



## BOK for GSIP Six Sigma Green Belt

#	Title	Comments	(Time)(# of Test Questions)
1	Welcome to your GSIP Class	Introduction to class	(16:09)(0 Q)
2	Fundamental Theories	This element of the GSIP BOK covers objective and subjective problem solving, normal distribution, differentiates between statistic and parameter, discusses processes that are in control and capable.	(1:05:28)(10 Q)
3	Normality Plots (Minitab)	This element of the GSIP BOK discusses how to validate the normal distribution assumption using the Minitab software.	(23:59)(0 Q)
4	Systematic Problem Solving	This element of the GSIP BOK discusses systematic problem solving in general and covers DMAIC specifically. Downloads available for project.	(47:27)(10 Q)
5	Introduction to Project Management	This element of the GSIP BOK discusses the importance of project management and its key elements of Planning, Scheduling, and Controlling. Discusses code of ethics, and project management philosophies. Also discusses the 5 elements of project management, which includes Initiating the project, Planning the Project, Executing the Project, Monitoring and controlling the project, and Closing the project.	(05:08)(7 Q)
6	Project Management Vocabulary	This element of the GSIP BOK covers the basic vocabulary of project management	(20:24)(21 Q)
7	Initiating the Project	This element of the GSIP BOK discusses the importance of evaluating project feasibility, defining high level scope, analyzing stakeholders, proposing an implementation approach, completing the project charter, and gaining project charter approval. Also covers the Stakeholder Analysis & Communication Worksheet.	(6:48)(5 Q)
8	Project Management Planning	This element of the GSIP BOK discusses the importance of gathering and documenting requirements, documenting assumptions and constraints, creating a work breakdown structure (WBS), estimating budgeting costs, developing a project schedule, defining team roles and responsibilities and the organizational structure, developing a communication plan, planning project procurements, creating a change management plan, identifying risks and risk strategies, finalizing a project management plan, obtaining project management plan approval, and conducting a project kick-off meeting.	(16:52)(12 Q)
9	Controlling Processes	This element of the GSIP BOK discusses flow charts, FMEA's and control plans and how to use these tools	(53:44)(10 Q)

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		to identify and control risks with the help of cross functional teams.	
<b>10</b>	<b>Risk Management</b>	This element of the GSIP BOK discusses absolute safety, acceptable risk, basic safety, compliance, conformance, directives, fault tree analysis (FTA), hazard frequency, harm, hazard, liability, technical risk, safety risk, scheduling risk, financial risk, personnel risk, market risk, credit risk, operational risk, legal risk, regulatory risk, product development risk, supplier risk. Also discusses the four activities in risk mitigation planning, which includes Risk Planning, Risk Assessment, Risk Analysis, and Risk Handling. Also discusses What if Analysis, Delphi, MOSAR, HAZOP, FMEA, PRAT, FTA, and Human Factors Analysis.	(41:19)(43 Q)
<b>11</b>	<b>Five Why's</b>	This element of the GSIP BOK discusses the 5 Why methodology for root cause analysis.	(4:45)(4 Q)
<b>12</b>	<b>Gantt Chart</b>	This element of the GSIP BOK discusses how to create and effectively use the Gantt chart.	(12:34)(9 Q)
<b>13</b>	<b>Activity Network Diagram</b>	This element of the GSIP BOK teaches the student about the Activity Network Diagram by using it to visualize and manage an example problem.	(12:22)(6 Q)
<b>14</b>	<b>PERT (Program Evaluation and Review Technique)</b>	This element of the GSIP BOK discusses using the PERT chart to plan and schedule a new product or project. Also discusses using the PERT chart to tasks or activities to complete a given project, the time needed to complete each task, and to identify the minimum time needed to complete the total project.	(17:29)(10 Q)
<b>15</b>	<b>CPM (Critical Path Method)</b>	This element of the GSIP BOK discusses when to use CPM, understand how to use CPM, understand how to crash an activity, and understand how to decide the optimal activities to crash, and what crash means. Also discusses the differences between PERT and CPM.	(15:15)(10 Q)
<b>16</b>	<b>PDPC (Process Decision Program Chart)</b>	This element of the GSIP BOK discusses how PDPC is used in planning for contingencies.	(5:58)(4 Q)
<b>17</b>	<b>Matrix Diagrams</b>	This element of the GSIP BOK discuss the power of matrix diagrams. Covers L, T, X, Y, C and roof shaped matrices.	(12:53)(10 Q)
<b>18</b>	<b>Prioritization Matrices</b>	This element of the GSIP BOK discusses how to use prioritization matrices to sort a divers set of items into an order of importance.	(17:23)(4 Q)
<b>19</b>	<b>Interrelationship Digraph</b>	This element of the GSIP BOK discusses how the interrelationship digraph is used to explore the cause and effect relationship between a series of ideas or facts.	(08:00)(5 Q)
<b>20</b>	<b>Executing the Project</b>	This element of the GSIP BOK discusses managing resources to perform project activities, creating deliverables on time and in budget, following the quality management plan, following the change management plan, employing risk management techniques, and providing leadership, motivation, and other skills to maximize team performance.	(06:41)(6 Q)
<b>21</b>	<b>Managing, Monitoring and Controlling the Project</b>	This element of the GSIP BOK discusses measuring project performance, applying change management, controlling quality for project deliverables, conducting risk management, managing issues, communicating status, and managing procurements.	(14:22)(13 Q)
<b>22</b>	<b>Eight D Problem Solving Methodology</b>	This element of the GSIP BOK discusses the steps used in 8D which include the planning stage, establishing the team, problem definition, developing interim containment action, identifying & verifying root cause, identifying permanent corrective actions (PCA),	(38:13)(10 Q)

