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QUESTION 1

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.

QUESTION 2

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.

QUESTION 3

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.

QUESTION 4

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.

QUESTION 5

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.

QUESTION 6

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.

QUESTION 7

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.

QUESTION 8

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.

QUESTION 9

On surveys from customers, what do high customer satisfaction numbers NOT indicate?

- A. Customer satisfaction
- B. Customer service
- C. Customer loyalty
- D. Product quality satisfaction

Answer: C

Explanation:

This question seeks the best negative answer choice. Most questionnaires and surveys can measure degrees of customer satisfaction (answer a), customer service (answer b), and product quality (answer d). Satisfied customers are not necessarily very loyal (answer c).

QUESTION 10

The fundamental purpose of establishing teams is to:

- A. Provide team members a form of job enrichment and broadening
- B. Improve the internal efficiencies of the organization
- C. Teach team members new problem solving skills
- D. Avoid spending money on outside consultants

Answer: B

Explanation:

Teams may provide particular members with opportunities to broaden their skill and experience sets, as well as increased visibility and self-satisfaction, but those are ancillary benefits, rather than the fundamental purpose of establishing teams. Teams are formed to improve processes and solve problems. Because this ultimately is designed to enable the organization to better perform its purpose with a lesser amount of wasted effort and resources, teams are ultimately formed to improve the efficiencies of the organization.

QUESTION 11

Which six sigma role is most likely to define objectives for an improvement team?

- A. Leader
- B. Sponsor
- C. Facilitator
- D. Member

Answer: B

Explanation:

The team sponsor is often likely to define team objectives. The second best choice is the team leader, although this is usually not the case. Team facilitators and members do not define team objectives.

QUESTION 12

Provide a non-technical definition for "Six Sigma" management.

Answer:

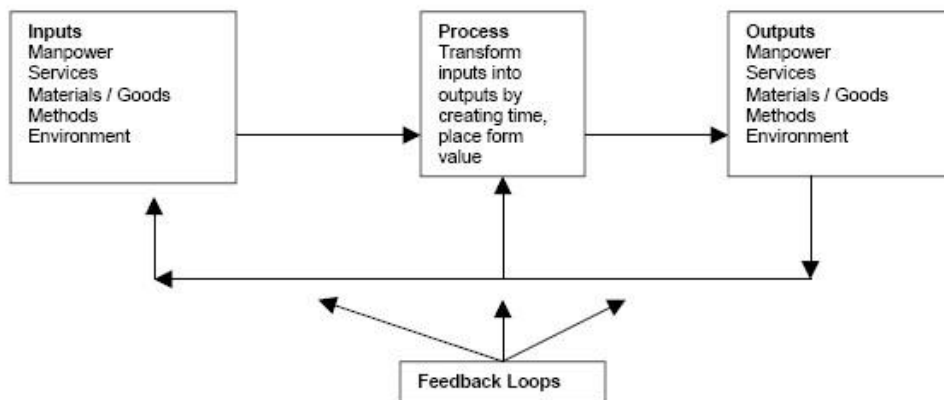
It is an organizational initiative designed to create breakthrough improvements in manufacturing, service and administrative processes. For example, Motorola established a goal to reduce defects 10-fold with a 50% reduction in cycle time every 2 years.

QUESTION 13

Define a process. Draw a picture.

Answer:

A process is the vehicle for transforming inputs into outputs, see figure below. Feedback loops are used to move data to appropriate points in the process for decision making purposes.



QUESTION 14

Describe the three types of feedback loops. (None, Special only, Common and Special cause)

Answer:

- No feedback loop: A process without a feedback loop will deteriorate and decay due to entropy.
- Special cause only feedback loop: A process in which all feedback is treated as special will exhibit a doubling or explosion in the variation of its output.
- Special and common cause feedback loop: A process in which feedback is statistically recognized as common or special will experience

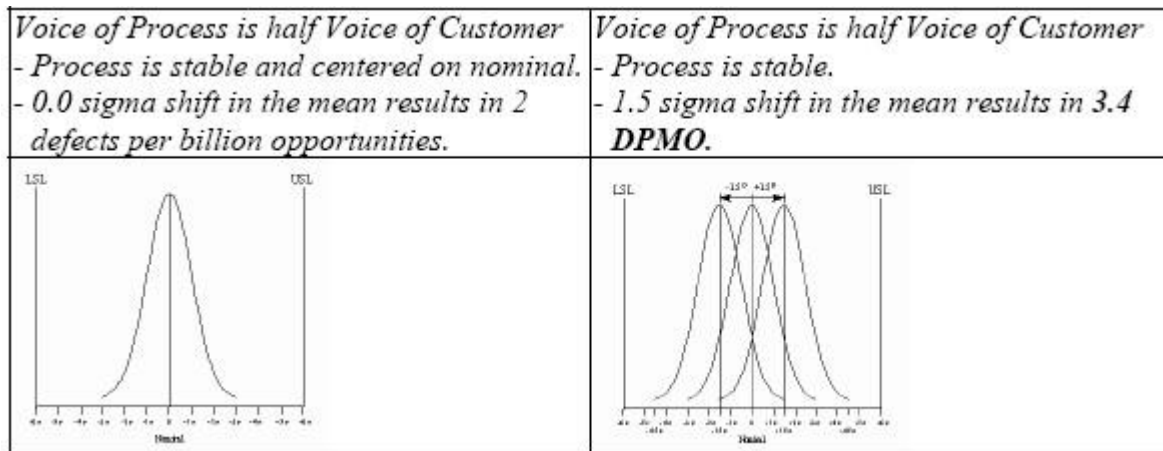
improvement of its output.

QUESTION 15

Explain the origin of the "6" and "3.4" in Six Sigma management. Use a diagram that includes the Voice of the Customer and the Voice of the Process.

Answer:

Through the continuous process improvement, the variation of process is reduced. Thus, the relationship between Voice of Customer and Voice of Process moves to a better level, Voice of Process is half the Voice of Customer, that is --- the process improves from a 3- sigma process to a 6- sigma process.



QUESTION 16

Describe the roles and responsibilities of a process owner.

Answer:

- 1.A Process Owner has the authority to change a process.
- 2.A Process Owner should be identified and designated early in a Six Sigma project.
- 3.A Process Owner is responsible for managing and holding the gains for the improved process, and for improving and innovating the process in the future.
- 4.A Process Owner empowers people in the process.
- 5.A Process Owner works with the project team. (This can also be a champion role.)
- 6.A Process Owner coordinates team logistics. . (This can also be a MBB or BB role.)
- 7.A Process Owner negotiates resources for team. . (This can also be a champion role.)
- 8.A Process Owner links process and organizational objectives. A Process Owner understands their process' capability and its relationship to the organization.
- 9.A Process Owner ensures that customer's needs take priority. (This is also mainly the responsibility of the top executives of an organization.)
- 10.Process owner optimizes the entire process, not just component of the process.

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