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Exam : **CSSGB**

Title : Six Sigma Green Belt

Version : DEMO

1.The right hand side of a completed "house of quality" (HOQ) displays rankings and values for:
A.Customer needs or desires
B.Competitive assessments or comparisons
C.Design feature measurements and importance
D.Design feature interactions
Answer: B
Explanation:The subroof of a HOQ displays design features and the roof shows design feature interactions (deliminated).The "basement" of the HOQ shows target values, or design features and technical importance(c eliminated).The left side of the HOQ details key customer needs or desires (a eliminated).The right side of the HOQ shows competitive assessments and/or comparisons.

2.Which of the following techniques has proven useful in translating customer needs into product design features?
A.Changing perceptions
B.Customer service principles
C.Confrontation and problem solving
D.Quality function deployment
Answer: D
Explanation:
Answers a and c are customer conflict resolution techniques.Answer b addresses service principles, not the question at hand.The role of quality function deployment (QFD) is to translate customer needs into design features.

3.The SIPOC business model helps everyone in the company see the business from an overall process perspective.However, it does NOT:
A.Provide a framework applicable to processes of all sizes
B.Identify the few key business customers
C.Display cross-function activities in simple terms
D.Help maintain the big business picture
Answer: B
Explanation:
Note that a negative response is requested.The odd choice out is answer B Identification of the key business customers is done by means other than a SIPOC model.The other answers a, c and d are valid.

4.The organization's customer service program can be enhanced in many ways.One of the ways would be:
A.Provide better procedures for customer service personnel
B.Restrict access to customer data
C.Have supervisors available to answer more questions
D.Utilize employee involvement
Answer: D
Explanation:
Customer service is important to an organization.To increase its effectiveness, everyone should be involved.This would mean all employees.Better procedures (answer a) can help.Restricting access to

customer data (answer b) is not good.A supervisor being available to answer more questions (answer c) is going backwards.Employee involvement places decision making at the level where the action occurs (answer d).

5.Having extensive industry knowledge makes upper management "experts" in customer needs and desires.To win in the marketplace they should:
A.Authorize many new products as soon as possible
B.Start with a new marketing plan fitting customer needs
C.Develop a strategic plan for new products
D.Ask for help, because they often don't really know the customer
Answer: D
Explanation:
One can learn from the experiences of the 1970s U.S.automotive experts as they were being pushed around by the Japanese auto makers.The U.S.auto makers knew the American public, it was their market for 60 years.Fresh customer data is always needed.The question suggests that management knows it all and does not need any more information.Answers a, b and c imply that a producer is going ahead with a marketing effort without customer input.Answer d is correct, because of the producer's need for more information.

6.A customer satisfaction program was started on the right foot and has gone very well for the last year or so.The company should:
A.Look to improve the program, with new customer input
B.Do nothing with the program, it's not broken
C.Form a manager's group to add new wrinkles to the program
D.Concentrate on long term customers
Answer: A
Explanation:
Even though the customer satisfaction program has gone well for a certain time frame, one still must continue to listen to the customer.Answer b, to do nothing, would probably not keep your company competitive.Answer c, forming a manager's group, is too restrictive.It permits internal people to formulate external customer expectations.Answer d is too restrictive for a variety of reasons.Lack of growth could be one of them.

7.A six sigma improvement team may be required to analyze customer data in order to define a project or the results of an improvement.Which of the following tools would be of LEAST value?
A.Conflict resolution
B.Statistical analysis
C.Matrix diagrams
D.Pareto analysis
Answer: A
Explanation:
Note that a negative response is requested.The techniques suggested by answers b, c and d, plus others, can be employed.Additionally, most of these tools are more effective if they are used on similar customer data, over different time periods, to ascertain if the improvement is still valid or if there are changes in the

market.Answer a is a good choice for many questions but not this one.

8.Customer expectations follow which hierarchy of needs, from low to high?
I.Expected
II.Basic
III.Unanticipated
IV.Desired
A.II, I, IV, III
B.III, I, II, IV
C.IV, II, I, III
D.I, II, III, IV
Answer: A
Explanation:
There is a hierarchy of customer expectations in regard to product or service quality.It is similar in nature to Maslow's hierarchy of needs.The hierarchy of customer expectations follow the stages of basic (II), expected (I), desired (IV) and unanticipated (III).Only answer a starts with II, and continues with the correct sequence.

9.During the team building phase, which of the following best describes the actions of the team?
A.The group is uncertain of their duties
B.Members prioritize and perform tasks
C.Member cooperation is evident
D.The team leader usually delegates duties
Answer: A
Explanation:
This question requires some knowledge of team life cycles.Some authorities refer to the team life cycle phases as build, develop and optimize.Others use forming, storming, norming and performing.The building phase is an early one in which the leader provides more direction and the group is uncertain of their roles and duties (Answer a).During this period, the leader does not delegate responsibilities readily and the team usually does not have the skills and experience to prioritize and perform tasks without assistance.