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		implementing & validating PCA, preventing recurrence, and recognizing team efforts.	
23	<b>Closing the Project</b>	This element of the GSIP BOK discusses the process of closing contracts, gaining final acceptance, transforming ownership and management, conducting a project review, documenting lessons learned, writing the final project report, archiving project records, and measuring customer satisfaction.	(03:54)(8 Q)
24	<b>Quality Function Deployment (QFD)</b>	This element of the GSIP BOK discusses the QFD objective of converting customer wants, needs and desires into product and service attributes. This discussion will also show the student how to create an effective QFD in such a way as to reach the objective of the QFD exercise.	(50:19)(24 Q)
25	<b>A3 Problem Solving</b>	This element of the GSIP BOK discusses the A3 methodology process by defining how to identify the problem, understand current state, develop a goal statement, and perform root cause analysis, brainstorm counter measures, implement plan, check results and update standard work.	(13:56)(5 Q)
26	<b>Forming, Storming, Norming and Performing</b>	This element of the GSIP BOK discusses the evolution of teams and what team members should expect when joining a team and how to accelerate team progress toward the performing stage.	(08:04)(5 Q)
27	<b>Conflict Resolution</b>	This element of the GSIP BOK discusses how to more effectively deal with conflict by approaching the situation in a more objective way.	(13:46)(10 Q)
28	<b>Nominal Group Technique (NGT)</b>	This element of the GSIP BOK discusses how to use NGT or Multi Voting in problem solving exercises. These methodologies are used for pooling and prioritizing options when time is the constraint.	(17:52)(6 Q)
29	<b>LEAN and the Seven Forms of Waste</b>	This element of the GSIP BOK discusses in detail the seven elements of waste as defined in the LEAN methodology. The 7 forms of waste include over processing, transportation, motion, inventory, waiting time, defects, overproduction, and under-utilizing employee talents (8)	(18:53)(13 Q)
30	<b>Five S (5S)</b>	This element of the GSIP BOK discusses what 5S is and how to implement it. The five S's include Sort, Simplify, Sweep, Standardize, and Self-Discipline.	(25:17)(10 Q)
31	<b>Value Stream Mapping (VSM)</b>	This element of the GSIP BOK discusses what a value stream map is, how to create one and how effectively implement VSM to create more efficient and effective processes. Discusses symbols used in VSM.	(01:08:44)(16 Q)
32	<b>Poka Yoke</b>	This element of the GSIP BOK discusses the Poka Yoke methodology which translated means to mistake proof a potential problem. This methodology focuses on fixing the system instead of punishing the person.	(14:21)(5 Q)
33	<b>Single Minute Exchange of Die (SMED)</b>	This element of the GSIP BOK discusses the basics of the methodology referred to as SMED (Single Minute Exchange of Die). Discusses the objective of SMED which is to minimize downtime while switching process over to create new product or services due to	(22:50)(10 Q)

