

QUESTIONS:

- 1. Which activity below could be described as the process of cascading and deploying objectives throughout an organization to the appropriate functional areas:**
 - Kaikaku
 - Hoshin Kanri
 - SWOT Analysis
 - Balanced Scorecard

- 2. You've been tasked with improving a process, and you've identified that each individual who executes your process does it slightly different, and this person-to-person variation is resulting in poor yield downstream. You're in the process of creating standard work to reduce the person-to-person variation. Which phase of the DMAIC process are you in:**
 - Measure
 - Analyze
 - Improve
 - Control

- 3. Which activity below could be described as the management and oversight of the implementation of initiatives that are aligned with the organizations vision:**
 - Project Management
 - Hoshin Kanri
 - Cost-Benefit Analysis
 - SWOT Analysis

- 4. You've been tasked with improving a process, and you want to document the customer expectations associated with your product in a project charter. Which phase of the DMAIC process are you in?**
 - Define
 - Measure
 - Analyze
 - Improve

- 5. Which of the following Guru's contributed heavily to the development of Statistical Process Control:**
 - Joseph Juran
 - W. Edwards Deming
 - Philip B. Crosby
 - Walter A. Shewhart

6. **You're performing SWOT Analysis, and you're brainstorming how your customers might change the way they use your product in the future, which phase of SWOT are you in?**
- S
 - W
 - O
 - T
7. **You've been tasked with determining the root cause of an emerging customer complaint trend. You are currently in the process of brainstorming potential root causes to create a designed experiment. Which phase of the DMAIC process are you in?**
- Define
 - Measure
 - Analyze
 - Improve
8. **You're on a project selection committee to determine which project should be selected that will have the biggest impact on the organization. You're considering the following 4 projects that have been categorized by Impact and Effort, which project should be the top priority for a major investment:**
- Project A – Low Impact, High Effort
 - Project B – Low Impact, Low Effort
 - Project C – High Impact, Low Effort
 - Project D – High Impact, High Effort
9. **Which process below could be described as a tool that allows an organization to track and monitor its progress against key metrics, business drivers, projects and action plans**
- Project Management
 - Hoshin Kanri
 - Balanced Scorecard
 - SWOT Analysis
10. **Your organization wants to improve the quality of its product. To do this, you create targets for customer complaints, production yield and the cost of poor quality. These targets are considered:**
- Project Selection Criteria
 - Organizational Metrics
 - Hoshin Kanri
 - SWOT Analysis

SOLUTIONS:

1. Which activity below could be described as the process of cascading and deploying objectives throughout an organization to the appropriate functional areas:

- Kaikaku
- **Hoshin Kanri**
- SWOT Analysis
- Balanced Scorecard

2. You've been tasked with improving a process, and you've identified that each individual who executes your process does it slightly different, and this person-to-person variation is resulting in poor yield downstream. You're in the process of creating standard work to reduce the person-to-person variation. Which phase of the DMAIC process are you in?

- Measure
- Analyze
- **Improve**
- Control

Creating **standard work** is an example of activity that would occur in the **IMPROVE phase** of the DMAIC Process.

3. Which activity below could be described as the management and oversight of the implementation of initiatives that are aligned with the organizations vision:

- **Project Management**
- Hoshin Kanri
- Cost-Benefit Analysis
- SWOT Analysis

Project Management is described as the management of projects or initiatives that are aligned with the organizations vision.

4. You've been tasked with improving a process, and you want to document the customer expectations associated with your product in a project charter. Which phase of the DMAIC process are you in?

- **Define**
- Measure
- Analyze
- Improve

The **DEFINE phase** of the DMAIC process includes capturing customer expectations in a project charter.

5. Which of the following Guru's contributed heavily to the development of Statistical Process Control:

- Joseph Juran
- W. Edwards Deming
- Philip B. Crosby
- **Walter A. Shewhart**

6. You're performing SWOT Analysis, and you're brainstorming how your customers might change the way they use your product in the future, which phase of SWOT are you in?

- S
- W
- **O**
- T

Brainstorming changes in the market place, including customer changes would fall into the "**Opportunities**" category of SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

7. You've been tasked with determining the root cause of an emerging customer complaint trend. You are currently in the process of brainstorming potential root causes to create a designed experiment. Which phase of the DMAIC process are you in?

- Define
- **Measure**
- Analyze
- Improve

Designing a DOE and brainstorming potential root causes would fall into the **Measure phase** of the DMAIC Process.

8. You're on a project selection committee to determine which project should be selected that will have the biggest impact on the organization. You're considering the following 4 projects that have been categorized by Impact and Effort, which project should be the top priority for a major investment:

- Project A – Low Impact, High Effort
- Project B – Low Impact, Low Effort
- **Project C – High Impact, Low Effort**
- Project D – High Impact, High Effort

Project C should be selected as the top priority because it delivers both high impact, and low effort. If a second project could be selected for investment, Project D (High / High) would be the second choice.

9. Which process below could be described as a tool that allows an organization to track and monitor its progress against key metrics, business drivers, projects and action plans
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 - Hoshin Kanri
 - **Balanced Scorecard**
 - SWOT Analysis
10. Your organization wants to improve the quality of its product. To do this, you create targets for customer complaints, production yield and the cost of poor quality. These targets are considered:
- Project Selection Criteria
 - **Organizational Metrics**
 - Hoshin Kanri
 - SWOT Analysis

Your **Organizational Metrics** are the quantifiable goals, along with their respective targets, that are used to gauge progress towards an objective.