

PRACTICE EXAM 26: LEAN SIX SIGMA BLACK BELT SIMULATION (150 QUESTIONS)

This 150-question Black Belt study simulation covers Lean Six Sigma principles, DMAIC, analysis, improvement, and control. Select the single best answer for each question.

1. Which statement best describes Six Sigma?

- A. A staffing method for downsizing departments
- B. A disciplined approach for reducing variation and defects
- C. A financial reporting method for annual budgets
- D. A system for ranking employee performance

2. In Lean thinking, value is defined primarily from whose perspective?

- A. The department with the largest budget
- B. The executive sponsor of the project
- C. The supplier providing raw materials
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3. What is the main purpose of a process map?

- A. To calculate the project return on investment
- B. To assign employee performance ratings
- C. To show the sequence of work and handoffs
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4. Which role normally sponsors a Six Sigma project and removes barriers?

- A. Yellow Belt
- B. Champion
- C. Process operator
- D. Data collector

5. A Yellow Belt most commonly contributes to an improvement project by:

- A. Approving the organization-wide quality strategy
- B. Leading every statistical analysis independently
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6. Which Lean waste is created when work waits for the next step to be ready?

- A. Waiting
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7. A SIPOC diagram is most useful at the start of a project because it:

- A. Calculates the standard deviation of a sample
- B. Summarizes suppliers, inputs, process, outputs, and customers
- C. Displays individual data points over time
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8. Which item is an example of a defect from a customer's viewpoint?

- A. A team holding a daily five-minute huddle

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11. The 5S method includes sort, set in order, shine, standardize, and:

- A. Schedule
- B. Simplify
- C. Segment
- D. Sustain

12. What does a value stream map emphasize beyond a basic flowchart?

- A. The flow of material and information across the process
- B. The individual salary of each process owner
- C. The wording of customer survey questions
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38. A project milestone is:

- A. A routine task completed every hour
- B. A significant checkpoint or deliverable date
- C. An error found in a customer order
- D. A type of measurement system

39. Why is a communication plan useful?

- A. It prevents the team from collecting data
- B. It selects the process owner automatically
- C. It specifies what information stakeholders need and when
- D. It replaces sponsor involvement

40. The process owner is the person who:

- A. Must answer every customer survey
- B. Performs only the statistical calculations
- C. Approves all corporate budgets
- D. Has ongoing responsibility for the process after the project

41. What is the median of 3, 5, 7, 9, and 20?

- A. 7
- B. 5
- C. 9
- D. 20

42. Why is a data collection plan created before gathering data?

- A. To guarantee that the target has already been met
- B. To define what data, who, when, and how data will be collected
- C. To eliminate the need for operational definitions
- D. To select the final solution before analysis

43. A nominal data category is best illustrated by:

- A. Temperature in degrees
- B. Cycle time in minutes
- C. Department name
- D. Number of defects per unit

44. A check sheet is primarily used to:

- A. Show cause-and-effect relationships
- B. Display the sequence of project tasks
- C. Assign actions to stakeholders
- D. Collect and tally data consistently at the source

45. Which measure describes the average of a numerical data set?

- A. Range
- B. Mean
- C. Mode
- D. Frequency

46. A histogram is most useful for showing:

- A. The distribution and shape of numerical data
- B. The responsibilities of project members
- C. The sequence of work steps
- D. The priority of stakeholder messages

47. A sample is:

- A. A subset selected from a larger population

- B. Every observation available in the process
- C. A target value set by management
- D. A type of cause-and-effect diagram

48. Measurement system analysis asks whether a measurement method is:

- A. Capable of eliminating all common causes
- B. Accurate and consistent enough for its intended use
- C. Able to replace customer requirements
- D. Designed only for financial data

49. Which display is best for showing a process measure over time?

- A. Pareto chart
- B. SIPOC diagram
- C. Run chart
- D. Affinity diagram

50. If the same part is measured repeatedly by one appraiser, repeatability concerns:

- A. Differences among customer requirements
- B. Changes in project scope
- C. The number of categories on a check sheet
- D. Variation from the measurement device or method

