

3A

Process Analysis and Documentation

01

Process maps

02

Documentation

Process Maps

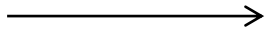
- ❖ Flow chart and process map are used interchangeably
- ❖ Process mapping is the process of creating a diagram; the diagram itself is called a flow chart.



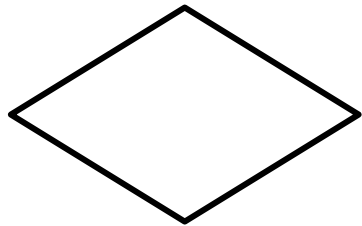
Start / End



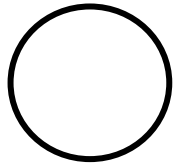
Process



Direction of flow



Decision



Link

Process Map - Elements



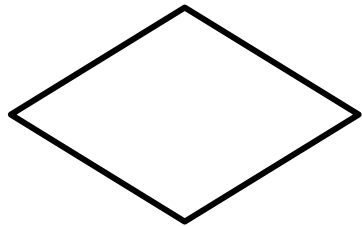
Start / End



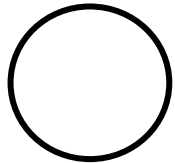
Process



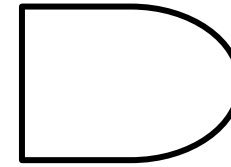
Direction of flow



Decision



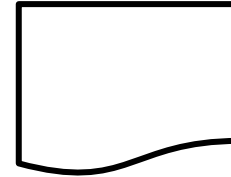
Link



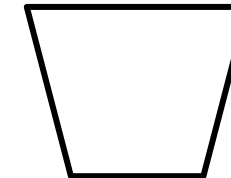
Delay / Wait



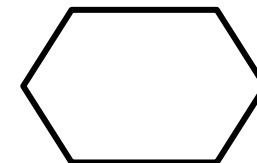
Input / Output



Document

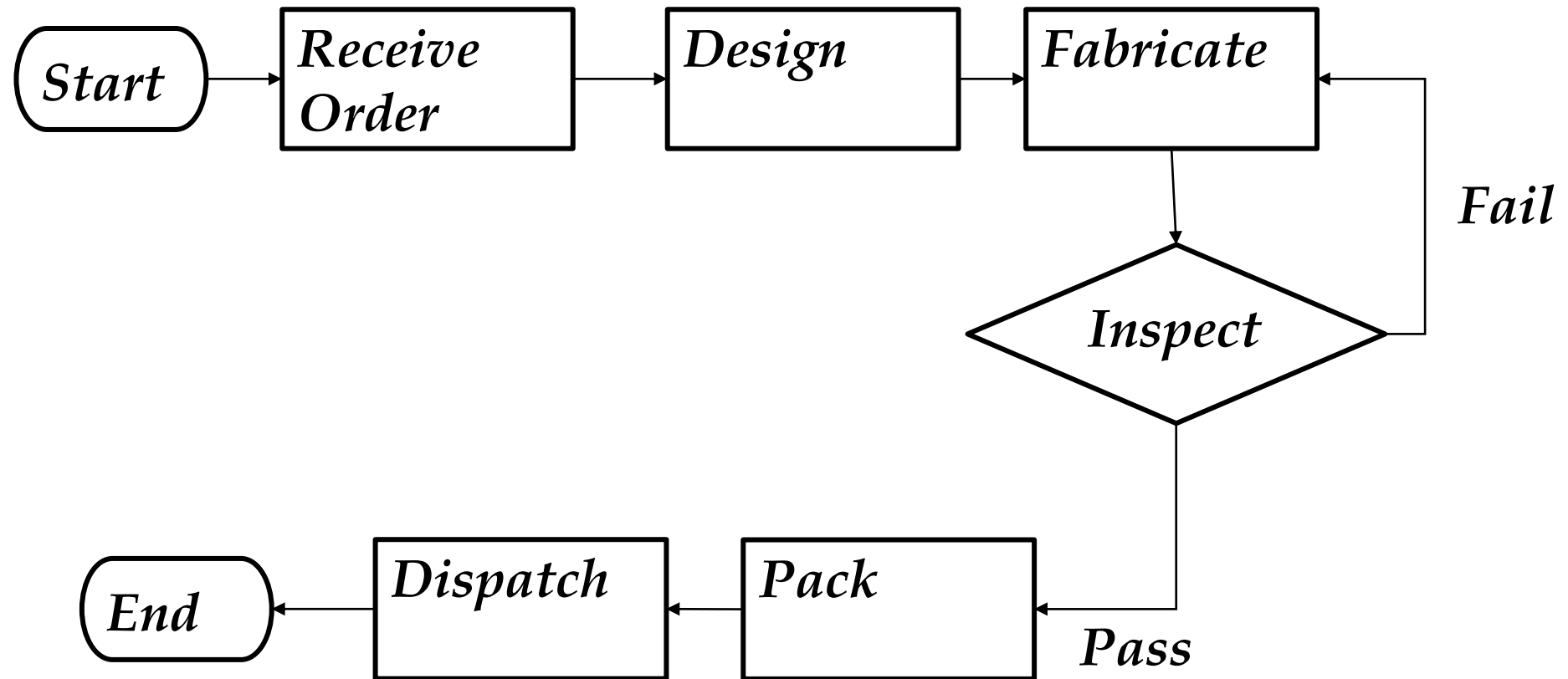


Manual Operation

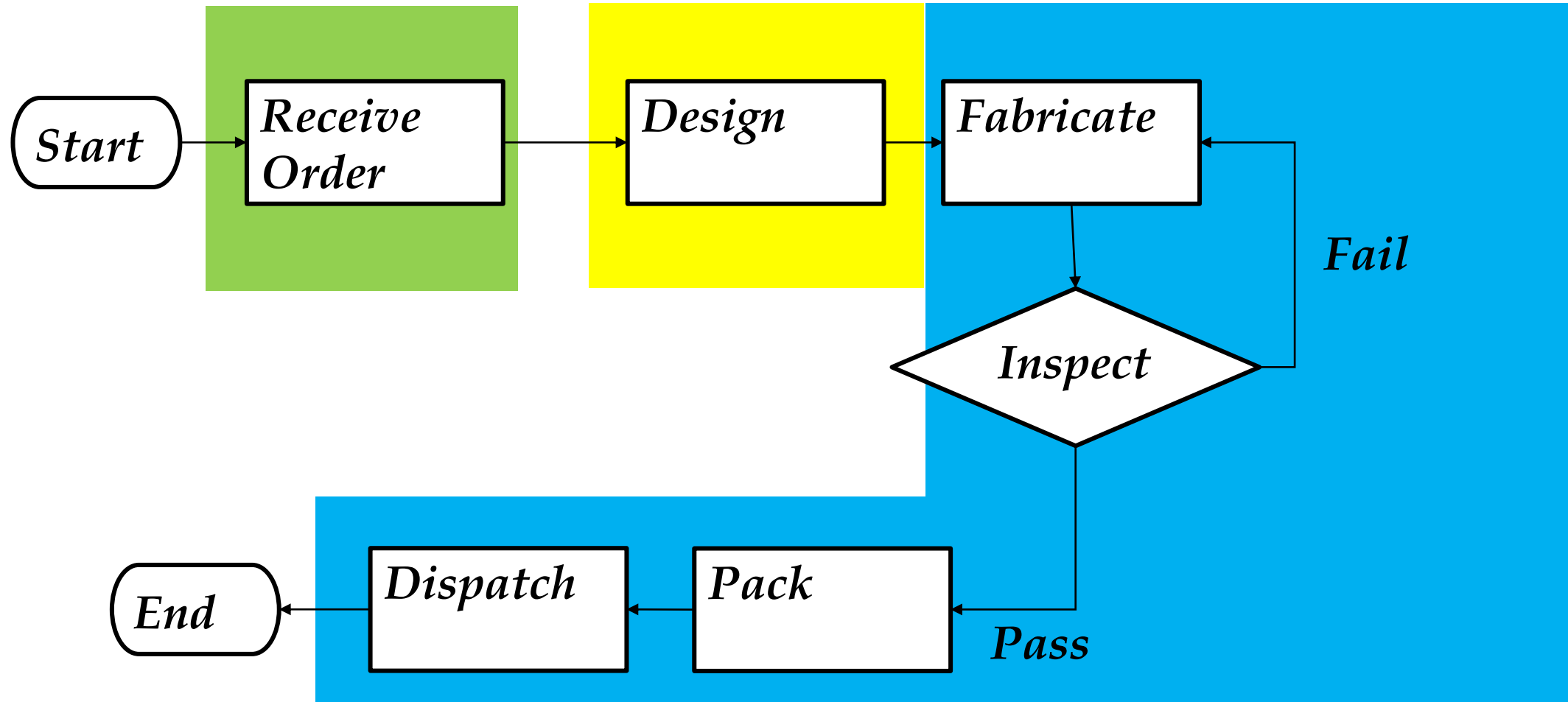


Preparation

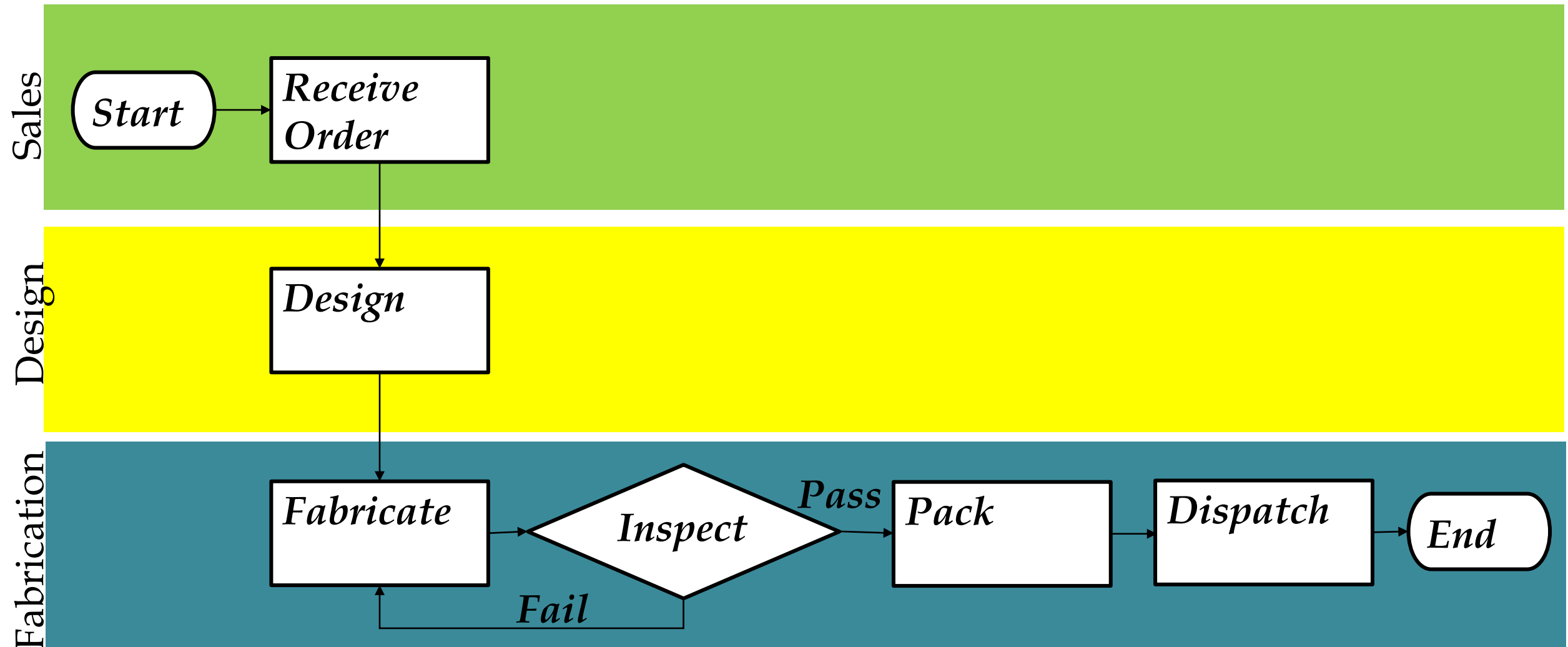
Process Map - Elements



Process Map – Hand drawn Example



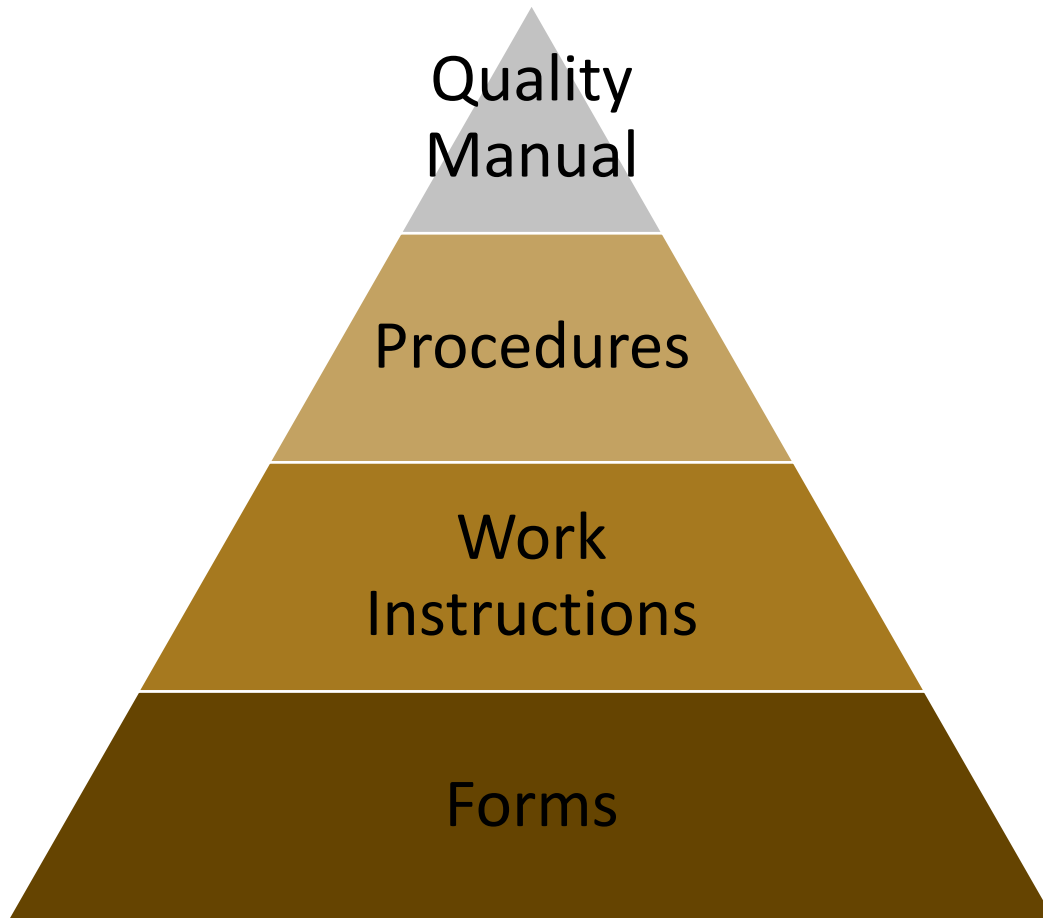
Process Map – Hand drawn Example



Process Map – Swim Lane

Suppliers	Inputs	Process	Outputs	Customers

SIPOC



Documentation

- ❖ Procedures specify what is done, when, where and why