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		customer orders. Discusses online and offline activities in an effort to reduce downtime.	
34	<b>Fundamentals and Project Selection</b>	This element of the GSIP BOK is the first module where the Six Sigma training begins. This lecture discusses what a Six Sigma project may look like. This lecture discusses the Z statistic. This lecture also defines what is referred to as the Traditional Problem and the 5 fundamental solutions to the Traditional Problem. This lecture also defines 6 specific projects which include Designing to Standards, Pre-Defining Process Scrap, Decreasing Raw Materials via Reducing Sigma, Inventory Reduction (award winning project), Savings Tables, and Designing a Controlled Process.	(01:30:17)(10 Q)
35	<b>Introduction to Transformation</b>	This element of the GSIP BOK is the first lecture/module that discusses how to perform organizational transformation as part of the GSIP BOK. This lecture discusses why organizational transformation is necessary (due to increases in complexity or "and" statements). This element of the BOK also discusses the limitations of the PBP (personify blame and punish) methodology and the importance of fixing systems vs punishing people. This element of the BOK also discusses, from a historical perspective, the relationship between organizational culture and how it provides an effective foundation for successful use of analytical tools. This element of the BOK also introduces the definition of leadership. This element of the BOK also defines the three elements of transformation which includes Personal Transformation, Cultural Transformation, and Tools Transformation. This material was taken from the Shingo Award winning publication entitled "Rising Above It All: The Art and Science of Organizational Transformation", which is a required publication for all GSIP certified individuals.	(1:30:48)(10 Q)
36	<b>Personal Transformation</b>	This element of the GSIP BOK discusses the first element of transformation whose objective it is to change motivations. The discussion describes the importance of motivation as an organization will never become greater than that which motivates it. This material was taken from the Shingo Award winning publication entitled "Rising Above It All: The Art and Science of Organizational Transformation".	(41:37)(5 Q)
37	<b>Deming Story</b>	This element of the GSIP BOK discusses the Deming story. The importance of the Deming story is that Deming was one of the first to recognize the importance of organizational culture in organizational transformations. Deming's 14 points gives the student an idea of what a functional organizational culture looks like.	(36:48)(8 Q)
38	<b>Quality Gurus</b>	This element of the GSIP BOK discusses individuals who had a significant impact on organizational transformation and includes individuals such as Stephen R. Covey, Philip B. Crosby, W. Edwards Deming, Armand V. Feigenbaum, Kaoru Ishikawa, Joseph M. Juran, Walter Shewhart, Genichi Taguchi, Bill Smith, Mikel Harry, and Bob Galvin.	(25:47)(18 Q)
39	<b>Cultural Transformation (Part 1)</b>	This element of the GSIP BOK discusses the most challenging element of organizational transformation which is cultural transformation. This element discusses the importance of understanding human nature. If you do not understand human nature as a system you cannot improve human nature, much like you cannot improve processes unless you solve	(23:25)(10 Q)