51. Which data type is continuous?

- A. Type of service request
- B. Reason for a returned order
- C. Time required to complete a call
- D. Shift name

52. A Pareto chart helps a team:

- A. Focus on the few categories contributing most to a problem
- B. Calculate the exact mean of a sample
- C. Map customer touchpoints in detail
- D. Set project milestones

53. What is the range of 4, 8, 10, and 15?

- A. 7
- B. 11
- C. 15
- D. 4

54. Stratifying data means:

- A. Deleting unusual observations automatically
- B. Combining all categories into one total
- C. Choosing a solution before analysis
- D. Separating data into meaningful subgroups

55. A data point is an outlier when it:

- A. Is unusually distant from the rest of the observations
- B. Matches the target exactly
- C. Appears on a process map
- D. Is collected by a customer

56. Which measure is most affected by an extremely high value?

- A. Median
- B. Mode
- C. Mean
- D. Minimum

57. A baseline measurement is collected in order to:

- A. Prove a solution will work without testing
- B. Replace the need for a goal statement
- C. Eliminate variation from a process
- D. Describe current performance before changes are made

58. A frequency table summarizes:

- A. Which stakeholder owns each action
- B. How often each value or category occurs
- C. The chronological steps in a process
- D. The financial benefit of a project

59. A measurement is valid when it:

- A. Always produces the smallest possible number
- B. Requires no written definition
- C. Represents the characteristic it is intended to measure
- D. Can be collected only once

60. If a process produces 9 defects in 300 opportunities, what is the defect rate?

- A. 3%

- B. 0.3%
- C. 30%
- D. 9%

61. The primary purpose of a cause-and-effect diagram is to:

- A. Calculate a process average
- B. Assign project roles
- C. Display data in chronological order
- D. Organize possible causes of a problem

62. The 5 Whys technique is used to:

- A. Rank employees by performance
- B. Probe beyond symptoms toward an underlying cause
- C. Set upper and lower specification limits
- D. Estimate a project budget

63. Which statement about correlation is correct?

- A. Correlation proves one factor causes another
- B. Correlation is used only for categorical data
- C. Correlation eliminates the need for data
- D. Correlation alone does not prove causation

64. A scatter plot is most useful for examining:

- A. The sequence of tasks in a project
- B. The number of stakeholders affected
- C. The relationship between two numerical variables
- D. The wording of a charter

65. Root cause analysis should focus on causes that:

- A. Are suggested by the loudest team member
- B. Can be supported by evidence and linked to the problem
- C. Are easiest to blame on another department
- D. Require no data to investigate

66. Which question is most appropriate after identifying a likely root cause?

- A. What evidence confirms this cause drives the problem?
- B. Which team member first mentioned the cause?
- C. How can we avoid measuring the cause?
- D. Can we close the project immediately?

67. A process bottleneck is the step that:

- A. Has the most employees assigned
- B. Occurs first on a process map
- C. Limits the overall flow or capacity of the process
- D. Is closest to the customer

68. Failure mode and effects analysis is used to:

- A. Anticipate failures and prioritize risk reduction
- B. Calculate the mean of a data set
- C. Document stakeholder communication
- D. Replace all inspection activities

69. In an FMEA, severity reflects:

- A. The number of team meetings scheduled
- B. The seriousness of the effect if a failure occurs
- C. The cost of collecting each data point
- D. The order in which tasks occur

70. A hypothesis is best described as:

- A. A final solution approved by the sponsor
- B. A list of customer requirements
- C. A measurement-system error
- D. A testable statement about a population or process

71. When a Pareto chart shows one category far larger than the others, the team should first:

- A. Ignore it because it may be unusual
- B. Investigate that category as a priority
- C. Average it with all other categories
- D. Change the project charter immediately