- ❖ Work Instructions specify the details such as how and who.

3B
Probability
And
Statistics

01 *Basic probability concepts*

02 *Central limit theorem*

3B-1
Basic
Probability
Concepts

01 *Independent events*

02 *Mutually exclusive events*

03 *Multiplication rule*

04 *Permutations & combinations*

- Classic Model

Number of outcomes in which the event occurs

Total Number of possible outcomes of an experiment

- Relative Frequency of Occurrence

Number of times an event occurred

Total number of opportunities for an event to occur

Probability

- ❖ Experiment/Trial: Some thing done with an expectation of result.
- ❖ Event or Outcome: Result of experiment
- ❖ Sample Space: A sample space of an experiment is the set of all possible results of that random experiment.

$\{1, 2, 3, 4, 5, 6\}$

Probability

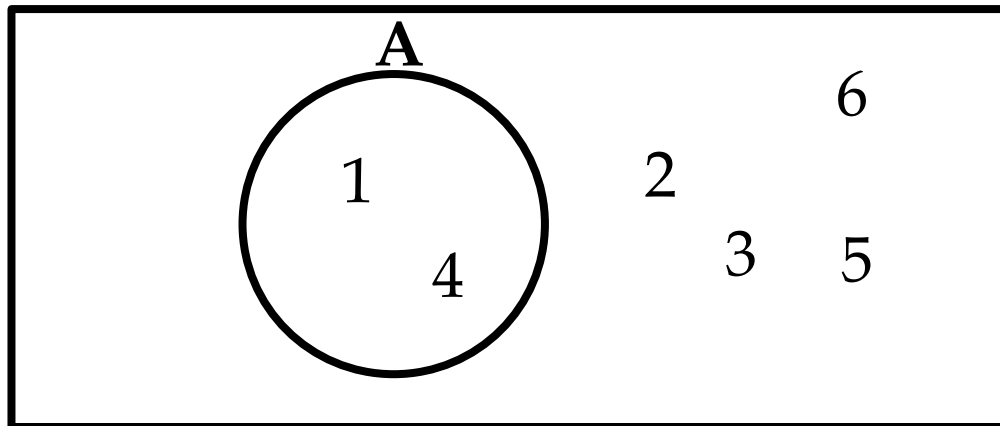
❖ Sample space: In roll of two dices

$\{(1,1), (1,2), (1,3), (1,4), (1,5), (1,6),$
 $(2,1), (2,2), (2,3), (2,4), (2,5), (2,6),$
 $(3,1), (3,2), (3,3), (3,4), (3,5), (3,6),$
 $(4,1), (4,2), (4,3), (4,4), (4,5), (4,6),$
 $(5,1), (5,2), (5,3), (5,4), (5,5), (5,6),$
 $(6,1), (6,2), (6,3), (6,4), (6,5), (6,6)\}$

Probability

❖ Venn diagram:

Event A: Probability of getting 1 or 4 in the roll of a dice.