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		problems as system problems. This element of the BOK discusses the fundamental starting point of human nature which is referred to as Phase I behavior or the starting point of human behavior. This material was taken from the Shingo Award winning publication entitled "Rising Above It All: The Art and Science of Organizational Transformation".	
40	<b>Cultural Transformation (Part 2)</b>	This element of the GSIP BOK discusses the second element of human behavior referred to as Phase II behavior. Phase II behavior is the result of a successful evolution from Phase I behavior which takes place by recognizing the joy of developing skills and talents. This material was taken from the Shingo Award winning publication entitled "Rising Above It All: The Art and Science of Organizational Transformation".	(18:34)(5 Q)
41	<b>Cultural Transformation (Part 3)</b>	This element of the GSIP BOK discusses the third element of human behavior which is the only element of human behavior that is powerful enough to change culture and is thus the essence of leadership. This material was taken from the Shingo Award winning publication entitled "Rising Above It All: The Art and Science of Organizational Transformation".	(01:24:33)(20 Q)
42	<b>Central Limit Theorem</b>	This element of the GSIP BOK discusses the most powerful theorem in statistics which is referred to as the Central Limit Theorem. The Central Limit Theorem consists of two principals. The first principal is averages create less variability than single events thus allowing less alpha risk when using analytical tools to answer the question "did something change". The second principal is that averages tend to be more normally distributed than singles events and becomes more normal as sample size increases.	(01:03:00)(8 Q)
43	<b>Variables Data SPC (X bar R)</b>	This element of the GSIP BOK introduces variables data SPC and goes over how to create the X bar R chart using the standard assumptions and mathematical formulas.	(52:02)(17 Q)
44	<b>X bar R SPC Spreadsheet</b>	This element of the GSIP BOK instructs the user how to setup an SPC chart designed in Excel. This can help the student successfully implement SPC into the process environment.	(21:16)(0 Q)
45	<b>Fundamental Quality Tools</b>	This element of the GSIP BOK discusses the seven fundamental quality tools which include Flowcharts, Histograms, Pareto Diagrams, Cause and Effect Diagrams, Check Sheets, Control Charts (SPC), and Scatter Diagrams.	(31:09)(15 Q)
46	<b>Short Run SPC</b>	This element of the GSIP BOK discusses Short Run SPC. SPC is inherently data intensive and as a result traditional SPC did not work well in small order business environments, also referred to as "job shop" environments. Short Run SPC is redesigned in an effort to reduce the demand for large data sets. This element of the GSIP BOK discusses X-MR, MX MR, and Pre Control SPC.	(32:37)(6 Q)

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47	<b>Measurement System Analysis (MSA)</b>	This element of the GSIP BOK discusses industry accepted procedures for determining if your process measurements are effective. This discussion includes the definition of terms such as Repeatability, Reproducibility, Bias, Linearity, Accepted Reference Value, Observed Value, Resolution, Effective Resolution, and Stability. This element also discusses how to perform a bias study. This element discusses three different methods for performing a gage R&R study which include Range, Average Range, and the ANOVA method.	(01:20:18)(15 Q)
48	<b>Median SPC Chart</b>	This element of the GSIP BOK discusses the measure of central tendency called the median. This discussion then shows how to create a median chart via the standard mathematical formulas created for this particular chart.	(19:10)(10 Q)
49	<b>X bar S SPC Chart</b>	This element of the GSIP BOK discusses the chart used in processes where data is not the constraint. X bar S charts are often used in high data set environments with automated SPC (SPC software).	(04:54)(5 Q)
50	<b>P and np SPC charts</b>	This element of the GSIP BOK discusses using SPC in attribute data environments. The Binomial distribution is introduced along with the P and np SPC charts. These charts are designed to chart defectives. P charts can use non-constant sample sizes while the np chart must use constant sample sizes.	(49:23)(15 Q)
51	<b>U and C SPC charts</b>	This element of the GSIP BOK discusses using SPC in attribute type data environments. The Poisson distribution is introduced along with the u and c SPC charts. These charts are designed to chart defects. U charts can use non-constant sample sizes while the c chart must use constant sample sizes.	(14:55)(9 Q)
52	<b>SPC (Minitab)</b>	This element of the GSIP BOK discusses how to use SPC within the software program referred to as Minitab.	(06:13)(0 Q)
53	<b>Capability Studies (Cpk)</b>	This element of the GSIP BOK discusses the metric used to measure the probability of creating quality referred to as the Cpk study. This element discusses Cp upper, Cp lower, Cpk, and Cp which are used for short term analysis. This element of the GSIP BOK also discusses the statistics used to analyze long term data which includes the study of Pp upper, Pp lower, Ppk, and Pp. This element also compares the Cpk and Ppk to determine the level of robustness.	(01:09:04)(10 Q)
54	<b>Z Statistic Capability</b>	This element of the GSIP BOK discusses how to use the Z statistic to perform capability analysis. This element also discusses how to use the Z table in capability analysis.	(14:35)(11 Q)
55	<b>Capability Studies (Minitab)</b>	This element of the GSIP BOK discusses how to perform capability studies within the software program referred to as Minitab.	(09:37)(10 Q)
56	<b>Probability Statistics</b>	This element of the GSIP BOK discusses the fundamentals of probability statistics by describing the mathematical relationships using the independence assumption with "and" statement probability statistics and the mutually exclusive assumption with the "or" statement probability statistics.	(48:20)(11 Q)
57	<b>Permutations and Combinations</b>	This element of the GSIP BOK discusses the use and differences between permutation and combinations. This element prepares the student for more advanced probability statistic problems.	(15:41)(8 Q)
58	<b>Non Normal Distributions</b>	This element of the GSIP BOK discusses various distributions used in more complex probability statistics. The distributions discussed in this element include Exponential, Normal, Weibull, Binomial,	(49:41)(21 Q)

