

PRACTICE EXAM 5: SIX SIGMA GREEN BELT (100 QUESTIONS)

This original practice exam contains 100 multiple-choice questions across core Six Sigma Green Belt concepts. Choose the single best answer for each item. Use the answer key and explanations after completing the exam to identify study priorities. This is a study resource and is not an official certification examination.

1. Which statement best defines a Six Sigma project charter?

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. A final inspection activity performed only after every process step ends.
- C. A concise authorization that states the business case, scope, goals, and roles.
- D. A one-time project meeting held before any data collection begins.

2. A process is said to be in control when it is characterized primarily by

- A. A final inspection activity performed only after every process step ends.
- B. Only common-cause variation within stable control limits.
- C. A one-time project meeting held before any data collection begins.
- D. A detailed customer survey report prepared after the project closes.

3. What does a critical-to-quality requirement represent?

- A. A measurable customer need that strongly affects perceived quality.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. A financial accounting measure used for routine monthly reporting decisions.

4. The voice of the customer is most useful for identifying

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. Customer needs, priorities, and definitions of value.

5. In DMAIC, the primary purpose of the Define phase is to

- A. Clarify the problem, customers, scope, goals, and project team.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

6. A SIPOC diagram is most useful early in a project because it

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. Maps suppliers, inputs, process, outputs, and customers at a high level.
- D. A detailed customer survey report prepared after the project closes.

7. Operational definition means

- A. A one-time project meeting held before any data collection begins.
- B. A precise, repeatable rule for measuring or classifying something.
- C. A detailed customer survey report prepared after the project closes.
- D. A financial accounting measure used for routine monthly reporting decisions.

8. A measurement system analysis is performed to determine whether

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. The measurement process is sufficiently reliable for its intended use.

9. Repeatability in a gauge study describes variation caused by

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. A final inspection activity performed only after every process step ends.
- C. A one-time project meeting held before any data collection begins.
- D. The same appraiser measuring the same item repeatedly.

10. Reproducibility in a gauge study describes variation caused by

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. Different appraisers measuring the same items.
- D. A detailed customer survey report prepared after the project closes.

11. A sampling frame is

- A. The complete list or source from which a sample can be drawn.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. A financial accounting measure used for routine monthly reporting decisions.

12. Stratified sampling is especially useful when

- A. A detailed customer survey report prepared after the project closes.
- B. Important subgroups should each be represented in the sample.
- C. A financial accounting measure used for routine monthly reporting decisions.

D. A final inspection activity performed only after every process step ends.

13. A check sheet is primarily used to

- A. Collect and tally data consistently at the point of occurrence.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

14. A run chart displays

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. Data in time order without calculated control limits.

15. A Pareto chart is based on the principle that

- A. A one-time project meeting held before any data collection begins.
- B. A relatively few categories often account for much of the effect.
- C. A detailed customer survey report prepared after the project closes.
- D. A financial accounting measure used for routine monthly reporting decisions.

16. A cause-and-effect diagram is used to

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. Organize possible causes of a problem into logical categories.
- D. A final inspection activity performed only after every process step ends.

17. The five-whys technique is intended to

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. A final inspection activity performed only after every process step ends.
- C. Probe progressively from a symptom toward an underlying cause.
- D. A one-time project meeting held before any data collection begins.

18. A scatter plot is most appropriate for examining

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. The relationship between two quantitative variables.

19. Correlation alone does not establish causation because

- A. A one-time project meeting held before any data collection begins.
- B. An observed association may be due to other factors or chance.
- C. A detailed customer survey report prepared after the project closes.
- D. A financial accounting measure used for routine monthly reporting decisions.

20. A process map differs from a SIPOC because a process map

- A. Shows the sequence of detailed activities and decision points.
- B. A detailed customer survey report prepared after the project closes.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. A final inspection activity performed only after every process step ends.

21. Value-added analysis asks whether an activity

- A. Changes the product or service in a way the customer values.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

22. Failure mode and effects analysis ranks risks using

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. Severity, occurrence, and detection evaluations.

