68% of the data stay within σ from the mean.
- about 95% of the data stay within 2σ from the mean.
- about 99.7% of the data stay within 3σ from the mean

[X] True [] False

74. The process of selecting a subset of observations within a population is referred to as **Sampling**.

75. Statistical inference is the process of making inferences regarding the characteristics of an unobservable population based on the characteristics of an observable **Sample**.

76. To reduce β risk, we should increase the **Power**.

77. The higher the confidence level, the wider the confidence interval?

[X] True [] False

78. The larger the sample size, the wider the confidence interval?

- [] True [X] False
- 79. A valid sample must be unbiased and representative of the population?

[X] True [] False

80. The more variability, the tighter the confidence interval?



81. Which sampling strategy is used to select samples at regular intervals based on a ordered list where items in the population are arranged in some order?

[] Simple random sampling	[] Stratified sampling
[X] Systematic sampling	[] Cluster sampling

82. A Population is grouped into distinct and independent categories and then samples are randomly or systematically selected in each category of the population. Which sampling strategy is this?

[] Simple random sampling	[X] Stratified sampling
[] Systematic sampling	[] Cluster sampling

83. A hypothesis test is a statistical method in which a specific hypothesis is formulated about the population, and the decision of whether to reject the hypothesis is made based on sample data.

[X] True [] False

84. When the p-value is **less** than the α level, we reject the null and claim that there is a statistically significant difference between different groups.

85. α risk is the risk of making a Type I error?

[X] True [] False

86. The proportion of the area under the sampling distribution and beyond the test statistic is the **p-value**.

87. α risk is the risk of being wrong if you fail to reject the null?



88. In which of the following conditions can we not reject the null hypothesis?

- [] the test statistic falls into the critical region
- [] the test statistic is greater than the critical value
- [] P-value is smaller than alpha level
- [X] P-value is greater than alpha level

89. One-tailed hypothesis test is used when we care about whether there is a difference between groups and we don't care about the direction of the difference.

[] True [X] False

90. Select the two possible conclusions of hypothesis testing

[] Accept the Alternative Hypothesis	[X] Reject the Null Hypothesis
[X] Fail to Reject the Null Hypothesis	[] Reject the Alternative Hypothesis

91. When p-value is higher than the α level, we fail to reject the null and claim that there is no statistically significant difference between different groups.

[X] True [] False

92. One sample t-test is a hypothesis test to study whether there is a statistically significant difference between a population mean and a specified value.

[X] True [] False

93. A **2** Sample-t test is a hypothesis test to study whether there is a statistically significant difference between the means of two populations



- 94. Which of these is not an assumption of the ANOVA?
 - [X] The data of k populations are discrete
 - [] The data of k populations are continuous.
 - [] The data of k populations are normally distributed
 - [] The variances of k populations are equal.

95. If the p-value of a t test is 0.6656 and the alpha level is 0.05 then we ______ the null hypothesis and we claim that the means of two groups are ______ .

[X] fail to reject	[] reject
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[X] equal [] unequal

96. In a Two Sample T-test If |tcalc|>tcrit, we reject the null and claim there is a statistically significant difference between the means of the two populations.

[X] True [] False

97. The One-way ANOVA (one-way analysis of variance) is a statistical method to compare means of two or more populations.

[X] True [] False

98. Which of these is not one of the three types of two sample t-tests?

- [] Two Sample T-test unknown variances
- [] Two Sample T-test known variances; equal variances
- [] Two Sample T-test known variances; un-equal variances
- [X] Two Sample T-test known variances; variances greater than 1

99. ANOVA compares the means of different groups by analyzing the averages between and within groups.



100. The Mann-Whitney test is a statistical hypothesis test to compare the medians of two populations which are normally distributed?

[] True [X] False

101. The **Kruskal-Wallis** test is a one-way analysis of variance hypothesis test to compare the medians among more than two groups.

102. Mood's median is an alternative to Kruskal-Wallis?

[X] True [] False

103. Which of these is not a true statement?

- [] For the data with outliers, Mood's median test is more robust than Kruskal-Wallis
- [] Mood's median is an alternative to Kruskal-Wallis.
- [] Mood's median test is used to compare the medians of two or more populations
- [X] Mood's median test is not robust for non-normally distributed populations.

104. Select all that are accurate statements.

- [X] One sample sign tests are hypothesis tests comparing medians to a specified value
- [X] the one Sample sign test is an alternative test to the parametric one sample t test
- [X] One sample sign test is a distribution-free test.

105. The difference between the One Sample Sign test and the One Sample Wilcoxon test is that the One Sample Wilcoxon assumes the distribution of the data is symmetric.

[X] True [] False

106. Chi-square test can be used to test whether there is any statistically significant relationship between two discrete factors?



