

EXAM 19: LEAN SIX SIGMA BLACK BELT SIMULATION

(150 QUESTIONS)

This 150-question practice simulation covers Black Belt organizational, DMAIC, control, and design-for-Six-Sigma content. Choose the single best answer for each question. This is an original study aid, not an ASQ examination.

1. A Black Belt is evaluating strategic deployment. Which response is best?

- A. Use it to connect improvement projects to organizational goals
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

2. During an enterprise improvement review, assess business case. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to justify project value with credible benefits
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

3. For a cross-functional program, apply customer value. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to prioritize outcomes meaningful to customers

4. In a high-impact process project, consider leadership commitment. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to remove barriers and provide resources
- D. Replace customer requirements with internal preferences

5. A deployment leader asks about organizational culture. Which response is best?

- A. Use it to reinforce evidence-based improvement behaviors
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

6. A Black Belt is evaluating strategic deployment. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to connect improvement projects to organizational goals
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

7. During an enterprise improvement review, assess business case. Which response is best?

- A. Use it to justify project value with credible benefits
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

8. For a cross-functional program, apply customer value. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to prioritize outcomes meaningful to customers

9. In a high-impact process project, consider leadership commitment. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to remove barriers and provide resources
- D. Replace customer requirements with internal preferences

10. A deployment leader asks about organizational culture. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to reinforce evidence-based improvement behaviors
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

11. A Black Belt is evaluating strategic deployment. Which response is best?

- A. Use it to connect improvement projects to organizational goals
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

12. During an enterprise improvement review, assess business case. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences

D. Use it to justify project value with credible benefits

13. For a cross-functional program, apply customer value. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to prioritize outcomes meaningful to customers
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

14. In a high-impact process project, consider leadership commitment. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to remove barriers and provide resources
- D. Replace customer requirements with internal preferences

15. A deployment leader asks about organizational culture. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to reinforce evidence-based improvement behaviors

16. A Black Belt is evaluating process management. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to manage end-to-end work across functions
- D. Replace customer requirements with internal preferences

17. During an enterprise improvement review, assess balanced scorecard. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to link process measures to strategic objectives
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

18. For a cross-functional program, apply cost of quality. Which response is best?

- A. Use it to separate prevention, appraisal, and failure costs
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

19. In a high-impact process project, consider benchmarking. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to compare performance to relevant best practices
- D. Replace customer requirements with internal preferences

20. A deployment leader asks about knowledge management. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to capture and reuse improvement learning
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

21. A Black Belt is evaluating process management. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to manage end-to-end work across functions

22. During an enterprise improvement review, assess balanced scorecard. Which response is best?

- A. Use it to link process measures to strategic objectives
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

23. For a cross-functional program, apply cost of quality. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to separate prevention, appraisal, and failure costs

24. In a high-impact process project, consider benchmarking. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to compare performance to relevant best practices
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

25. A deployment leader asks about knowledge management. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to capture and reuse improvement learning

D. Replace customer requirements with internal preferences

26. A Black Belt is evaluating process management. Which response is best?

- A. Use it to manage end-to-end work across functions
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

27. During an enterprise improvement review, assess balanced scorecard. Which response is best?

- A. Use it to link process measures to strategic objectives
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

28. For a cross-functional program, apply cost of quality. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to separate prevention, appraisal, and failure costs
- D. Replace customer requirements with internal preferences

29. In a high-impact process project, consider benchmarking. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to compare performance to relevant best practices
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

30. A deployment leader asks about knowledge management. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to capture and reuse improvement learning

31. A Black Belt is evaluating process management. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to manage end-to-end work across functions
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

32. During an enterprise improvement review, assess balanced scorecard. Which response is best?

- A. Use it to link process measures to strategic objectives
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

33. For a cross-functional program, apply cost of quality. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to separate prevention, appraisal, and failure costs

34. In a high-impact process project, consider benchmarking. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to compare performance to relevant best practices
- D. Replace customer requirements with internal preferences

35. A deployment leader asks about knowledge management. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to capture and reuse improvement learning
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

36. A Black Belt is evaluating process management. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to manage end-to-end work across functions
- D. Replace customer requirements with internal preferences

37. During an enterprise improvement review, assess balanced scorecard. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to link process measures to strategic objectives

38. For a cross-functional program, apply cost of quality. Which response is best?

- A. Use it to separate prevention, appraisal, and failure costs
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed

D. Replace customer requirements with internal preferences

39. In a high-impact process project, consider benchmarking. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to compare performance to relevant best practices
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

40. A deployment leader asks about knowledge management. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to capture and reuse improvement learning
- D. Replace customer requirements with internal preferences