23. A fishbone diagram should be followed by

- A. A one-time project meeting held before any data collection begins.
- B. Evidence gathering to test the most plausible candidate causes.
- C. A detailed customer survey report prepared after the project closes.
- D. A financial accounting measure used for routine monthly reporting decisions.

24. Brainstorming is most effective when the team initially

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. Generates ideas freely before judging or selecting them.
- D. A final inspection activity performed only after every process step ends.

25. A pilot test is conducted to

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. Evaluate a proposed solution on a limited scale before broad deployment.
- C. A final inspection activity performed only after every process step ends.

D. A one-time project meeting held before any data collection begins.

26. Poka-yoke refers to

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. A method that prevents errors or makes them immediately obvious.

27. Standard work is valuable after improvement because it

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. Documents the best known method so the new process is performed consistently.
- D. A financial accounting measure used for routine monthly reporting decisions.

28. A future-state process map should describe

- A. The intended flow after waste and causes have been addressed.
- B. A detailed customer survey report prepared after the project closes.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. A final inspection activity performed only after every process step ends.

29. A force-field analysis helps a team identify

- A. Forces that support or resist a proposed change.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

30. A control plan should specify

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. What to monitor, how to measure it, who acts, and what action to take.

31. A reaction plan is triggered when

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. A monitored process shows a defined out-of-control or unacceptable condition.
- D. A financial accounting measure used for routine monthly reporting decisions.

32. Visual management primarily improves control by

- A. A detailed customer survey report prepared after the project closes.
- B. Making status, standards, and abnormalities easy to see quickly.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. A final inspection activity performed only after every process step ends.

33. Document control is important because it

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. Ensures people use the current approved process instructions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

34. A control chart is used to

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. Distinguish routine common-cause variation from special-cause signals.

35. The arithmetic mean is calculated by

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. Adding all observations and dividing by the number of observations.
- D. A financial accounting measure used for routine monthly reporting decisions.

36. The median is particularly useful when data are

- A. Skewed or contain extreme values that distort the mean.
- B. A detailed customer survey report prepared after the project closes.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. A final inspection activity performed only after every process step ends.

37. Standard deviation describes

- A. The typical spread of individual values around their mean.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

38. The range of a data set is

- A. A final inspection activity performed only after every process step ends.
- B. The maximum value minus the minimum value.
- C. A one-time project meeting held before any data collection begins.

D. A detailed customer survey report prepared after the project closes.

39. A histogram is best used to show

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. The distribution shape of quantitative data grouped into intervals.
- D. A financial accounting measure used for routine monthly reporting decisions.

40. A box plot displays

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. Median, quartiles, spread, and potential outlying observations.

41. A nominal scale classifies data into

- A. Named categories with no inherent order.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

42. An ordinal scale classifies data into

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. Ordered categories whose distances are not necessarily equal.

43. A confidence interval provides

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. A plausible range for a population value based on sample data.
- D. A financial accounting measure used for routine monthly reporting decisions.

44. A p-value is

- A. A detailed customer survey report prepared after the project closes.
- B. The probability of results at least as extreme if the null hypothesis were true.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. A final inspection activity performed only after every process step ends.

45. A Type I error occurs when a team

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. A final inspection activity performed only after every process step ends.
- C. A one-time project meeting held before any data collection begins.
- D. Rejects a true null hypothesis.

46. A Type II error occurs when a team

- A. A final inspection activity performed only after every process step ends.
- B. Fails to reject a false null hypothesis.
- C. A one-time project meeting held before any data collection begins.
- D. A detailed customer survey report prepared after the project closes.

47. Statistical power is the probability of

- A. Rejecting a false null hypothesis.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. A financial accounting measure used for routine monthly reporting decisions.

48. Randomization in an experiment helps

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. Balance unknown influences across treatment conditions.
- D. A final inspection activity performed only after every process step ends.

49. C_p compares

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. The specification width with the natural process spread.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

50. C_{pk} differs from C_p because C_{pk}

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. Accounts for how centered the process mean is within specifications.
- D. A detailed customer survey report prepared after the project closes.

51. A process can be capable only when

- A. Its natural variation fits within customer specification limits.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.