107. Correlation analysis helps us to understand the direction and degree of association between variables. It also suggests causation or the cause of the relationship between variables.

[] True [X] False

108. It is possible that two variables have a perfect non-linear relationship when the correlation coefficient is low.

[X] True [] False

109. Correlation implies causation.

[] True [X] False

110. R^2 (also called coefficient of determination) measures the proportion of variability in the data which can be explained by the model.

[X] True [] False

111. R^2 ranges from 0 to 1. The higher R^2 is, the better the model can fit the actual data.

[X] True [] False

112. Residuals are the vertical difference between actual values and the predicted values or the "fitted line" created by the regression model.

[X] True [] False

113. Which of these statements is incorrect?

[] Simple Linear Regression is a statistical technique to fit a straight line through the data points.

[] Simple Linear Regression models the quantitative relationship between two variables.

[] Simple Linear Regression describes how one variable changes according to the change of another variable.

[X] Simple Linear Regression uses at least two predictor variables.

114. The **Residual** in a regression model is the difference between the actual Y and the fitted Y.



115. The difference between Simple Linear Regression and Multiple Linear Regression

- Simple Linear Regression only has one predictor.
- Multiple Linear Regression has two or more predictors.

[X] True [] False

116. Multicollinearity is a situation where two or more independent variables in a multiple regression model are correlated with each other?

[X] True [] False

117. To detect multicollinearity and quantify its severity in a regression model we use a measure called **Variance Inflation Factor**.

118. Which of these is not a recommended way to deal with multicollinearity?

- [] Increase the sample size
- [] Collect samples with a broader range for some predictors
- [] Remove the variable with high multicollinearity and high p-value
- [] Remove variables that are included more than once
- [X] Remove the variable with low multicollinearity and low p-value
- 119. Select three types of valid logistic regression models
 - [X] Binary [X] Ordinal
 - [X] Nominal [] Tertiary

120. From the following, select those that are good indicators of a valid multiple regression model

- [X] Rsquare Adj > 0.80[X] All variables VIF < 5</th>
- [X] Regression model p-value < 0.05 [X] Residuals normally distributed with mean near 0
- [X] Residuals are independent [X] All variables p-value < 0.05



121. Your multiple regression model returned 3 variables that were significant and the model looks good based on all other measures. Of the 3 variables, the one with the **highest** coefficient has the most influence on your "Y".

122. The following assumptions should be met to ensure the reliability of any simple or multiple linear regression model:

- The errors are normally distributed with mean equal to zero.
- The errors are independent.
- The errors have a constant variance.
- The underlying population relationship is linear.

[X] True [] False

123. Residuals are the vertical difference between actual values and the predicted values or the "fitted line" created by the regression model.

[] True [] False

124. 5S is systematic method to organize, order, clean, and standardize a workplace...and keep it that way?

[X] True [] False

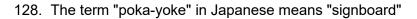
125. Kanban system is a demand driven system

[X] True [] False

126. An example of a detective type of Poka Yoke is when your car makes an audible "ding" or alarm when your passenger has not buckled their seat belt?

[X] True [] False

127. An example of a preventive type of Poka Yoke is when your dishwasher will not start without the door closed?



[] True [X] False

129. A **Kanban** system is a "pull" production scheduling system to determine when to produce, what to produce and how much to produce based on the demand

130. This word in Japanese means "signboard" Kanban

- 131. Which if these is not a benefit of a Kanban system
 - [] Minimizes in-process inventory
 - [] Prevents overproduction
 - [] Improves responsiveness to dynamic demand
 - [X] Increases dependency on accurate demand forecasts
 - [] Streamlines the production flow
 - [] Visualizes the work flow

132. From the following, select those that are characteristics of a Lean Enterprise

[X] Pull Systems	[X] Flow
[X] Zero Waste	[X] Value Add
[] High Levels of Inventory	[] Several Quality Control Teams

133. Statistical process control (SPC) is a statistical method to monitor the performance of a process using control charts in order to keep the process in statistical control?

[X] True [] False

134. Statistical process control can be used to distinguish between the special cause variation and the common cause variation in the process?





135. It is impossible to eliminate the special cause variation from a process?

[] True [X] False

136. Statistical process control can be used in different phases of six sigma projects

[X] True [] False

137. This control chart plots individual points on one graph and moving range points on another graph

[X] I-MR [] Xbar-R

[]Xbar-S []EWMA

138. I chart is valid only if MR chart is in control

[X] True [] False

139. Xbar-R chart is a control chart for continuous data with a constant subgroup size between two and ten

[X] True [] False

140. U chart is a control chart monitoring the percentages of defectives

[] True [X] False

141. P chart is a control chart monitoring the average defects per unit

[] True [X] False

142. Test 1 of the Western Electric rules for SPC is when one point lands more than three standard deviations from the center line?