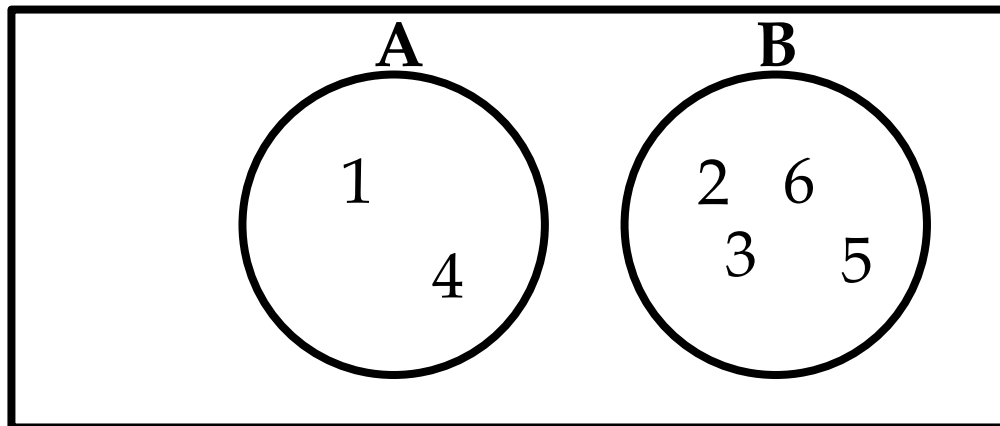


Probability

❖ Venn diagram:

Event A: Probability of getting 1 or 4 in the roll of a dice.

Event B: Probability of getting 2, 3, 5 or 6



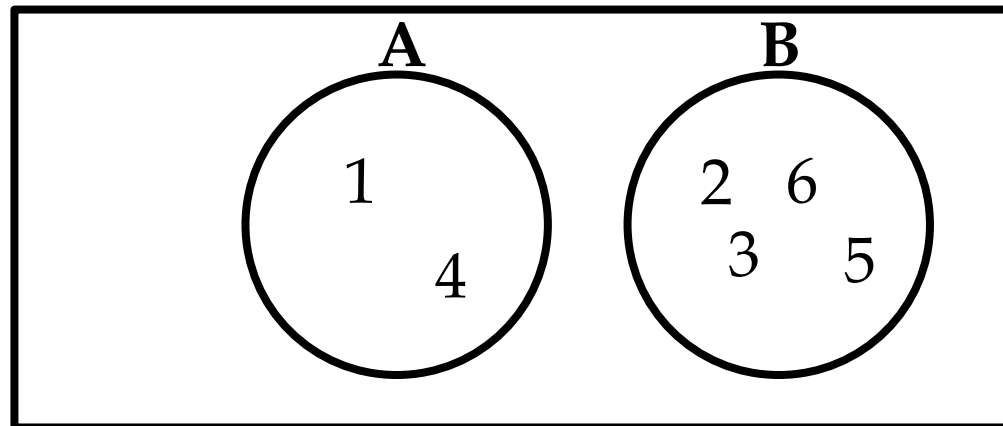
Probability

❖ Venn diagram:

Event A: Probability of getting 1 or 4 in the roll of a dice.

Event B: Probability of getting 2, 3, 5 or 6

Mutually Exclusive Events: When two events cannot occur at the same time

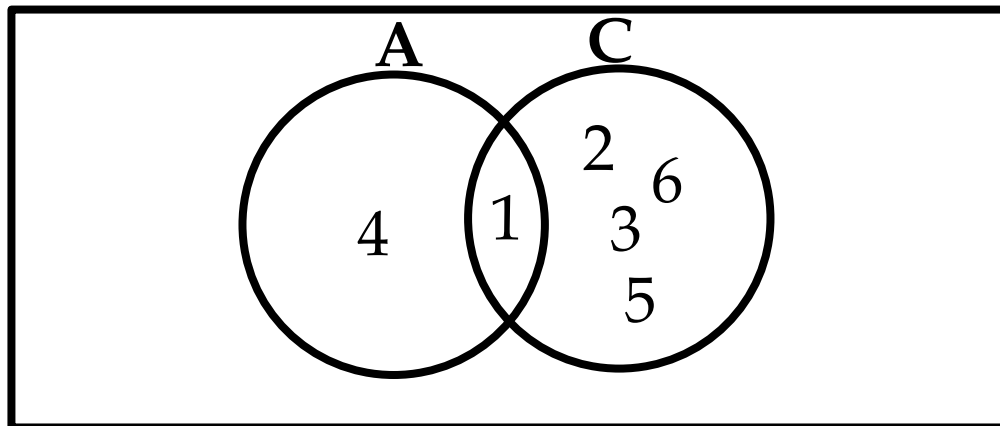


Probability

❖ Venn diagram:

Event A: Probability of getting 1 or 4 in the roll of a dice.

Event C: Probability of getting 1, 2, 3, 5 or 6



Probability

❖ Union:

Probability that events A or B occur

$$P(A \cup B)$$

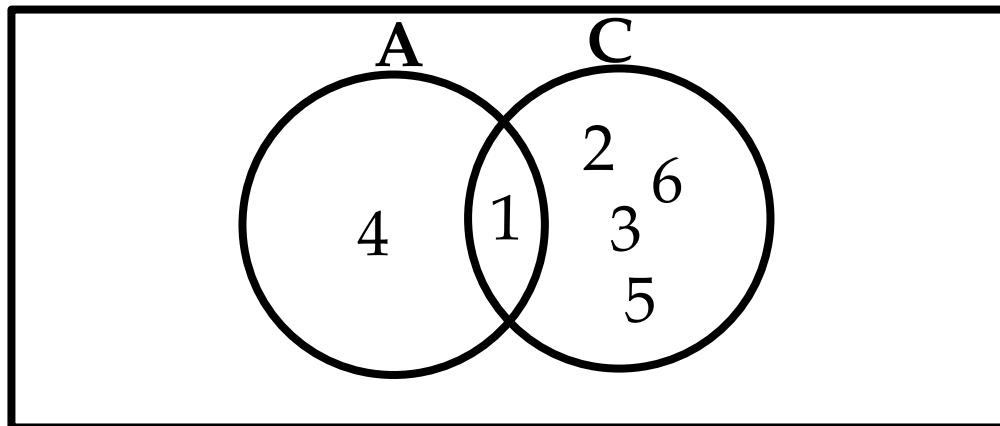
$\{1, 2, 3, 4, 5, 6\}$

❖ Intersection:

Probability that events A and B occur

$$P(A \cap B)$$

$\{1\}$



Probability

- ❖ Mutually Exclusive Events: When two events cannot occur at the same time
- ❖ Independent Events: The occurrence of Event A does not change the probability of Event B
- ❖ Complementary Events: The probability that Event A will NOT occur is denoted by $P(A')$.

Probability

❖ Rule of Multiplication:

The probability that Events A and B both occur =

Probability that Event A occurs

x

Probability that Event B occurs, given that A has occurred

$$P(A \cap B) = P(A) P(B|A)$$

Probability

❖ Rule of Multiplication:

The probability that Events A and B both occur =

Probability that Event A occurs

x

Probability that Event B occurs, given that A has occurred

$$P(A \cap B) = P(A) P(B|A)$$

- ❖ In two rolls of dice what is the probability of getting 6 in both? (independent event)

Probability

❖ Rule of Multiplication:

The probability that Events A and B both occur =

Probability that Event A occurs
x

Probability that Event B occurs, given that
A has occurred

$$P(A \cap B) = P(A) P(B|A)$$

- ❖ There are 10 candies in the plate (5 Green, 2 Yellow, 2 Orange and 1 Red). If I pick 2 random ones, what is the probability of getting both Yellow?

Probability

❖ Rule of Addition

The probability that Event A or Event B occurs

=

Probability that Event A occurs

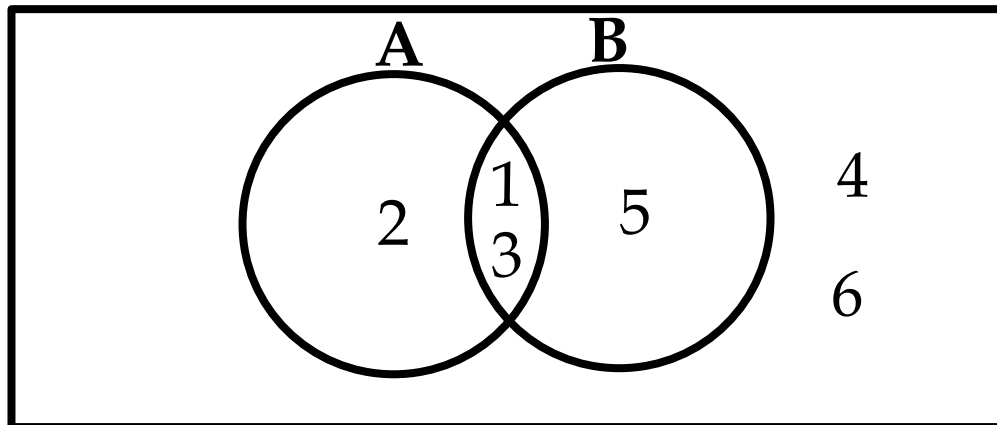
+

Probability that Event B occurs

-

Probability that both Events A and B occur

$$P(A \cup B) = P(A) + P(B) - P(A \cap B)$$



Probability

❖ **Factorial** of a non-negative integer n , denoted by $n!$, is the product of all positive integers less than or equal to n

$$5! = 5 \times 4 \times 3 \times 2 \times 1$$

$$1! = 1$$

$$0! = 1$$

Factorial

- ❖ **Permutation:** A set of objects in which position (or order) is important.
- ❖ **Combination:** A set of objects in which position (or order) is NOT important.