D. A financial accounting measure used for routine monthly reporting decisions.

52. A specification limit is established by

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. Customer, design, or business requirements.

53. A control limit is calculated from

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. The observed process behavior over time.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

54. The purpose of 5S is to

- A. Create an orderly, visible, and disciplined workplace.
- B. A final inspection activity performed only after every process step ends.
- C. A one-time project meeting held before any data collection begins.
- D. A detailed customer survey report prepared after the project closes.

55. Value stream mapping is used to

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. Visualize material and information flow across an end-to-end value stream.
- D. A financial accounting measure used for routine monthly reporting decisions.

56. A pull system authorizes work based on

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. Actual downstream demand or consumption.

57. Kanban is commonly used to

- A. Signal replenishment or authorize production in a pull system.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

58. Cycle time is

- A. A final inspection activity performed only after every process step ends.
- B. The time required to complete one unit or one process cycle.
- C. A one-time project meeting held before any data collection begins.
- D. A detailed customer survey report prepared after the project closes.

59. Takt time is

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. The available production time divided by customer demand.

60. A bottleneck is the step that

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. Has the least effective capacity and constrains overall throughput.
- D. A final inspection activity performed only after every process step ends.

61. Work in process inventory is especially important because it

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. Can hide delays, quality problems, and uneven flow.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

62. A stakeholder analysis should identify

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. Interested parties, their influence, needs, and engagement approach.

63. A SMART goal is

- A. Specific, measurable, achievable, relevant, and time-bound.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. A financial accounting measure used for routine monthly reporting decisions.

64. A project scope statement should clarify

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. What is included, excluded, and bounded by the project.

D. A final inspection activity performed only after every process step ends.

65. A RACI matrix clarifies

- A. Who is responsible, accountable, consulted, and informed.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

66. A Gantt chart is useful for

- A. A final inspection activity performed only after every process step ends.
- B. Displaying planned tasks and their timing on a project schedule.
- C. A one-time project meeting held before any data collection begins.
- D. A detailed customer survey report prepared after the project closes.

67. A risk register is used to

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. Record project risks, owners, responses, and monitoring actions.
- D. A financial accounting measure used for routine monthly reporting decisions.

68. A factorial experiment is designed to

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. Study multiple factors and possible interactions efficiently.

69. An interaction exists when

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. A final inspection activity performed only after every process step ends.
- C. A one-time project meeting held before any data collection begins.
- D. The effect of one factor depends on the level of another factor.

70. A response variable is

- A. A final inspection activity performed only after every process step ends.
- B. The measured outcome affected by experimental factor settings.
- C. A one-time project meeting held before any data collection begins.
- D. A detailed customer survey report prepared after the project closes.

71. A factor in a designed experiment is

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. An input deliberately varied to study its effect on a response.
- D. A financial accounting measure used for routine monthly reporting decisions.

72. Replication in an experiment helps

- A. Estimate experimental error and improve precision.
- B. A detailed customer survey report prepared after the project closes.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. A final inspection activity performed only after every process step ends.

73. Blocking is used to

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. A final inspection activity performed only after every process step ends.
- C. A one-time project meeting held before any data collection begins.
- D. Account for a known nuisance source of variation.

74. An individuals chart is appropriate when

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. Measurements are collected one at a time rather than in rational subgroups.
- D. A detailed customer survey report prepared after the project closes.

75. An X-bar and R chart is appropriate when

- A. A one-time project meeting held before any data collection begins.
- B. Continuous data are collected in small rational subgroups.
- C. A detailed customer survey report prepared after the project closes.
- D. A financial accounting measure used for routine monthly reporting decisions.

76. A p chart monitors

- A. The fraction nonconforming when sample sizes may vary.
- B. A detailed customer survey report prepared after the project closes.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. A final inspection activity performed only after every process step ends.

77. A c chart monitors

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. The count of defects per constant inspection unit.
- C. A final inspection activity performed only after every process step ends.

D. A one-time project meeting held before any data collection begins.

78. A u chart monitors

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. Defects per unit when the inspection opportunity varies.
- D. A detailed customer survey report prepared after the project closes.