41. A Black Belt is evaluating team charter. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to clarify purpose, roles, norms, and deliverables

42. During an enterprise improvement review, assess facilitation. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to structure participation and decision making
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

43. For a cross-functional program, apply conflict management. Which response is best?

- A. Use it to address disagreements constructively
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

44. In a high-impact process project, consider coaching. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to develop capability through feedback and practice
- D. Replace customer requirements with internal preferences

45. A deployment leader asks about stakeholder analysis. Which response is best?

- A. Use it to anticipate influence and adoption needs
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

46. A Black Belt is evaluating team charter. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to clarify purpose, roles, norms, and deliverables

47. During an enterprise improvement review, assess facilitation. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to structure participation and decision making
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

48. For a cross-functional program, apply conflict management. Which response is best?

- A. Use it to address disagreements constructively
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

49. In a high-impact process project, consider coaching. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to develop capability through feedback and practice

50. A deployment leader asks about stakeholder analysis. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to anticipate influence and adoption needs
- D. Replace customer requirements with internal preferences

51. A Black Belt is evaluating team charter. Which response is best?

- A. Use it to clarify purpose, roles, norms, and deliverables
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed

D. Replace customer requirements with internal preferences

52. During an enterprise improvement review, assess facilitation. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to structure participation and decision making
- D. Replace customer requirements with internal preferences

53. For a cross-functional program, apply conflict management. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to address disagreements constructively

54. In a high-impact process project, consider coaching. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to develop capability through feedback and practice
- C. Use it only after the project is closed
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- A. Use it to anticipate influence and adoption needs
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

56. A Black Belt is evaluating project charter. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to define the problem, goal, scope, and business case
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

57. During an enterprise improvement review, assess voice of the customer. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to translate needs into measurable CTQs
- D. Replace customer requirements with internal preferences

58. For a cross-functional program, apply SIPOC. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to summarize suppliers, inputs, process, outputs, and customers

59. In a high-impact process project, consider process mapping. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to visualize steps, handoffs, and rework
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

60. A deployment leader asks about risk management. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to identify and plan responses to project risks

61. A Black Belt is evaluating project charter. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to define the problem, goal, scope, and business case
- D. Replace customer requirements with internal preferences

62. During an enterprise improvement review, assess voice of the customer. Which response is best?

- A. Use it to translate needs into measurable CTQs
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

63. For a cross-functional program, apply SIPOC. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to summarize suppliers, inputs, process, outputs, and customers
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- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences

D. Use it to visualize steps, handoffs, and rework

65. A deployment leader asks about risk management. Which response is best?

- A. Use it only for individual performance ratings
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- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

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- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
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- A. Use it only for individual performance ratings
- B. Use it to summarize suppliers, inputs, process, outputs, and customers
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

69. In a high-impact process project, consider process mapping. Which response is best?

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- B. Use it only after the project is closed
- C. Use it to visualize steps, handoffs, and rework
- D. Replace customer requirements with internal preferences

70. A deployment leader asks about risk management. Which response is best?

- A. Use it to identify and plan responses to project risks
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

71. A Black Belt is evaluating sampling plan. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to obtain representative data for the question

72. During an enterprise improvement review, assess measurement system analysis. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to confirm data are suitable for decisions
- D. Replace customer requirements with internal preferences

73. For a cross-functional program, apply process capability. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to compare stable variation with specifications
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

74. In a high-impact process project, consider confidence interval. Which response is best?

- A. Use it to estimate a plausible population range
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

75. A deployment leader asks about control chart selection. Which response is best?

- A. Use it to match the chart to data and subgrouping
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

76. A Black Belt is evaluating sampling plan. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to obtain representative data for the question
- D. Replace customer requirements with internal preferences

77. During an enterprise improvement review, assess measurement system analysis. Which response is best?

- A. Use it only for individual performance ratings
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- C. Use it only after the project is closed
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78. For a cross-functional program, apply process capability. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to compare stable variation with specifications

79. In a high-impact process project, consider confidence interval. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to estimate a plausible population range

80. A deployment leader asks about control chart selection. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to match the chart to data and subgrouping
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

81. A Black Belt is evaluating sampling plan. Which response is best?

- A. Use it to obtain representative data for the question
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed

D. Replace customer requirements with internal preferences

82. During an enterprise improvement review, assess measurement system analysis. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to confirm data are suitable for decisions
- D. Replace customer requirements with internal preferences

83. For a cross-functional program, apply process capability. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to compare stable variation with specifications

84. In a high-impact process project, consider confidence interval. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to estimate a plausible population range
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