Permutations
Combinations

Permutation: With repetition

- ❖ In case of the lock, total permutations are
- ❖ $10 \times 10 \times 10 \times 10 = 10,000$

$$n^r$$

Excel Formula =PERMUTATIONA(10,4)

*Permutations
With repetition*

Permutation: Without repetition

- ❖ How many ways we can select 3 players out of 5. The first selected becomes the captain, second the vice-captain and third the treasurer.

$$n_{Pr} = \frac{n!}{(n-r)!}$$

$$5_{P_3} = \frac{5!}{(5-3)!} = 5 \times 4 \times 3 = 60$$

Excel Formula = PERMUT(5,3)

*Permutations
Without repetition*

❖ **Combination:** Without repetition:

- ❖ How many ways we can select 3 players out of 5

$${}_nC_r = \frac{n!}{(n-r)! r!}$$

$${}_5C_3 = \frac{5!}{(5-3)! 3!}$$

$${}_5C_3 = \frac{5 \times 4 \times 3}{3 \times 2 \times 1} = 10$$

Excel Formula = COMBIN(5,3)

*Combinations
Without repetition*

❖ Combination: With repetition:

- ❖ e.g. In the store there are 5 varieties of juice bottles. You want to buy 3 bottles. How many possible combinations you can buy?

Without repetition: ~~$nC_r = \frac{n!}{(n-r)! r!}$~~

$$\frac{(r + n - 1)!}{r! (n - 1)!}$$

$$\frac{(5+3-1)!}{3!(5-1)!} = \frac{7!}{3!4!} = \frac{7 \times 6 \times 5}{3 \times 2 \times 1} = 35$$

Excel Formula = COMBINA(5,3)

*Combinations
With repetition*

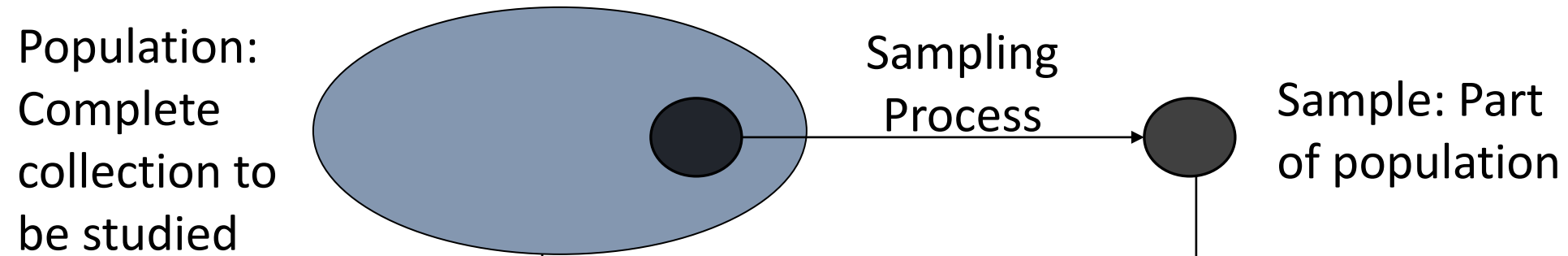
	With repetition	Without repetition
❖ Permutation: Order is important.	n^r	$n_{Pr} = \frac{n!}{(n-r)!}$
MS Excel Formula >>	PERMUTATIONA(n,r)	PERMUT(n,r)
❖ Combination: Order is NOT important.	$\frac{(r+n-1)!}{r!(n-1)!}$	$n_{Cr} = \frac{n!}{(n-r)! r!}$
MS Excel Formula >>	COMBINA(n,r)	COMBIN(n,r)

PERMUTATIONS / COMBINATIONS SUMMARY

3B
Probability
And
Statistics

01 *Basic probability concepts*

02 *Central limit theorem*



μ – population mean
 σ – population std. dev.

Parameter

Characteristic of
a population

Inference

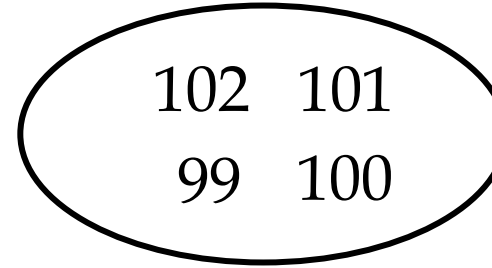
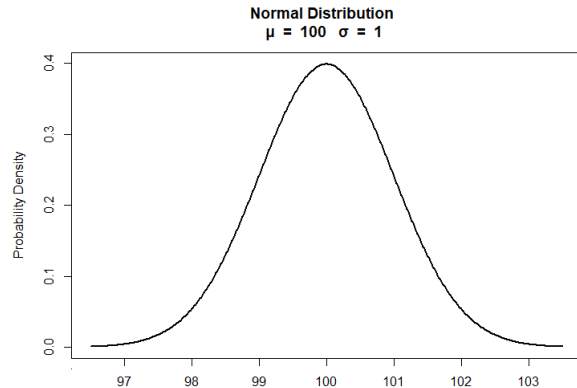
Statistic

Characteristic
of a sample

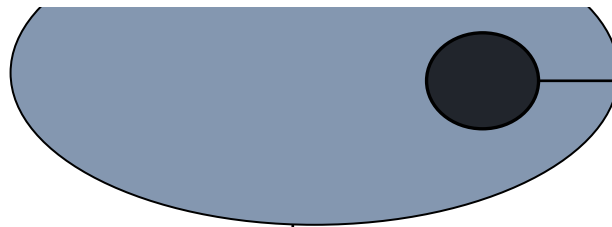
\bar{x} – sample mean
 s – sample std. dev.

SAMPLING

Population:
Complete
collection to
be studied



$$\begin{aligned}\text{Mean} &= 100.5 \\ \text{CI} &= \bar{x} \pm z_{\alpha/2} \cdot \frac{\sigma}{\sqrt{n}} \\ \text{CI} &= 100.5 \pm 1\end{aligned}$$



Sampling
Process

Sample: Part
of population

Parameter

Characteristic of
a population

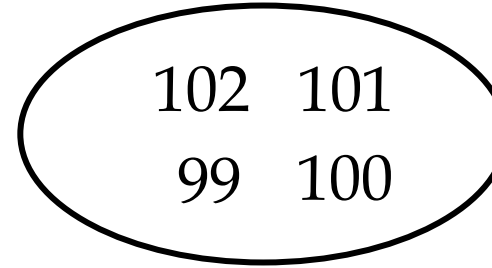
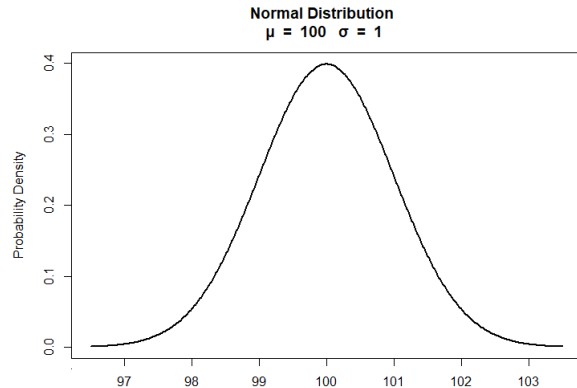
Inference

Statistic

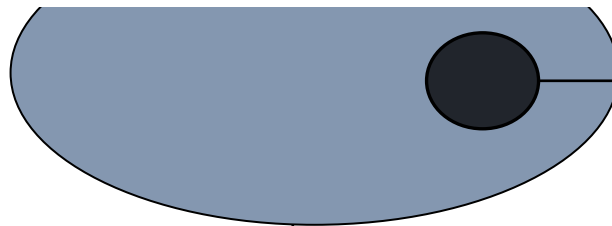
Characteristic
of a sample

SAMPLING – CONFIDENCE INTERVAL

Population:
Complete
collection to
be studied

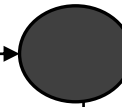


$$z = \frac{\bar{x} - \mu}{\sigma / \sqrt{n}}$$



Sampling
Process

Sample: Part
of population



Parameter

Characteristic of
a population

Inference

Statistic

Characteristic
of a sample

SAMPLING – HYPOTHESIS TEST

Xbar Control Limits	Range Control Limits
Control limits $\bar{x} \pm A_2 \bar{R}$	Upper control limit $D_4 \bar{R}$ Lower control limit $D_3 \bar{R}$

Sample Size = m	A_2	A_3	d_2	D_3	D_4	B_3	B_4
2	1.880	2.659	1.128	0	3.267	0	3.267
3	1.023	1.954	1.693	0	2.574	0	2.568
4	0.729	1.628	2.059	0	2.282	0	2.266
5	0.577	1.427	2.326	0	2.114	0	2.089

CONTROL CHARTS

- ❖ For almost all populations, the sampling distribution of the mean can be approximated closely by a normal distribution, provided the sample size is sufficiently large.