79. An np chart monitors

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. The number nonconforming when the sample size is constant.

80. A defect is

- A. Any failure to meet a specified requirement.
- B. A detailed customer survey report prepared after the project closes.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. A final inspection activity performed only after every process step ends.

81. A defective unit is

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. A final inspection activity performed only after every process step ends.
- C. A unit with one or more defects.
- D. A one-time project meeting held before any data collection begins.

82. First-pass yield measures

- A. The proportion of units that pass a process without rework.
- B. A final inspection activity performed only after every process step ends.
- C. A one-time project meeting held before any data collection begins.
- D. A detailed customer survey report prepared after the project closes.

83. Rolled throughput yield estimates

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. The probability that a unit passes all steps without defects.

84. Cost of poor quality includes

- A. A detailed customer survey report prepared after the project closes.
- B. Costs caused by failures, appraisal, and prevention activities.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. A final inspection activity performed only after every process step ends.

85. An internal failure cost occurs when

- A. A defect is found before the product or service reaches the customer.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

86. An external failure cost occurs when

- A. A final inspection activity performed only after every process step ends.
- B. A defect is discovered after it reaches the customer.
- C. A one-time project meeting held before any data collection begins.
- D. A detailed customer survey report prepared after the project closes.

87. A baseline is

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. The documented current performance level before changes are made.

88. A data collection plan should define

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. What data are needed, who collects them, when, and by what method.
- D. A final inspection activity performed only after every process step ends.

89. Data normalization is used when

- A. Results must be adjusted to a common basis for fair comparison.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

90. A discrete variable is one that

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.

D. Takes countable separate values.

91. A continuous variable is one that

- A. A one-time project meeting held before any data collection begins.
- B. Can take any value within a measurement interval.
- C. A detailed customer survey report prepared after the project closes.
- D. A financial accounting measure used for routine monthly reporting decisions.

92. A rational subgroup is formed so that

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. Within-group variation reflects only short-term common causes.
- D. A final inspection activity performed only after every process step ends.

93. An outlier should be handled by

- A. A financial accounting measure used for routine monthly reporting decisions.
- B. Investigating its source before deciding whether exclusion is justified.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

94. Resistance to change is best addressed by

- A. Understanding concerns and involving affected people in the transition.
- B. A final inspection activity performed only after every process step ends.
- C. A one-time project meeting held before any data collection begins.
- D. A detailed customer survey report prepared after the project closes.

95. A communication plan should specify

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. Audience, message, channel, timing, and owner.

96. Training after a process change should focus on

- A. A detailed customer survey report prepared after the project closes.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. The new standard work, required skills, and evidence of competence.
- D. A final inspection activity performed only after every process step ends.

97. A Green Belt should report data in a way that

- A. Accurately represents the method, results, limitations, and uncertainty.
- B. A financial accounting measure used for routine monthly reporting decisions.
- C. A final inspection activity performed only after every process step ends.
- D. A one-time project meeting held before any data collection begins.

98. When a project analysis reveals an unfavorable result, the Green Belt should

- A. A final inspection activity performed only after every process step ends.
- B. A one-time project meeting held before any data collection begins.
- C. A detailed customer survey report prepared after the project closes.
- D. Report the result accurately and help the team understand its implications.

99. Kaizen is best described as

- A. A one-time project meeting held before any data collection begins.
- B. A detailed customer survey report prepared after the project closes.
- C. A disciplined approach to continuous, incremental improvement.
- D. A financial accounting measure used for routine monthly reporting decisions.

100. A process owner is accountable for

- A. A detailed customer survey report prepared after the project closes.
- B. Sustaining the process performance and responding to control-plan signals.
- C. A financial accounting measure used for routine monthly reporting decisions.
- D. A final inspection activity performed only after every process step ends.