10.In most cases, an improvement team receives the least control and direction during which of the following stages:
A.Building
B.Storming
C.Performing
D.Alarming
Answer: C
Explanation:
The performing stage is the most mature and advanced team stage.The team leader (and/or facilitator) would provide the least control and direction because the team has demonstrated their own effective decision making capability.

11.Excessive conflict within an improvement team:
A.Has a negative effect on team members and should be avoided
B.Has a positive effect on creating alternate solutions
C.Most often results in win-win situations
D.Promotes equal participation among members
Answer: A
Explanation:
Excessive conflict within a team often has a negative effect on team members.Conflict most often results in win-lose or lose-lose situations.Rarely will either a win-win situation or creative alternate solutions result.Only a few exceptional personalities thrive in an environment of conflict.

12.Good improvement team members will:
A.Provide valid excuses when they miss a meeting
B.Agree with the team even when it is wrong
C.Encourage participation by other team members
D.Withhold unpopular information from the team
Answer: C
Explanation:
Answers b and d might indicate a condition known as groupthink, which is to be avoided.Generally, good team members don't miss meetings and therefore, don't need excuses (a).A good team member will encourage participation by other members.

13.Which of the following describes poorly functioning teams?
A.Members act independently without inter-dependency
B.Objectives are realistically set and met
C.Team members listen to what is being said
D.Facts and opinions are distinguished
Answer: A
Explanation:
The key question phrase is "poorly functioning." Answers b, c and d are desirable team characteristics (team members listen well and objectives are realistically set and met and facts and opinions are distinguished).Answer a is a poor characteristic in any team or group.Team members must be able to act both independent and interdependently.

14.Effective team mechanics would typically NOT include which of the following?
A.The development of an agenda
B.The support of upper management
C.The distribution of minutes
D.The meeting time, frequency and location
Answer: B
Explanation:
The keys to this question are "mechanics" and "not include." A team must have the support of upper management (answer b).However, this is the answer to a question that is not asked.This question deals with team mechanics, which includes agendas, times, locations, minutes, etc.Answers a, c and d are all

necessary team mechanics.

15.When giving instructions to those who will perform a task, the communication process is completed:
A.When the worker goes to his work station to do the task
B.When the person giving the instruction has finished talking
C.When the worker acknowledges these instructions by describing how he/she will perform the task
D.When the worker says that he/she understands the instructions
Answer: C
Explanation:
The best communication process allows for effective feedback.The most comprehensive feedback from the four choices is answer c.

16.Understanding, controlling and improving an organization's processes to create value for all stakeholders would be called:
A.The SIPOC diagram
B.Process performance metric
C.Business process management
D.The establishment of KPIVs and KPOVs
Answer: C
Explanation:
The question is describing business process management (BPM), answer c..The other answers are tools and techniques that could be used to support BPM.

17.As an alternative to QFD, the plotting of items of customer importance versus the customer's corresponding satisfaction level, using a form of Likert scale would most appropriately be called:
A.A matrix diagram
B.A perceptual map
C.A cause-and-effect matrix
D.A correlation chart
Answer: B
Explanation:
A form of matrix diagram is being described.Thus, answer d can be eliminated.There is no evidence that a cause-and-effect relationship is being considered.Therefore, answer c can be eliminated.Without specific knowledge, the choice comes down to either a or b.However, a perceptual map is a specialized matrix diagram that captures the perceptions of the customer.

18.One would say that, from an overall perspective, the activities of a company are tied together by:
A.Customers
B.Stockholders
C.Suppliers
D.Process management
Answer: D
Explanation:
In the context of the question, almost any model or schematic of an organization has either a business

process management or internal company process at its core.

19.If a company fails to meet their quarterly projected sales and profit forecasts, which of the following stakeholder groups would be LEAST affected?
A.Suppliers
B.Stockholders
C.Employees
D.Society
Answer: D
Explanation:
Note that a negative response is requested.In today's volatile stock market, the share price could drop 10% or more if the quarterly sales or profit forecast were missed.Dependent upon how badly the numbers were missed, employees and suppliers could be affected as well.Society (particularly local society) could also be impacted but certainly to a lesser extent.

20.The key difference between internal and external customers is:
A.Their interest in the product or service
B.Internal customers can influence the design of the product
C.External customers usually influence the design of the product
D.External customers best determine the true quality of the product
Answer: D
Explanation:
In this question, the problem is to find the best answer among the four choices.What is unique or different? Answers a, b and c are true for both internal and external customers.Answer d is best because the external customer's perception of quality really determines a company's survival.