72. Which tool helps distinguish common causes from special causes over time?

- A. Control chart
- B. SIPOC
- C. Project charter
- D. Affinity diagram

73. A root cause is best defined as a factor that:

- A. Is simply the most visible symptom

- B. Cannot be influenced by the process
- C. Directly contributes to the problem and can be addressed
- D. Is selected before the team analyzes data

74. Why might data be stratified by shift?

- A. To remove all variation from the data
- B. To avoid creating a Pareto chart
- C. To ensure every sample has the same value
- D. To see whether performance differs across shifts

75. A process decision program chart is particularly helpful when:

- A. Planning responses to potential implementation problems
- B. Calculating a sample standard deviation
- C. Defining a customer requirement
- D. Writing an operational definition

76. Which is an example of a special cause?

- A. Normal small differences among trained operators
- B. Routine variation in service time
- C. A one-time system outage that delays orders
- D. Typical minor changes in material properties

77. An affinity diagram is useful when a team has:

- A. One numerical series requiring a trend line
- B. A stable process with known control limits
- C. A completed control plan
- D. Many ideas that need to be grouped into themes

78. Why should a team avoid jumping to solutions during analysis?

- A. It guarantees the data will be nominal
- B. It may treat symptoms instead of verified causes
- C. It makes the project scope narrower
- D. It prevents stakeholder communication

79. A simple regression model is commonly used to:

- A. Estimate how one numerical variable relates to another
- B. Classify stakeholders by influence
- C. Create a project charter
- D. Measure agreement among appraisers

80. What does a statistically significant result generally indicate?

- A. The change is automatically important to customers
- B. The data collection plan is no longer needed
- C. Every possible cause has been eliminated
- D. The observed difference is unlikely due to random chance alone

81. Which technique is most useful for generating many possible solutions quickly?

- A. Control charting
- B. Brainstorming
- C. Stratified sampling
- D. Regression analysis

82. A pilot test is conducted mainly to:

- A. Replace the need to measure results after implementation
- B. Prove the solution cannot fail under any circumstances
- C. Evaluate a change on a limited scale before full rollout
- D. Avoid involving process users before the full rollout

83. A solution selection matrix helps a team:

- A. Calculate the standard deviation of data
- B. Identify every customer in a SIPOC
- C. Compare alternatives against agreed criteria
- D. Replace the project sponsor

84. Which action is an example of mistake proofing?

- A. Asking staff to remember a complex rule
- B. Increasing the size of a report batch
- C. Waiting until month-end to inspect errors
- D. Requiring a required field before an order can be submitted

85. A control plan should specify:

- A. Only the final financial benefit
- B. What to monitor, how often, and what action to take
- C. Every idea rejected during brainstorming
- D. The personal preferences of project members

86. The main purpose of a control chart is to:

- A. Monitor process variation over time and signal unusual change

- B. Display a ranked list of defects
- C. Map suppliers and customers
- D. Calculate a project return

87. A reaction plan tells process users:

- A. How to redefine the project scope
- B. What to do when a measure indicates a problem
- C. How to eliminate all data collection
- D. Which team member to promote

88. Why should standard work be updated after an improvement?

- A. To make the improved method the normal way of working
- B. To allow every operator to use a different method
- C. To remove the need for training
- D. To avoid monitoring results

89. Which measure best demonstrates whether an improvement was sustained?

- A. The number of brainstorming ideas generated
- B. The length of the final presentation
- C. Post-implementation performance measured over time
- D. The number of people on the project team

90. A visual management tool is designed to:

- A. Increase the number of approval steps
- B. Replace every written procedure
- C. Hide performance data from users
- D. Make process status and abnormalities easy to see

91. When implementing a solution, training should focus on:

- A. The new method, reasons for change, and expected behaviors
- B. Only the history of the project charter
- C. Personal opinions about previous performance
- D. Statistics unrelated to the changed process

92. Which action helps prevent a process from reverting to the old method?

- A. Removing all performance measures
- B. Assigning ownership and auditing the new standard
- C. Ending communication after the launch
- D. Allowing undocumented workarounds