[X] True [] False

143. NP chart is a control chart monitoring the count of defectives



144. Return on investment is the ratio of net financial benefits (either gain or loss) on a project or investment to its financial costs

[X] True [] False

145. Net present value is the total present value of cash flows calculated using a discount rate?

[X] True [] False

146. **Control Plans** ensure that the changes introduced by a Six Sigma project are sustained over time

147. **Standard Operating Procedures** are documents that focus on process steps, activities and specific tasks required to complete an operation.

148. Which of these might not be considered a standard element of a control plan?

- [] SOP (Standard Operating Procedures) [] Communication Plan
- [] Training Plan

[] Audit Plan

[X] Floor plan

149. Control plans typically include measurement systems that monitor and help manage key process performance?

[X] True [] False

150. Communication Plans are documents that focus on planning and preparing for the dissemination of information?

[X] True [] False

151. A response plan should be a component of as few control plan elements as possible



152. Which of the following might be used to ensure actions, processes, procedures and other tasks are performed as expected?

[X] Audit	[X] Training
[X] SOP's	[X] Communication
[X] Measurements	[X] Poka-Yoke

Situational Question

The division you support has been producing units of a special product at one of its troubled facilities. Recently senior management has announced layoffs that have impacted operations so severely that immediate changes in processes are the only way the business can continue producing units. Your peers and supervisors have acted quickly to make the necessary changes and redesign the production & supply chain process to accommodate fewer employees. You have been pulled in to take on the responsibility of monitoring the quality of the units being produced to ensure that the process changes have not adversely affected quality. Fortunately you were anticipating this management action and you began collecting defect data 30 days ago.

A month has now passed since the process changes have been in effect. Below is the data you have been able to collect over the past 60 days. The first 30 data points were proactively collected by you prior to the layoff and the second 30 points are post layoff. Because you diligently studied your Six Sigma training materials, you were also savvy enough to make sure that all data points were randomly drawn from equal subgroup sizes that were properly stratified across shifts and other known production variations so you're confident in the data.

Your supervisors are now requesting an assessment of the quality data and have asked you to conduct the analysis and present it in the production review scheduled for this week. In preparation, use the data below to perform your analysis and answer the following questions:

Defects	Process Change			
19	Before			
23	Before			
14	Before			
18	Before			
9	Before			
22	Before			
16	Before			
12	Before			
11	Before			
19	Before			
10	Before			
10				
	Before			
23	Before			
14	Before			
18	Before			
9	Before			
12	Before			
14	Before			
12	Before			
19	Before			
16	Before			
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15	Before			
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17	Before			
15	Before			
12	Before			
9	Before			
12	Before			
13	After			
17	After			
8	After			
12	After			
3	After			
16	After			
10				
	After			
6	After			
5	After			
13	After			
4	After			
13	After			
17	After			
8	After			
12	After			
3	After			
6	After			
8	After			
6	After			
13	After			
10	After			
8	After			
9	After			
7	After			
12	After			
11	After			
9	After			
6	After			
3	After			
6	After			
0	/ 1001			



176. True or False, the process before the layoff (before process changes) was in control?

[X] True [] False

177. True or False, the process after the layoff (post process change) is not in control?

[] True [X] False

178. Given what you know of the situation, which of the following control charts should you use to determine process stability?

[] CumSum	[] P chart

[] EWMA [X] IMR chart

179. True or False, the data is normally distributed for each parameter?

[X] True [] False

180. True or False, the parameters have equal variances?

[X] True [] False

181. True or False, in terms of defects, the process after the layoff has improved?

[X] True [] False

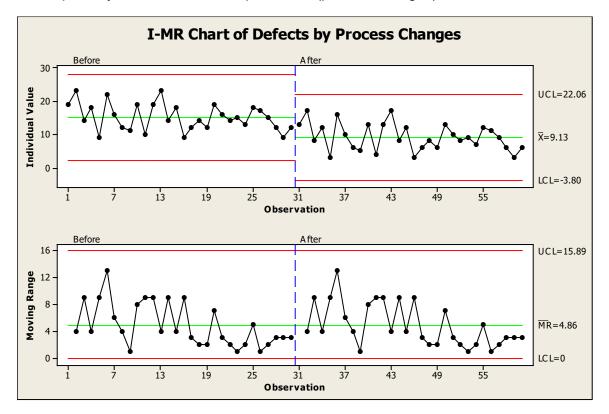
182. True or False, the p-value for a 2-sample t test between the before and after subgroups is greater than 0.05?