Practice Exam 5: Answer Key and Explanations

- 1. C** — A concise authorization that states the business case, scope, goals, and roles. It formally launches a bounded improvement effort and gives the team shared direction. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision
- 2. B** — Only common-cause variation within stable control limits. Control concerns predictable process behavior, not whether the output meets requirements. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for
- 3. A** — A measurable customer need that strongly affects perceived quality. CTQs translate the voice of the customer into operational requirements. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly
- 4. D** — Customer needs, priorities, and definitions of value. VOC supplies evidence about what customers value before solutions are selected. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for
- 5. A** — Clarify the problem, customers, scope, goals, and project team. Define establishes the project frame so later analysis addresses the right problem. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

- 6. C** — Maps suppliers, inputs, process, outputs, and customers at a high level. SIPOC gives the team a common boundary view without excessive detail. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document
- 7. B** — A precise, repeatable rule for measuring or classifying something. It reduces interpretation differences between people collecting the data. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for
- 8. D** — The measurement process is sufficiently reliable for its intended use. Data-driven decisions require evidence that the gauge and method are trustworthy. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its
- 9. D** — The same appraiser measuring the same item repeatedly. Repeatability isolates equipment or method variation under one operator. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the
- 10. C** — Different appraisers measuring the same items. Reproducibility captures the operator-to-operator component of measurement variation. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the project team and
- 11. A** — The complete list or source from which a sample can be drawn. A sound frame is necessary to make the planned sample represent the target population. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the
- 12. B** — Important subgroups should each be represented in the sample. Separating meaningful strata can improve coverage and reveal subgroup differences. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly
- 13. A** — Collect and tally data consistently at the point of occurrence. Its simple structure makes patterns visible while preserving the original observations. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its
- 14. D** — Data in time order without calculated control limits. It helps reveal trends, shifts, or cycles before a control-chart analysis. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly

- 15. B** — A relatively few categories often account for much of the effect. Ranking categories by frequency or impact helps focus limited improvement resources. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document
- 16. C** — Organize possible causes of a problem into logical categories. It supports broad cause generation before the team tests which causes matter. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its
- 17. C** — Probe progressively from a symptom toward an underlying cause. Repeated questioning can expose a process condition that produced the visible failure. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its
- 18. D** — The relationship between two quantitative variables. The plot can reveal direction, form, and unusual observations before modeling. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the
- 19. B** — An observed association may be due to other factors or chance. A relationship in data must be supported by process knowledge or designed evidence. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed,
- 20. A** — Shows the sequence of detailed activities and decision points. The map exposes handoffs, rework, queues, and opportunities inside the process. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application
- 21. A** — Changes the product or service in a way the customer values. Necessary but non-value-added work may remain, but should be minimized or simplified. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then
- 22. D** — Severity, occurrence, and detection evaluations. FMEA prioritizes potential failures so prevention work targets the most significant risks. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the
- 23. B** — Evidence gathering to test the most plausible candidate causes. The diagram creates hypotheses; it does not prove which cause is responsible. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

24. C — Generates ideas freely before judging or selecting them. Separating idea generation from evaluation encourages breadth and reduces premature rejection. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly

25. B — Evaluate a proposed solution on a limited scale before broad deployment. Piloting reveals practical issues and unintended effects while limiting implementation risk. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document

26. D — A method that prevents errors or makes them immediately obvious. Error proofing changes the process so an incorrect action is hard to make or detect. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision

27. C — Documents the best known method so the new process is performed consistently. Without a defined method, gains can erode as people revert to prior practices. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision

28. A — The intended flow after waste and causes have been addressed. It converts improvement concepts into a visible operating design for implementation. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

29. A — Forces that support or resist a proposed change. Knowing both types of forces supports a practical change-management plan. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for

30. D — What to monitor, how to measure it, who acts, and what action to take. A useful plan turns the improved process into an owned operating routine. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the

31. C — A monitored process shows a defined out-of-control or unacceptable condition. It makes corrective action timely and consistent instead of dependent on memory. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document

32. B — Making status, standards, and abnormalities easy to see quickly. Clear visual cues shorten the time between a deviation and an appropriate response. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document

33. B — Ensures people use the current approved process instructions. Uncontrolled versions can reintroduce obsolete methods and variation. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the project

34. D — Distinguish routine common-cause variation from special-cause signals. It provides rules for judging process stability over time. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the project

35. C — Adding all observations and dividing by the number of observations. The mean uses every data value and describes the distribution center when appropriate. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then