85. A deployment leader asks about control chart selection. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to match the chart to data and subgrouping
- D. Replace customer requirements with internal preferences

86. A Black Belt is evaluating hypothesis testing. Which response is best?

- A. Use it to evaluate claims using sample evidence
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

87. During an enterprise improvement review, assess regression analysis. Which response is best?

- A. Use it to model an output from input variables
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

88. For a cross-functional program, apply ANOVA. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to compare means across multiple groups
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

89. In a high-impact process project, consider root-cause verification. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to confirm causal factors before acting
- D. Replace customer requirements with internal preferences

90. A deployment leader asks about multi-vari analysis. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to separate sources of process variation

91. A Black Belt is evaluating hypothesis testing. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to evaluate claims using sample evidence

92. During an enterprise improvement review, assess regression analysis. Which response is best?

- A. Use it to model an output from input variables
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

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- B. Use it only after the project is closed
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- C. Use it to confirm causal factors before acting
- D. Replace customer requirements with internal preferences

100. A deployment leader asks about multi-vari analysis. Which response is best?

- A. Use it to separate sources of process variation
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

101. A Black Belt is evaluating design of experiments. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to systematically study factor effects

102. During an enterprise improvement review, assess pilot implementation. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to test a solution before broad rollout
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

103. For a cross-functional program, apply solution selection matrix. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to compare alternatives against criteria

104. In a high-impact process project, consider poka-yoke. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to prevent errors or detect them immediately
- D. Replace customer requirements with internal preferences

105. A deployment leader asks about future-state mapping. Which response is best?

- A. Use it to design improved flow and pull systems
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

106. A Black Belt is evaluating design of experiments. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to systematically study factor effects
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

107. During an enterprise improvement review, assess pilot implementation. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences

D. Use it to test a solution before broad rollout

108. For a cross-functional program, apply solution selection matrix. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to compare alternatives against criteria
- D. Replace customer requirements with internal preferences

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- A. Use it only for individual performance ratings
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- A. Use it to design improved flow and pull systems
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
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- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to systematically study factor effects

112. During an enterprise improvement review, assess pilot implementation. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to test a solution before broad rollout
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

113. For a cross-functional program, apply solution selection matrix. Which response is best?

- A. Use it to compare alternatives against criteria
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

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- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to design improved flow and pull systems

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117. During an enterprise improvement review, assess pilot implementation. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to test a solution before broad rollout
- D. Replace customer requirements with internal preferences

118. For a cross-functional program, apply solution selection matrix. Which response is best?

- A. Use it to compare alternatives against criteria
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

119. In a high-impact process project, consider poka-yoke. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to prevent errors or detect them immediately

120. A deployment leader asks about future-state mapping. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to design improved flow and pull systems
- C. Use it only after the project is closed

D. Replace customer requirements with internal preferences

121. A Black Belt is evaluating control plan. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to specify monitoring, response, ownership, and documentation
- D. Replace customer requirements with internal preferences

122. During an enterprise improvement review, assess reaction plan. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to define action when a signal occurs
- D. Replace customer requirements with internal preferences

123. For a cross-functional program, apply standard work. Which response is best?

- A. Use it to document the current best method
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

124. In a high-impact process project, consider control limits. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to identify expected process behavior

125. A deployment leader asks about project closure. Which response is best?

- A. Use it to transfer ownership and capture lessons learned
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

126. A Black Belt is evaluating control plan. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to specify monitoring, response, ownership, and documentation
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

127. During an enterprise improvement review, assess reaction plan. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to define action when a signal occurs
- D. Replace customer requirements with internal preferences

128. For a cross-functional program, apply standard work. Which response is best?

- A. Use it to document the current best method
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

129. In a high-impact process project, consider control limits. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to identify expected process behavior
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

130. A deployment leader asks about project closure. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to transfer ownership and capture lessons learned

131. A Black Belt is evaluating control plan. Which response is best?

- A. Use it to specify monitoring, response, ownership, and documentation
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

132. During an enterprise improvement review, assess reaction plan. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to define action when a signal occurs

133. For a cross-functional program, apply standard work. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to document the current best method
- C. Use it only after the project is closed

D. Replace customer requirements with internal preferences

134. In a high-impact process project, consider control limits. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to identify expected process behavior
- D. Replace customer requirements with internal preferences

135. A deployment leader asks about project closure. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to transfer ownership and capture lessons learned
- D. Replace customer requirements with internal preferences

136. A Black Belt is evaluating quality function deployment. Which response is best?

- A. Use it to translate customer needs into design requirements
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

137. During an enterprise improvement review, assess robust design. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to reduce sensitivity to sources of variation