93. A balanced scorecard of process measures should include:

- A. Only one convenient measure without regard to customer needs
- B. Only employee attendance data without process performance information included
- C. Measures that reflect quality, delivery, cost, or other key needs
- D. Only the original project timeline with no outcome measures

94. What is the best first response when a control chart signals a special cause?

- A. Adjust the process immediately without evidence
- B. Ignore the signal until month-end
- C. Change all control limits at once
- D. Investigate the cause before changing the process

95. A process owner reviewing a dashboard weekly is performing:

- A. Initial project scoping
- B. Ongoing control and sustainment
- C. Root-cause brainstorming
- D. Measurement-system calibration only

96. Which approach best supports adoption of an improvement?

- A. Involving affected users early and addressing their concerns
- B. Announcing the change after it is already mandatory
- C. Avoiding feedback from process operators
- D. Relying only on the final project report

97. The purpose of a control limit is to:

- A. Specify the customer's desired target alone
- B. Rank causes on a Pareto chart
- C. Define the expected range of process variation
- D. Set the project budget

98. A documented handoff plan is especially important when:

- A. The team is still defining the problem
- B. No measurements have been collected
- C. The customer requirement is unknown
- D. The project team transfers responsibility to the process owner

99. Why should an improved process be periodically audited?

- A. To restart the project charter every week

- B. To avoid updating work instructions
- C. To eliminate all normal variation
- D. To confirm that the new standard is followed and effective

100. A successful Improve phase should result in:

- A. A list of untested ideas only
- B. A broader project scope without approval
- C. A tested change that addresses verified causes
- D. An end to performance monitoring

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- A. A routine task completed every hour

- B. A significant checkpoint or deliverable date
- C. An error found in a customer order
- D. A type of measurement system

139. Why is a communication plan useful?

- A. It prevents the team from collecting data
- B. It selects the process owner automatically
- C. It replaces sponsor involvement
- D. It specifies what information stakeholders need and when

140. The process owner is the person who:

- A. Must answer every customer survey
- B. Has ongoing responsibility for the process after the project
- C. Performs only the statistical calculations
- D. Approves all corporate budgets

141. What is the median of 3, 5, 7, 9, and 20?

- A. 7
- B. 5
- C. 9
- D. 20

142. Why is a data collection plan created before gathering data?

- A. To guarantee that the target has already been met
- B. To eliminate the need for operational definitions
- C. To define what data, who, when, and how data will be collected
- D. To select the final solution before analysis

143. A nominal data category is best illustrated by:

- A. Temperature in degrees
- B. Department name
- C. Cycle time in minutes
- D. Number of defects per unit

144. A check sheet is primarily used to:

- A. Collect and tally data consistently at the source
- B. Show cause-and-effect relationships
- C. Display the sequence of project tasks
- D. Assign actions to stakeholders

145. Which measure describes the average of a numerical data set?

- A. Range
- B. Mode
- C. Frequency
- D. Mean

146. A histogram is most useful for showing:

- A. The responsibilities of project members
- B. The sequence of work steps
- C. The distribution and shape of numerical data
- D. The priority of stakeholder messages

147. A sample is:

- A. A subset selected from a larger population
- B. Every observation available in the process
- C. A target value set by management
- D. A type of cause-and-effect diagram

148. Measurement system analysis asks whether a measurement method is:

- A. Capable of eliminating all common causes
- B. Able to replace customer requirements
- C. Designed only for financial data
- D. Accurate and consistent enough for its intended use

149. Which display is best for showing a process measure over time?

- A. Pareto chart
- B. SIPOC diagram
- C. Run chart
- D. Affinity diagram

150. If the same part is measured repeatedly by one appraiser, repeatability concerns:

- A. Differences among customer requirements
- B. Variation from the measurement device or method
- C. Changes in project scope
- D. The number of categories on a check sheet

Practice Exam 26: Answer Key and Explanations

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