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Certified Six Sigma Black Belt

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QUESTION: 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

The subroof of a HOQ displays design features and the roof shows design feature interactions (delimited). 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.

QUESTION: 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

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.

QUESTION: 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

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.

QUESTION: 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

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).

QUESTION: 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

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.

QUESTION: 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

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.

QUESTION: 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

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.

QUESTION: 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

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.

QUESTION: 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

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.

QUESTION: 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

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.

QUESTION: 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

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.

QUESTION: 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

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.



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