Central Limit Theorem

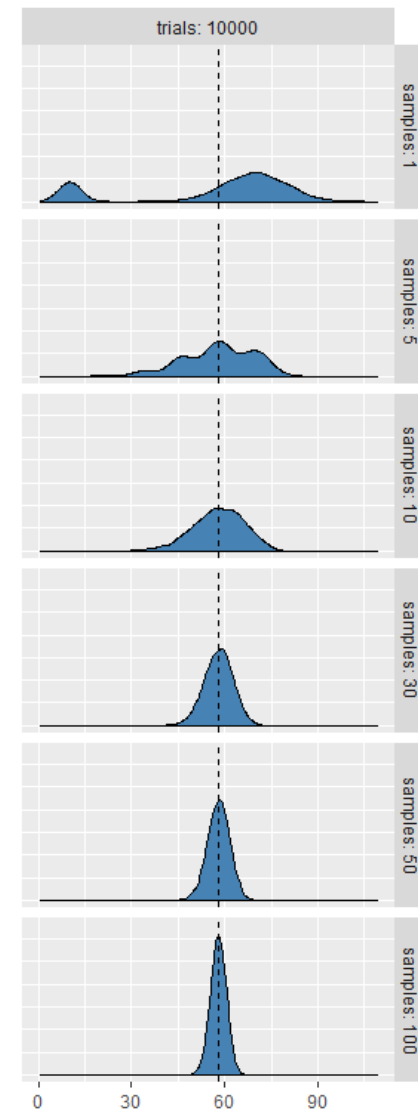
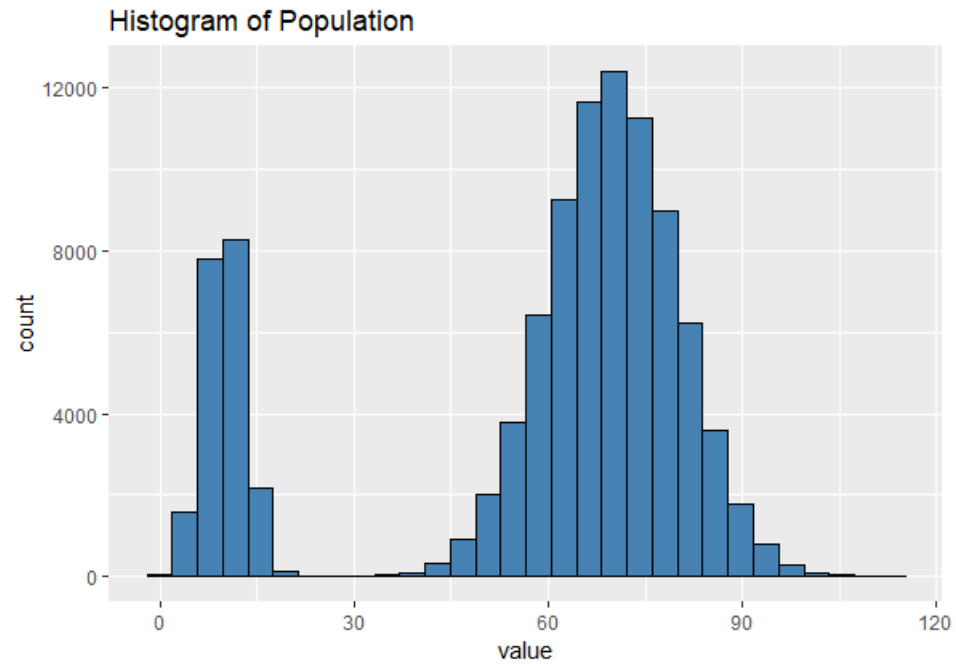
- ❖ If a variable has a mean of μ and the variance σ^2 , as the sample size n increases, the sample mean approaches a normal distribution with mean $\mu_{\bar{x}}$ and variance $\sigma_{\bar{x}}^2$

$$\mu_{\bar{x}} = \mu$$

$$\sigma_{\bar{x}}^2 = \frac{\sigma_x^2}{n}$$

$$\sigma_{\bar{x}} = \frac{\sigma_x}{\sqrt{n}}$$

Central Limit Theorem



CENTRAL LIMIT THEOREM

- ❖ Standard deviation of the sampling distribution of the sample mean
 - ❖ Called “standard error of the mean”

$$\sigma_{\bar{x}} = \frac{\sigma_x}{\sqrt{n}}$$

Central Limit Theorem

3C *Statistical Distributions*

01

Normal distribution

02

Binominal distribution

03

Poisson distribution

04

Chi square distribution

05

Student's t distribution

06

F distribution

CONTINUOUS

Normal distribution

Chi square distribution

Student's t distribution

F distribution

DISCRETE

Binominal distribution

Poisson distribution

CONTINUOUS vs DISCRETE DATA

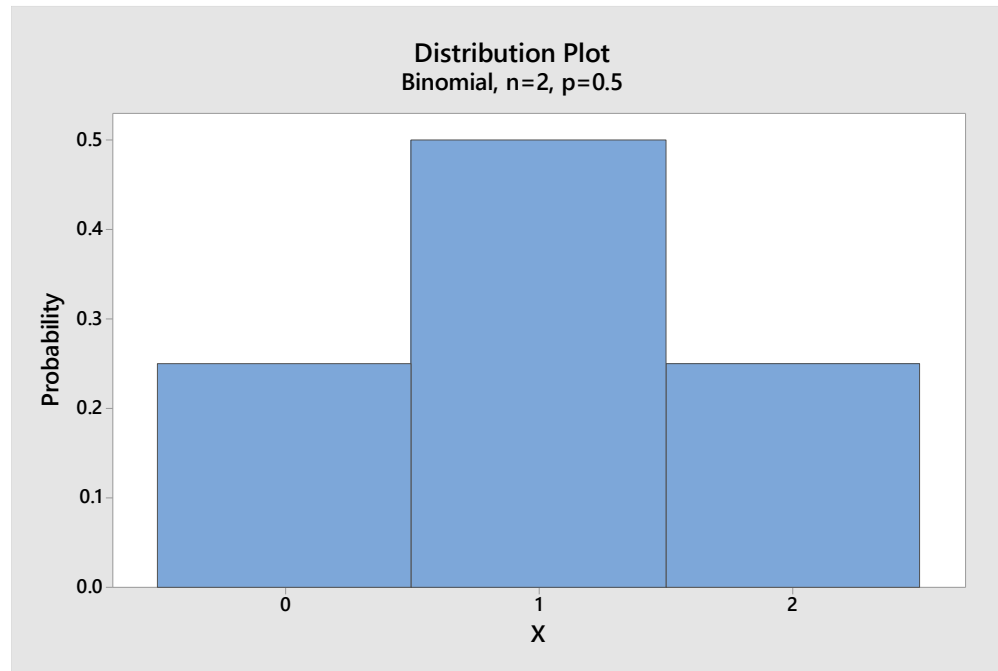
- ❖ If you flip a coin 2 times, what is the probability of getting 1 head?

H	H
H	T
T	H
T	T

*Binomial
Distribution*

❖ If you flip a coin 2 times, what is the probability of getting 1 head?

H	H
H	T
T	H
T	T



*Binomial
Distribution*

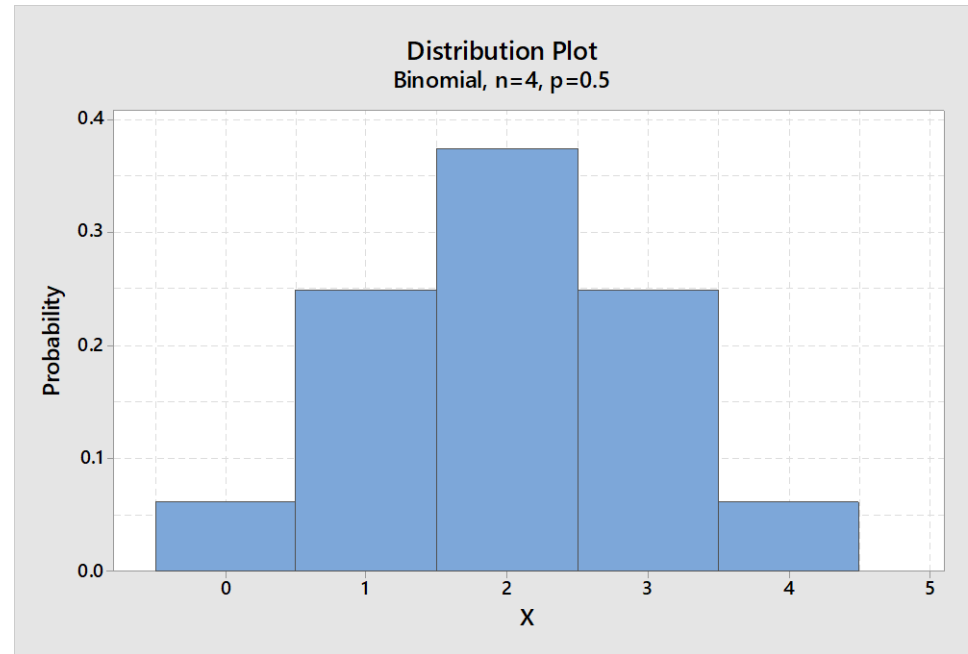
- ❖ If you flip a coin 4 times, what is the probability of getting 1 head?

H	H	H	H
H	H	H	T
H	H	T	T
H	T	T	T
T	H	H	H
T	H	H	T
T	H	T	T
T	T	T	T
..

*Binomial
Distribution*

❖ If you flip a coin 4 times, what is the probability of getting 1 head?

H	H	H	H
H	H	H	T
H	H	T	T
H	T	T	T
T	H	H	H
T	H	H	T
T	H	T	T
T	T	T	T
..



*Binomial
Distribution*

- ❖ **A binomial experiment** has the following properties:
 - ❖ The experiment consists of n repeated trials.
 - ❖ Each trial can result in just two possible outcomes. We call one of these outcomes a success and the other, a failure.
 - ❖ The probability of success, denoted by p , is the same on every trial.
 - ❖ The trials are independent; that is, the outcome on one trial does not affect the outcome on other trials.

*Binomial
Distribution*

$$P(x) = nC_x \cdot p^x \cdot (1 - p)^{n-x}$$

$$P(x) = \frac{n!}{x! (n - x)!} \cdot p^x \cdot (1 - p)^{n-x}$$

- ❖ **x**: The number of successes that result from the binomial experiment.
- ❖ **n**: The number of trials in the binomial experiment.
- ❖ **p**: The probability of success on an individual trial.
- ❖ **P(x)** : Binomial probability - the probability that an n -trial binomial experiment results in exactly x successes, when the probability of success on an individual trial is p .