138. For a cross-functional program, apply design FMEA. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to anticipate design failures before release
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

139. In a high-impact process project, consider verification plan. Which response is best?

- A. Use it to confirm design requirements are met
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

140. A deployment leader asks about design review. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to evaluate readiness before the next development stage

141. A Black Belt is evaluating quality function deployment. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to translate customer needs into design requirements
- D. Replace customer requirements with internal preferences

142. During an enterprise improvement review, assess robust design. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to reduce sensitivity to sources of variation
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

143. For a cross-functional program, apply design FMEA. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to anticipate design failures before release
- D. Replace customer requirements with internal preferences

144. In a high-impact process project, consider verification plan. Which response is best?

- A. Use it to confirm design requirements are met
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

145. A deployment leader asks about design review. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to evaluate readiness before the next development stage
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

146. A Black Belt is evaluating quality function deployment. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences

D. Use it to translate customer needs into design requirements

147. During an enterprise improvement review, assess robust design. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Use it to reduce sensitivity to sources of variation
- D. Replace customer requirements with internal preferences

148. For a cross-functional program, apply design FMEA. Which response is best?

- A. Use it to anticipate design failures before release
- B. Use it only for individual performance ratings
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

149. In a high-impact process project, consider verification plan. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it only after the project is closed
- C. Replace customer requirements with internal preferences
- D. Use it to confirm design requirements are met

150. A deployment leader asks about design review. Which response is best?

- A. Use it only for individual performance ratings
- B. Use it to evaluate readiness before the next development stage
- C. Use it only after the project is closed
- D. Replace customer requirements with internal preferences

Exam 19: Answer Key and Explanations

- 1. A** — The best answer recognizes that strategic deployment should connect improvement projects to organizational goals. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.
- 2. B** — The best answer recognizes that business case should justify project value with credible benefits. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.
- 3. D** — The best answer recognizes that customer value should prioritize outcomes meaningful to customers. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.
- 4. C** — The best answer recognizes that leadership commitment should remove barriers and provide resources. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.
- 5. A** — The best answer recognizes that organizational culture should reinforce evidence-based improvement behaviors. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.
- 6. B** — The best answer recognizes that strategic deployment should connect improvement projects to organizational goals. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.
- 7. A** — The best answer recognizes that business case should justify project value with credible benefits. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

8. D — The best answer recognizes that customer value should prioritize outcomes meaningful to customers. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

9. C — The best answer recognizes that leadership commitment should remove barriers and provide resources. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

10. B — The best answer recognizes that organizational culture should reinforce evidence-based improvement behaviors. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

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12. D — The best answer recognizes that business case should justify project value with credible benefits. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

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when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

16. C — The best answer recognizes that process management should manage end-to-end work across functions. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

17. B — The best answer recognizes that balanced scorecard should link process measures to strategic objectives. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

18. A — The best answer recognizes that cost of quality should separate prevention, appraisal, and failure costs. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

19. C — The best answer recognizes that benchmarking should compare performance to relevant best practices. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

20. B — The best answer recognizes that knowledge management should capture and reuse improvement learning. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

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41. D — The best answer recognizes that team charter should clarify purpose, roles, norms, and deliverables. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

42. B — The best answer recognizes that facilitation should structure participation and decision making. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

43. A — The best answer recognizes that conflict management should address disagreements constructively. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

44. C — The best answer recognizes that coaching should develop capability through feedback and practice. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

45. A — The best answer recognizes that stakeholder analysis should anticipate influence and adoption needs. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying

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56. B — The best answer recognizes that project charter should define the problem, goal, scope, and business case. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

57. C — The best answer recognizes that voice of the customer should translate needs into measurable CTQs. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

58. D — The best answer recognizes that SIPOC should summarize suppliers, inputs, process, outputs, and customers. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

59. B — The best answer recognizes that process mapping should visualize steps, handoffs, and rework. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

60. D — The best answer recognizes that risk management should identify and plan responses to project risks. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying

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71. D — The best answer recognizes that sampling plan should obtain representative data for the question. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

72. C — The best answer recognizes that measurement system analysis should confirm data are suitable for decisions. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

73. B — The best answer recognizes that process capability should compare stable variation with specifications. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

74. A — The best answer recognizes that confidence interval should estimate a plausible population range. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

75. A — The best answer recognizes that control chart selection should match the chart to data and subgrouping. The other choices would confuse this practice with an unrelated phase, tool, or governance activity. A Black Belt should use clear definitions, credible data, and stakeholder review when applying

the method. That discipline improves decision quality, manages risk, and supports lasting organizational results.

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