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		Hypergeometric and Poisson distributions. The topic of distributions is divided into continuous and discrete.	
59	<b>Z Statistic Inference (Sigma is Constant)</b>	This element of the GSIP BOK discusses the first of many discussions concerning hypothesis testing. This element discusses how to perform an inference study using the Z statistic which assumes normality of data and a constant standard deviation during the potential change in averages. This element teaches the student how to calculate the Z statistic and how to look up the critical statistic from the Z table based on a defined alpha risk. This element also discusses the importance of differentiating between statistical significance and practical significance. This element also teaches the student how to calculate the proper sample size so that when a study shows a statistical significance it will also show practical significance. The P statistic is also discussed in this module.	(01:06:21)(5 Q)
60	<b>Z Statistic Inference (Sigma Changes)</b>	This element of the GSIP BOK discusses a more complex formula for performing an inference without the assumption of a constant standard deviation. This element also discusses the Z statistic for the pooling of standard deviations.	(27:19)(12 Q)
61	<b>t Statistic Inference</b>	This element of the GSIP BOK discusses performing an inference study on the mean while taking into account sampling error while using the t statistic. This element discusses using assumptions of constant standard deviation, non-constant standard deviation, and pooled standard deviation. This element also shows how to look up the critical t statistic by using the t table with a given alpha risk.	(27:39)(8 Q)
62	<b>Paired t Statistic Inference</b>	This element of the GSIP BOK discusses how and when to use the paired t statistic for performing an inference study. The paired t is used when there is a natural pairing between the two data sets being compared.	(09:18)(9 Q)
63	<b>Confidence Intervals for the Mean</b>	This element of the GSIP BOK discusses confidence intervals for individuals (point estimates) and averages using the Z and t statistic as applicable to the data set being used.	(09:57)(7 Q)
64	<b>Hypothesis Studies</b>	This element of the GSIP BOK discusses the language of inference studies. This element discusses the concept of null and alternative hypotheses.	(15:48)(11 Q)
65	<b>F Statistic Inference</b>	This element of the GSIP BOK discusses the procedure for performing an inference study for standard deviations using the F statistic. This element discusses how to perform right and left tailed F inference studies. This element also discusses how to use the F tables to get the F critical statistic using a given alpha risk.	(30:29)(9 Q)
66	<b>Z, t, and F Inference studies (Minitab)</b>	This element of the GSIP BOK discusses how to perform inference studies within the software program referred to as Minitab.	(09:57)(0 Q)