Binomial Distribution

❖ If you flip a coin 4 times, what is the probability of getting 1 head?

$$P(x) = \frac{n!}{x! (n - x)!} \cdot p^x \cdot (1 - p)^{n-x}$$

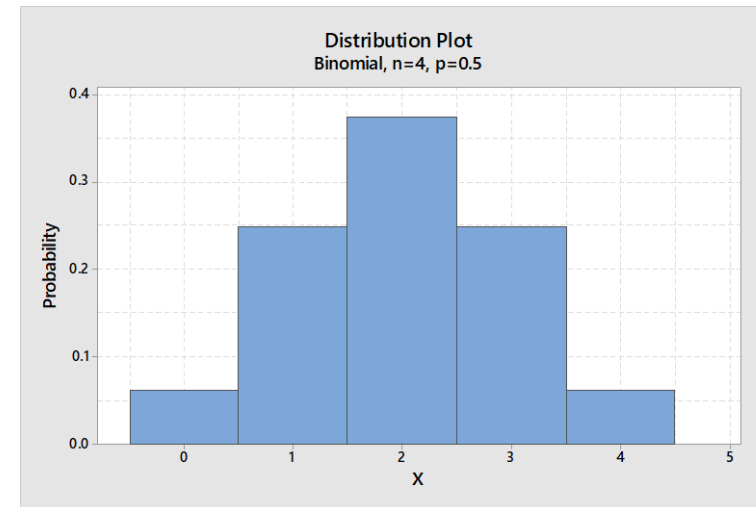
$$P(1) = \frac{4!}{1! (4 - 1)!} \cdot 0.5^1 \cdot (1 - 0.5)^{4-1}$$

$$P(1) = (4) \cdot (0.5)^1 \cdot (0.5)^3$$

$$P(1) = (4) \cdot (0.5)^4 = 0.25$$

$$\text{BINOM.DIST}(1,4,0.5,\text{FALSE}) = 0.25$$

$$\text{BINOM.DIST}(2,4,0.5,\text{FALSE}) = 0.375$$



*Binomial
Distribution*

❖ The mean of the distribution (μ_x) is
 $n \cdot p$

❖ The variance (σ^2_x) is
 $n \cdot p \cdot (1 - p)$

❖ The standard deviation (σ_x) is
 $\sqrt{n \cdot p \cdot (1 - p)}$

***Binomial
Distribution***

❖ The mean of the distribution (μ_x) is

$$n \cdot p = 4 \times 0.5 = 2$$

❖ The variance (σ^2_x) is

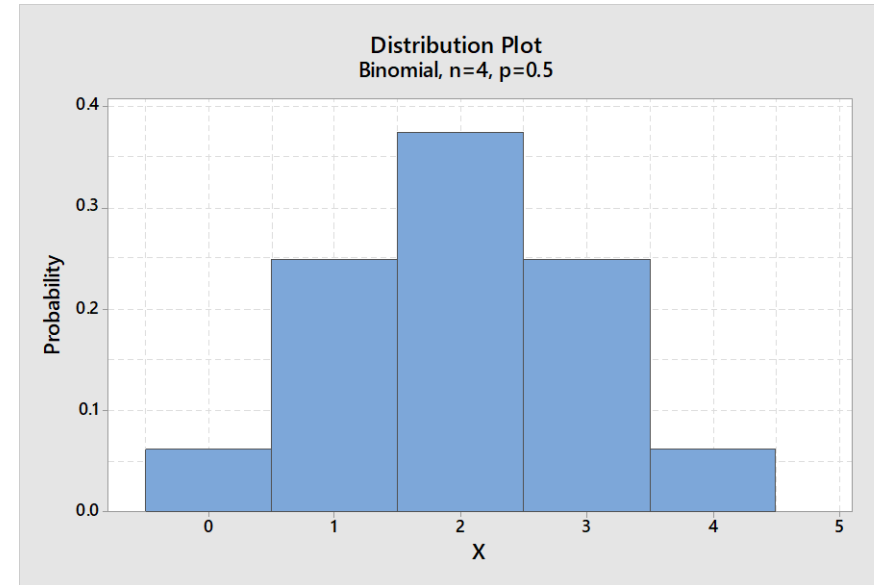
$$n \cdot p \cdot (1 - p)$$

$$4 \times 0.5 \times 0.5 = 1$$

❖ The standard deviation (σ_x) is

$$\sqrt{n \cdot p \cdot (1 - p)}$$

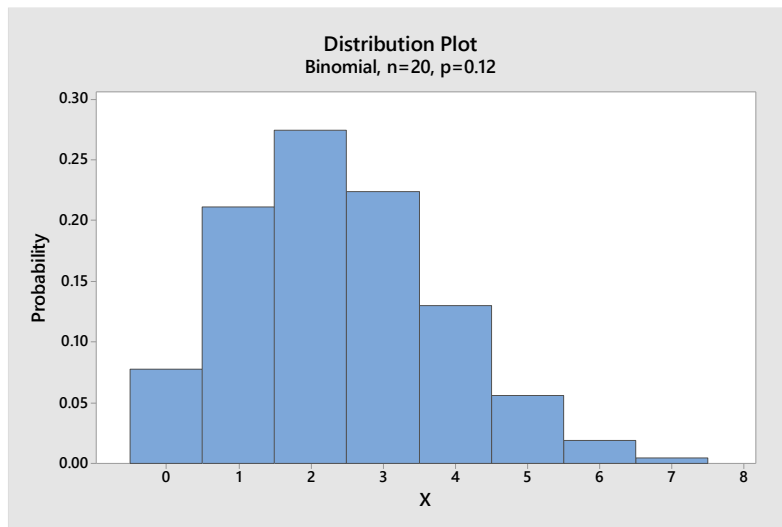
$$\sqrt{4 \times 0.5 \times 0.5} = 1$$



*Binomial
Distribution*

- ❖ A manufacturer has 12% defects rate in production. The buyer decides to test 20 random pieces and will accept the supplier if there are 2 or less defectives. What is the probability of getting accepted?

$$=BINOM.DIST(2,20,0.12,TRUE) = 0.56$$



*Binomial
Distribution*

❖ $p = 0.12, n = 20, x = 0, 1, 2$

$$P(x) = \frac{n!}{x! (n-x)!} \cdot p^x \cdot (1-p)^{n-x}$$

$$P(0) = \frac{20!}{0! (20-0)!} \cdot 0.12^0 \cdot (1-0.12)^{20-0}$$

$$P(1) = \frac{20!}{1! (20-1)!} \cdot 0.12^1 \cdot (1-0.12)^{20-1}$$

$$P(2) = \frac{20!}{2! (20-2)!} \cdot 0.12^2 \cdot (1-0.12)^{20-2}$$

$$P(0,1,2) = 0.077563 + 0.211535 + 0.274034 = 0.563132$$

*Binomial
Distribution*

- ❖ $p = 0.12, n = 20, x = 0, 1, 2$
- ❖ The mean of the distribution (μ_x) is
$$\mathbf{n \cdot p = 20 \times 0.12 = 2.4}$$
- ❖ The variance (σ_x^2) is
$$\mathbf{n \cdot p \cdot (1 - p)}$$
$$20 \times 0.12 \times 0.88 = 2.112$$
- ❖ The standard deviation (σ_x) is
$$\sqrt{\mathbf{n \cdot p \cdot (1 - p)}} = 1.453$$

Binomial Distribution

3C *Statistical Distributions*

01 *Normal distribution*

02 *Binominal distribution*

03 *Poisson distribution*

04 *Chi square distribution*

05 *Student's t distribution*

06 *F distribution*

CONTINUOUS

Normal distribution

Chi square distribution

Student's t distribution

F distribution

DISCRETE

Binominal distribution

Poisson distribution

CONTINUOUS vs DISCRETE DATA

Binomial vs Poisson Distribution

Similarities:

- ❖ Both are for discrete distribution
- ❖ Both measure the number of successes

Differences:

- ❖ In Poisson distribution the possibilities of success are infinite.

Binomial distribution is one in which the probability of repeated number of trials are studied.

Poisson Distribution gives the count of independent events occur randomly with a given period of time.

*Poisson
Distribution*

A **Poisson experiment** has the following properties:

- ❖ The experiment results in outcomes that can be classified as successes or failures.
- ❖ The average number of successes (μ) that occurs in a specified region is known.
- ❖ Outcomes are random. Occurrence of one outcome does not influence the chance of another outcome of interest.
- ❖ The outcomes of interest are rare relative to the possible outcomes.
 - ❖ Example: Road accidents, queue at the counter

*Poisson
Distribution*

$$P(x, \mu) = e^{-\mu} \cdot \frac{\mu^x}{x!}$$

- e : A constant equal to approximately 2.71828. (Actually, e is the base of the natural logarithm system)
- μ : The mean number of successes that occur in a specified region.
- x : The actual number of successes that occur in a specified region.
- $P(x; \mu)$: The **Poisson probability** that exactly x successes occur in a Poisson experiment, when the mean number of successes is μ .