[] True [X] False

Situational Assessemnt Results & Interpretations:



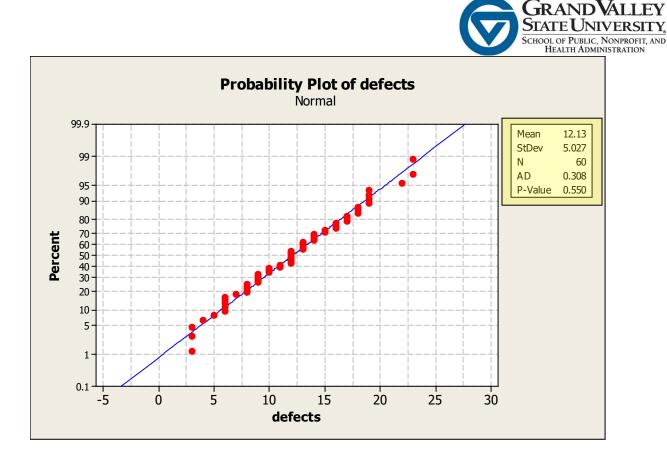
Given that the defect samples were randomly drawn from stratified subgroups of equal subgroup sizes and that the data were continuous and independent, the simplest and most effective control chart selection for this particular situation should be the IMR chart (one could argue that it should be the C chart but that chart is not in your curriculum). Below is the IMR chart output with control limits separately calculated for each parameter (process changes).



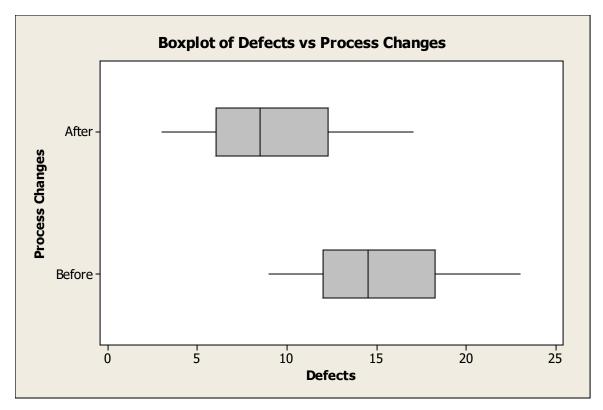
All tests were performed for this chart and there are no indications of out of control conditions. Both charts, the "I" chart (individuals) and "MR" chart (Moving Range) are stable and in control for each parameter. An interesting note however is that the layoff seemed to have improved the defect rate. Let's dig a little deeper and see if that's real...

Before jumping straight into a statistical comparison of the before and after data we need to validate a couple of key assumptions namely, normality and equal variances.

The probability plot below was performed to assess the normality of the data. The null hypothesis for a normality test is the data are normal. Therefore if the data are not normal we would have to reject the null. However, in order to reject the null our p-value should be below 0.05. The p-value for our test result is 0.55 which indicates that we can't reject the null and we must conclude that the data are normal.



Next we perform a test of equal variances.



Although the box plots appear to be from different populations, alone they are not enough to determine if variances are equal. Below is the statistical output for the test of equal variances.



Test and CI for Two Variances: Defects vs Process Changes

Method

Alternative hypothesis	Sigma(After) Sigma(After) Alpha = 0.05	2					
Statistics							
Process Changes N StDev Vari After 30 4.049 16 Before 30 4.049 16							
Ratio of standard deviations = 1.000 Ratio of variances = 1.000							
95% Confidence Intervals							
Distribution CI for St of Data Ratic Normal (0.690, 1. Continuous (0.693, 1.	Dev Vari Ra 449) (0.476,	tio 2.101					
Method	DF1	DF2 S	Test tatistic	P-Value			
<mark>F Test (normal)</mark> Levene's Test (any conti		<mark>29</mark> 58	1.00 0.00	<mark>1.000</mark> 1.000			

Knowing the data are normal, we should follow the output of the "F Test" to determine if variances are equal. The result is actually a perfect match with the p-value being 1.0. We can safely assume that two data sets have equal variances. Now let's look at the 2-Sample t test:

Two-Sample T-Test and CI: Defects, Process Changes

```
Process
Changes N Mean StDev SE Mean
After 30 9.13 4.05 0.74
Before 30 15.13 4.05 0.74
Difference = mu (After) - mu (Before)
Estimate for difference: -6.00
95% CI for difference: (-8.09, -3.91)
T-Test of difference = 0 (vs not =): T-Value = -5.74 P-Value = 0.000 DF = 58
Both use Pooled StDev = 4.0491
```

With the p-value of 0.000, it's well below the 0.05 thresh hold. We will reject the null which is that there is no difference. A p-value of zero clearly indicates that there is a difference between the means of the Before group and After group. If the p is low the null must go!.