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67	<b>Process Improvement Module Cost of Scrap</b>	This element of the GSIP BOK discusses how to use some of the tools covered up to this point in the BOK. This Excel spread sheet exercise is a great way to start exercising these analytical tools to improve processes.	(38:58)(0 Q)
68	<b>Chi Squared Inference Studies</b>	This element of the GSIP BOK discusses the procedure on how to use the Chi Squared non-parametric test to make inferences of qualitative data. This element also discusses the procedure for performing the parametric Chi Squared test for determining changes in standard deviations under the assumption of a normal distribution.	(26:30)(10 Q)
69	<b>One Way ANOVA Inference</b>	This element of the GSIP BOK discusses the procedure on how to use the one way ANOVA for analyzing one variable at many different levels. The assumptions for ANOVA are discussed which consists of normally distributed data, equal variance, and the error term being independent and normally distributed.	(43:01)(10 Q)
70	<b>ANOVA Studies (Minitab)</b>	This element of the GSIP BOK discusses how to perform ANOVA studies within the software program referred to as Minitab.	(8:48)(0 Q)
71	<b>Linear Regression Analysis</b>	This element of the GSIP BOK discusses the procedure for creating linear regression formulas. This element discusses the slope, the Y intercept and how to interpret them and create them. This element also discusses the terms error or residuals as well as the concept of standard error which is the standard deviation of the residuals.	(39:54)(12 Q)
72	<b>Correlation Analysis</b>	This element of the GSIP BOK discusses the statistics used to determine the strength of dependent and independent variables using the correlation coefficient, also referred to as the r statistic, and the coefficient of determination or R <sup>2</sup> .	(18:06)(9 Q)
73	<b>Linear Regression (Minitab)</b>	This element of the GSIP BOK discusses how to perform multi variable linear regression studies within the software program referred to as Minitab.	(12:46)(0 Q)
74	<b>Introduction to DOE</b>	This element of the GSIP BOK introduces concepts used in Design of Experiments (DOE). This element discusses Response, Parameter or Factor, Level Setting, Factor Effects, Experimental Noise, Robust Designs, Orthogonal Design, Full Factorial Design, Replications, Sum of Squares, Factor Effects Plot, Factor Interactions, and Fractional Factorial Design.	(01:17:00)(10 Q)
75	<b>Full Factorial DOE</b>	This element of the GSIP BOK discusses how to design and analyze a full factorial DOE (Design of Experiment). The full factorial DOE is an experiment that takes into account all possible variables and level settings.	(01:20:48)(11 Q)
76	<b>DOE (Minitab)</b>	This element of the GSIP BOK discusses how to perform DOE studies within the software program referred to as Minitab.	(24:41)(0 Q)
77	<b>Benchmarking</b>	This element of the GSIP BOK discusses the procedure used to perform effective benchmarking activities.	(16:57)(10 Q)
78	<b>Application Module 2</b>	This element of the GSIP BOK summarizes the LEAN Six Sigma class content.	(01:09:52)(0 Q)
79	<b>Application Module 4</b>	This is being held in reserve for a future topic.	

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	<b>RED Titles are lectures currently being added to the BOK</b>		<b>Times and questions are estimates</b>
	<b>Final Exam Questions (approximate) =</b>	<b>80</b>	
	<b>Total Number of Module Test Questions=</b>	<b>701</b>	
	<b>Total Number of Questions=</b>	<b>781</b>	
	<b>Total Lecture Time =</b>	<b>40 hours</b>	
	<b>Estimated time to complete module exams=</b>	<b>27 hours</b>	
	<b>Estimated time to study for certification exam =</b>	<b>15 hours</b>	
	<b>Certification Exam (Time) =</b>	<b>3 hours</b>	
	<b>Total Estimated Time for GSIP Certification =</b>	<b>85 hours</b>	

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