Poisson Distribution

$$P(x, \mu) = e^{-\mu} \cdot \frac{\mu^x}{x!}$$

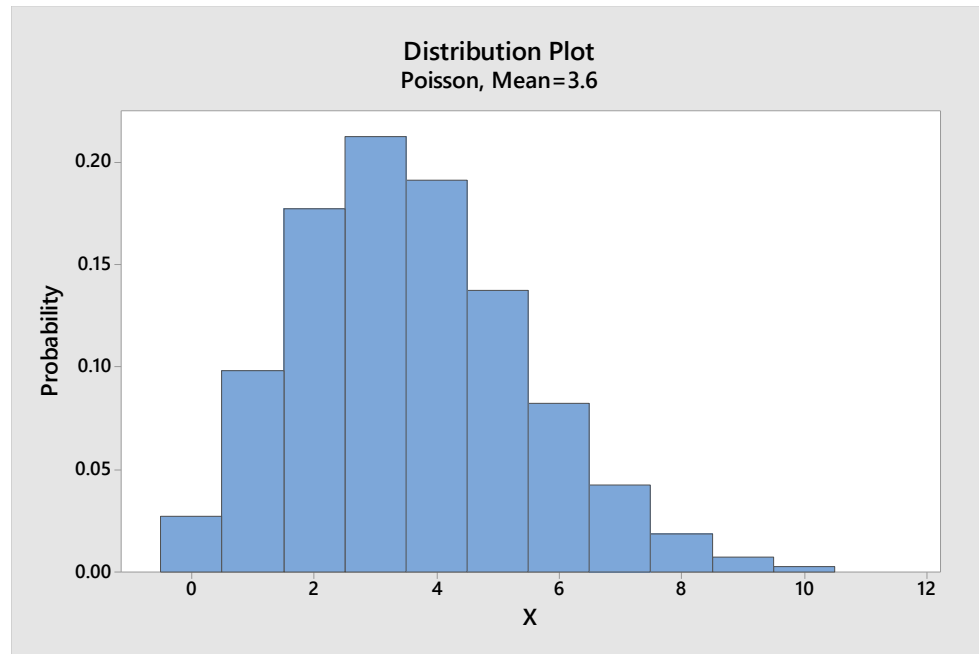
- On a booking counter on the average 3.6 people come every 10 minute on weekends. What is the probability of getting 7 people in 10 minutes?
- $\mu = 3.6, x=7$
- $P(x; \mu) = (e^{-\mu}) (\mu^x) / x! = (e^{-3.6}) (3.6^7) / 7!$
- $= 0.02732 \times 7836.41 / 5040 = 0.0424$

=POISSON.DIST(7, 3.6, FALSE) = 0.042484



*Poisson
Distribution*

- On a booking counter on the average 3.6 people come every 10 minute on weekends. What is the probability of getting 7 people in 10 minutes?
- $P(7; 3.6) = 0.0424$



*Poisson
Distribution*

- The Poisson distribution has the following properties:
- The mean of the distribution is equal to μ .
- The variance is also equal to μ .

Poisson Distribution

3C *Statistical Distributions*

01

Normal distribution

02

Binominal distribution

03

Poisson distribution

04

Chi square distribution

05

Student's t distribution

06

F distribution

CONTINUOUS

Normal distribution

Chi square distribution

Student's t distribution

F distribution

DISCRETE

Binominal distribution

Poisson distribution

CONTINUOUS vs DISCRETE DATA

- Symmetrically distributed
- Long Tails / Bell Shaped
- Mean/ Mode and Median are same

*Normal
Distribution*

- Two factors define the shape of the curve:
 - Mean
 - Standard Deviation

*Normal
Distribution*

- About 68% of the area under the curve falls within **1 standard deviation** of the mean.
- About 95% of the area under the curve falls within **2 standard deviations** of the mean.
- About 99.7% of the area under the curve falls within **3 standard deviations** of the mean.

*Normal
Distribution*

- The total area under the normal curve = 1.
- The probability of any particular value is 0.
- The probability that X is greater than or less than a value = area under the normal curve in that direction

Normal Distribution

$$P(x) = \frac{e^{-\frac{(x-\mu)^2}{2\sigma^2}}}{\sigma\sqrt{2\pi}}$$

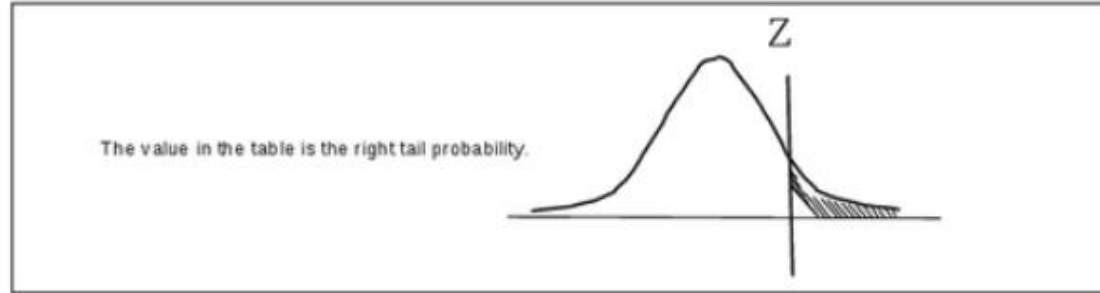
- where x is a normal random variable,
- μ = mean,
- σ = standard deviation,
- π is approximately 3.14159,
- e is approximately 2.71828.

*Normal
Distribution*

Z Value / Standard Score

- ❖ How many standard deviations an element is from the mean.
- ❖ $z = (x - \mu) / \sigma$
- ❖ z is the z-score,
- ❖ x is the value of the element,
- ❖ μ is the population mean,
- ❖ σ is the standard deviation.

*Normal
Distribution*



Hundredth place for Z-value →

Z-Value	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.50000	0.49601	0.49202	0.48803	0.48405	0.48006	0.47608	0.47210	0.46812	0.46414
0.1	0.46017	0.45620	0.45224	0.44828	0.44433	0.44038	0.43644	0.43251	0.42858	0.42465
0.2	0.42074	0.41683	0.41294	0.40905	0.40517	0.40129	0.39743	0.39358	0.38974	0.38591
0.3	0.38209	0.37828	0.37448	0.37070	0.36693	0.36317	0.35942	0.35569	0.35197	0.34827
0.4	0.34458	0.34090	0.33724	0.33360	0.32997	0.32636	0.32276	0.31918	0.31561	0.31207
0.5	0.30854	0.30503	0.30153	0.29806	0.29460	0.29116	0.28774	0.28434	0.28096	0.27760
0.6	0.27425	0.27093	0.26763	0.26435	0.26109	0.25785	0.25463	0.25143	0.24825	0.24510
0.7	0.24196	0.23885	0.23576	0.23270	0.22965	0.22663	0.22363	0.22065	0.21770	0.21476
0.8	0.21186	0.20897	0.20611	0.20327	0.20045	0.19766	0.19489	0.19215	0.18943	0.18673
0.9	0.18406	0.18141	0.17879	0.17619	0.17361	0.17106	0.16853	0.16602	0.16354	0.16109
1.0	0.15866	0.15625	0.15386	0.15151	0.14917	0.14686	0.14457	0.14231	0.14007	0.13786
1.1	0.13567	0.13350	0.13136	0.12924	0.12714	0.12507	0.12302	0.12100	0.11900	0.11702
1.2	0.11507	0.11314	0.11123	0.10935	0.10749	0.10565	0.10383	0.10204	0.10027	0.09853
1.3	0.09680	0.09510	0.09342	0.09176	0.09012	0.08851	0.08691	0.08534	0.08379	0.08226
1.4	0.08076	0.07927	0.07780	0.07636	0.07493	0.07353	0.07215	0.07078	0.06944	0.06811
1.5	0.06681	0.06552	0.06426	0.06301	0.06178	0.06057	0.05938	0.05821	0.05705	0.05592
1.6	0.05480	0.05370	0.05262	0.05155	0.05050	0.04947	0.04846	0.04746	0.04648	0.04551

*Normal
Distribution*

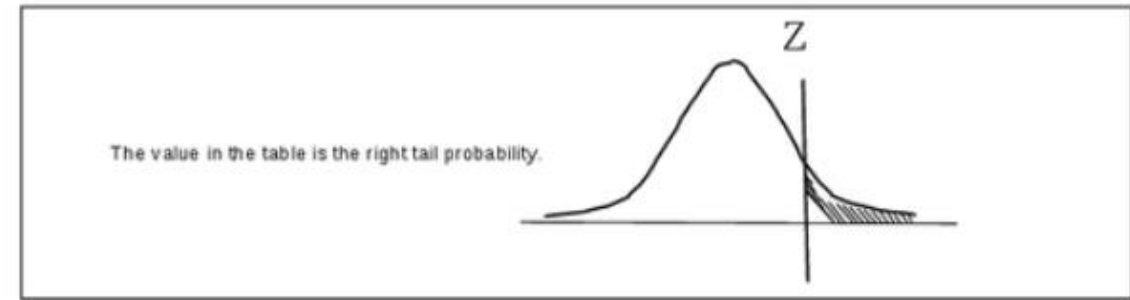
Z Value / Standard Score

- ❖ Perfume bottles are filled with the average volume of 150 cc and the standard deviation of 2 cc.
- ❖ What percent of bottles will have the volume more than 153 cc?

$$\mu = 150 \text{ cc}$$

$$\sigma = 2 \text{ cc}$$

$$z = (x - \mu) / \sigma = (153 - 150) / 2 = 1.5$$



Hundredth place for Z-value

Z-Value	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.50000	0.49601	0.49202	0.48803	0.48405	0.48006	0.47608	0.47210	0.46812	0.46414
0.1	0.46017	0.45620	0.45224	0.44828	0.44433	0.44038	0.43644	0.43251	0.42858	0.42465
0.2	0.42074	0.41683	0.41294	0.40905	0.40517	0.40129	0.39743	0.39358	0.38974	0.38591
0.3	0.38209	0.37828	0.37448	0.37070	0.36693	0.36317	0.35942	0.35569	0.35197	0.34827
0.4	0.34458	0.34090	0.33724	0.33360	0.32997	0.32636	0.32276	0.31918	0.31561	0.31207
0.5	0.30854	0.30503	0.30153	0.29806	0.29460	0.29116	0.28774	0.28434	0.28096	0.27760
0.6	0.27425	0.27093	0.26763	0.26435	0.26109	0.25785	0.25463	0.25143	0.24825	0.24510
0.7	0.24196	0.23885	0.23576	0.23270	0.22965	0.22663	0.22363	0.22065	0.21770	0.21476
0.8	0.21186	0.20897	0.20611	0.20327	0.20045	0.19766	0.19489	0.19215	0.18943	0.18673
0.9	0.18406	0.18141	0.17879	0.17619	0.17361	0.17106	0.16853	0.16602	0.16354	0.16109
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1.1	0.13567	0.13350	0.13136	0.12924	0.12714	0.12507	0.12302	0.12100	0.11900	0.11702
1.2	0.11507	0.11314	0.11123	0.10935	0.10749	0.10565	0.10383	0.10204	0.10027	0.09853
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1.5	0.06681	0.06552	0.06426	0.06301	0.06178	0.06057	0.05938	0.05821	0.05705	0.05592
1.6	0.05480	0.05370	0.05262	0.05155	0.05050	0.04947	0.04846	0.04746	0.04648	0.04551

*Normal
Distribution*

Z Value / Standard Score

- ❖ Perfume bottles are filled with the average volume of 150 cc and the standard deviation of 2 cc.
- ❖ What percent of bottles will have the volume more than 153 cc?