36. A — Skewed or contain extreme values that distort the mean. The middle ordered value is resistant to the influence of unusually large or small observations. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed,

37. A — The typical spread of individual values around their mean. A larger standard deviation indicates greater dispersion in the observed process output. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

38. B — The maximum value minus the minimum value. Range is a simple dispersion measure, although it is sensitive to extreme observations. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application

39. C — The distribution shape of quantitative data grouped into intervals. It reveals center, spread, skewness, gaps, and possible multiple populations. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly

40. D — Median, quartiles, spread, and potential outlying observations. It compactly compares distributions across groups using robust summary statistics. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the

41. A — Named categories with no inherent order. Examples include department, product type, or defect category. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the project team and

- 42. D** — Ordered categories whose distances are not necessarily equal. Ratings such as low, medium, and high preserve rank but not equal intervals. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its
- 43. C** — A plausible range for a population value based on sample data. It expresses estimation uncertainty rather than claiming the sample result is exact. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then
- 44. B** — The probability of results at least as extreme if the null hypothesis were true. It is evidence against a specified null model, not the probability that the null is true. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or
- 45. D** — Rejects a true null hypothesis. This false alarm risk is controlled by the chosen significance level. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the project
- 46. B** — Fails to reject a false null hypothesis. This missed-detection risk is related to statistical power and sample size. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for
- 47. A** — Rejecting a false null hypothesis. Higher power improves the chance that a meaningful effect will be detected. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the
- 48. C** — Balance unknown influences across treatment conditions. Random assignment supports a fair comparison by reducing systematic confounding. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the project
- 49. B** — The specification width with the natural process spread. C_p measures potential capability and assumes the process is centered. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for
- 50. C** — Accounts for how centered the process mean is within specifications. A shifted process can have a good C_p but a lower C_{pk} . The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document

51. A — Its natural variation fits within customer specification limits. Capability compares process output with requirements, while control concerns stability. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for

52. D — Customer, design, or business requirements. Specifications define acceptable output; they are not calculated from process data. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the project

53. B — The observed process behavior over time. Control limits are statistical signals and must not be confused with specifications. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for

54. A — Create an orderly, visible, and disciplined workplace. The five practices support safer flow and make abnormalities easier to notice. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly

55. C — Visualize material and information flow across an end-to-end value stream. It reveals delays, inventories, handoffs, and opportunities beyond one local step. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

56. D — Actual downstream demand or consumption. Pull limits overproduction by connecting upstream activity to customer need. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the project team

57. A — Signal replenishment or authorize production in a pull system. A visible signal helps control work and inventory between connected process steps. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

58. B — The time required to complete one unit or one process cycle. It is a flow measure that can be compared with demand and improvement targets. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision

59. D — The available production time divided by customer demand. Takt expresses the pace needed to satisfy demand and guides capacity balancing. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application

60. C — Has the least effective capacity and constrains overall throughput. Improving a non-bottleneck may not improve system output if the constraint remains. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

61. B — Can hide delays, quality problems, and uneven flow. Excess WIP often increases lead time and masks the underlying causes of disruption. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

62. D — Interested parties, their influence, needs, and engagement approach. Early stakeholder planning reduces resistance and improves access to relevant information. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly

63. A — Specific, measurable, achievable, relevant, and time-bound. These characteristics make a project target concrete enough to manage and evaluate. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for

64. C — What is included, excluded, and bounded by the project. Explicit scope helps prevent uncontrolled expansion and protects team focus. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly

65. A — Who is responsible, accountable, consulted, and informed. Role clarity reduces delays and confusion during improvement work. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the project

66. B — Displaying planned tasks and their timing on a project schedule. It makes sequencing and progress visible, although it does not prove process causes. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then

67. C — Record project risks, owners, responses, and monitoring actions. Capturing risks early enables the team to prepare rather than react late. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application

68. D — Study multiple factors and possible interactions efficiently. It estimates how factor combinations affect a response rather than changing one factor at a time. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then

69. D — The effect of one factor depends on the level of another factor. Interactions matter because a main-effect conclusion can be misleading when combinations behave differently. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision

70. B — The measured outcome affected by experimental factor settings. The team analyzes this output to judge the effect of deliberate changes. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application

71. C — An input deliberately varied to study its effect on a response. Factors are controlled settings, whereas the response is the observed result. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document

72. A — Estimate experimental error and improve precision. Repeated treatment combinations reveal natural variation and strengthen conclusions about effects. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the

73. D — Account for a known nuisance source of variation. Grouping similar experimental units reduces unwanted noise in treatment comparisons. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for

74. C — Measurements are collected one at a time rather than in rational subgroups. The chart tracks individual values and a moving range estimate of short-term variation. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision

75. B — Continuous data are collected in small rational subgroups. The X-bar chart monitors subgroup averages while the R chart monitors within-subgroup spread. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

76. A — The fraction nonconforming when sample sizes may vary. It is an attribute chart based on proportion defective rather than defect counts. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

77. B — The count of defects per constant inspection unit. It applies when opportunities for defects are stable across the observations. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly

78. C — Defects per unit when the inspection opportunity varies. It standardizes defect counts by the varying number of units or opportunities inspected. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

79. D — The number nonconforming when the sample size is constant. It is the count-based companion to a p chart for stable sample sizes. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document

80. A — Any failure to meet a specified requirement. One unit may contain more than one defect, which differs from counting defective units. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

81. C — A unit with one or more defects. The distinction matters when selecting an attribute measure or chart. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the

82. A — The proportion of units that pass a process without rework. It exposes hidden rework by considering only units that succeed on their initial pass. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed,

83. D — The probability that a unit passes all steps without defects. Multiplying step yields highlights how small losses compound across a multi-step process. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document

84. B — Costs caused by failures, appraisal, and prevention activities. Analyzing these costs helps communicate the business impact of quality problems. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly

85. A — A defect is found before the product or service reaches the customer. Scrap, rework, and retesting are examples of failures detected inside the organization. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed,

86. B — A defect is discovered after it reaches the customer. Warranty claims, returns, and complaint handling are external failure consequences. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly

87. D — The documented current performance level before changes are made. It provides a reference for judging whether the project delivered meaningful improvement. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

88. C — What data are needed, who collects them, when, and by what method. Planning reduces missing, inconsistent, or unusable data during the Measure phase. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then

89. A — Results must be adjusted to a common basis for fair comparison. Rates per unit, hour, or transaction can reveal differences obscured by unequal exposure. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed,

90. D — Takes countable separate values. Counts of defects or customers are discrete, unlike continuously measured time or length. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the

91. B — Can take any value within a measurement interval. Time, mass, and length are examples because increasingly precise measurements are meaningful. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application

92. C — Within-group variation reflects only short-term common causes. Proper subgrouping helps control charts distinguish local variation from changes between subgroups. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly

93. B — Investigating its source before deciding whether exclusion is justified. Removing a value simply because it is unusual can conceal a real special cause. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then

94. A — Understanding concerns and involving affected people in the transition. Participation, communication, and training make adoption more credible and practical. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application clearly

95. D — Audience, message, channel, timing, and owner. Clear planned communication keeps stakeholders informed and supports coordinated implementation. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A

Green Belt should select the tool or concept based on the decision needed, then document its application clearly for the project

96. C — The new standard work, required skills, and evidence of competence. Training must enable consistent execution, not merely announce that a change occurred. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document

97. A — Accurately represents the method, results, limitations, and uncertainty. Selective reporting can create a false improvement story and undermines decision quality. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its application

98. D — Report the result accurately and help the team understand its implications. Integrity requires transparent reporting even when findings do not support a preferred solution. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed,

99. C — A disciplined approach to continuous, incremental improvement. Kaizen encourages people closest to the work to identify and test small practical improvements. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then document its

100. B — Sustaining the process performance and responding to control-plan signals. The owner ensures that the improved process remains managed after the project team disbands. The other choices describe useful activities in some settings, but they do not provide the specific purpose or definition asked for here. A Green Belt should select the tool or concept based on the decision needed, then