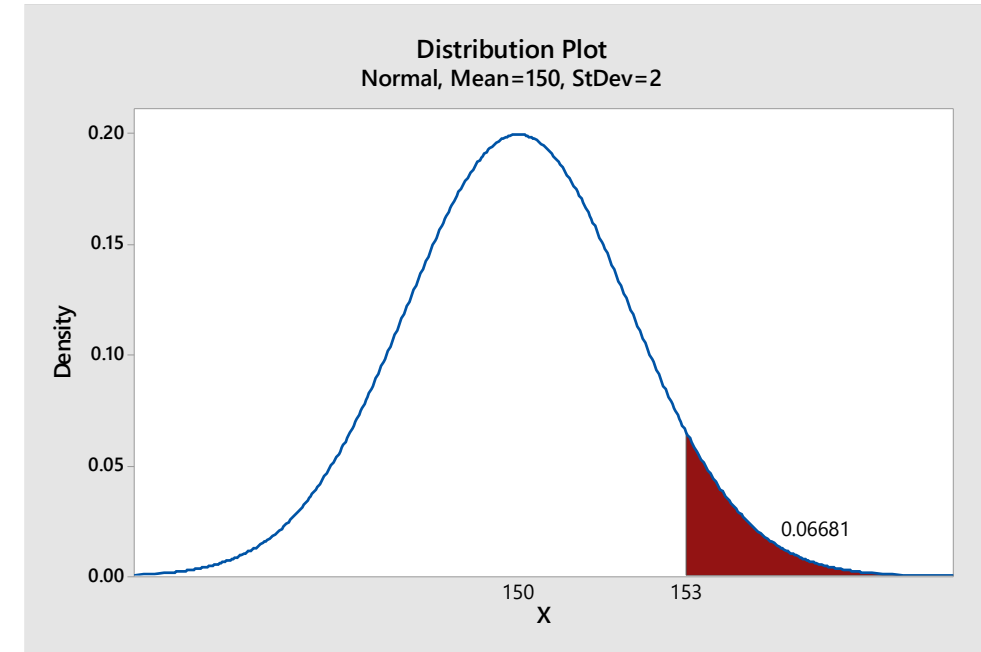
$$\mu = 150 \text{ cc}$$

$$\sigma = 2 \text{ cc}$$

$$z = (x - \mu) / \sigma = (153 - 150) / 2 = 1.5$$

$$P(x) = 0.06681 \text{ or } 6.681\%$$

$$= \text{NORM.DIST}(153, 150, 2, \text{TRUE}) = 0.933193$$



*Normal
Distribution*

Z Value / Standard Score

- ❖ Perfume bottles are filled with the average volume of 150 cc and the standard deviation of 2 cc.
- ❖ What percent of bottles will have the volume between 148 and 152 cc?

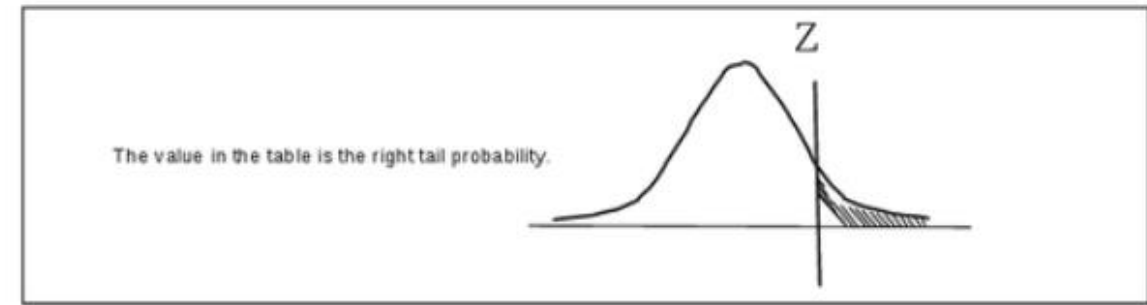
$$\mu = 150 \text{ cc}$$

$$\sigma = 2 \text{ cc}$$

$$z_1 = (x - \mu) / \sigma = (148 - 150) / 2 = -1$$

$$z_2 = (x - \mu) / \sigma = (152 - 150) / 2 = 1$$

$$P(x) = 1 - 0.15866 - 0.15866 = 0.68268$$



Hundredth place for Z-value →

Z-Value	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.50000	0.49601	0.49202	0.48803	0.48405	0.48006	0.47608	0.47210	0.46812	0.46414
0.1	0.46017	0.45620	0.45224	0.44828	0.44433	0.44038	0.43644	0.43251	0.42858	0.42465
0.2	0.42074	0.41683	0.41294	0.40905	0.40517	0.40129	0.39743	0.39358	0.38974	0.38591
0.3	0.38209	0.37828	0.37448	0.37070	0.36693	0.36317	0.35942	0.35569	0.35197	0.34827
0.4	0.34458	0.34090	0.33724	0.33360	0.32997	0.32636	0.32276	0.31918	0.31561	0.31207
0.5	0.30854	0.30503	0.30153	0.29806	0.29460	0.29116	0.28774	0.28434	0.28096	0.27760
0.6	0.27425	0.27093	0.26763	0.26435	0.26109	0.25785	0.25463	0.25143	0.24825	0.24510
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1.6	0.05480	0.05370	0.05262	0.05155	0.05050	0.04947	0.04846	0.04746	0.04648	0.04551

*Normal
Distribution*

Z Value / Standard Score

- ❖ Perfume bottles are filled with the average volume of 150 cc and the standard deviation of 2 cc.
- ❖ Four bottles are selected from it. What is the probability that the average of 4 bottles will be more than 153 cc?

$$\mu = 150 \text{ cc}$$

$$\sigma_{\bar{x}} = 2 / \sqrt{4}$$

$$z = (\bar{x} - \mu) / \sigma_{\bar{x}} = (153 - 150)/1 = 3$$

$$P(x) = 0.00135 \text{ or } 0.135\%$$

*Normal
Distribution*

3C *Statistical Distributions*

01

Normal distribution

02

Binominal distribution

03

Poisson distribution

04

Chi square distribution

05

Student's t distribution

06

F distribution

CONTINUOUS

Normal distribution

Chi square distribution

Student's t distribution

F distribution

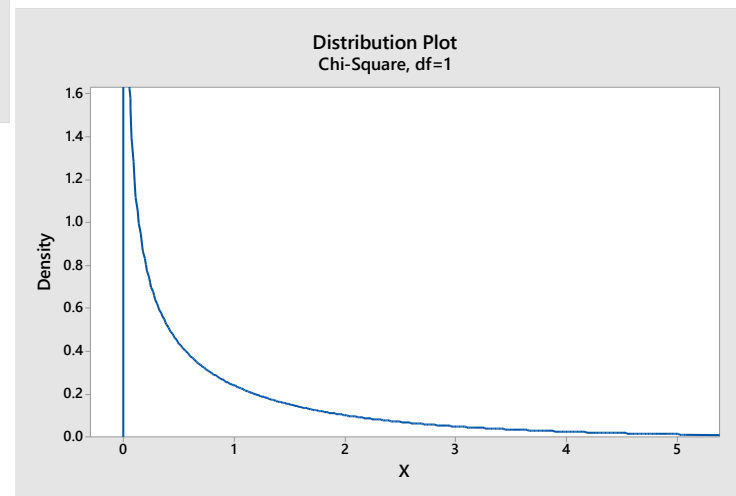
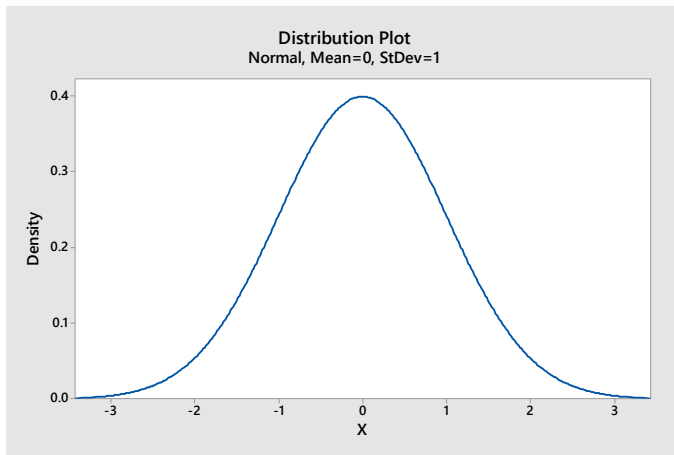
DISCRETE

Binominal distribution

Poisson distribution

CONTINUOUS vs DISCRETE DATA

- ❖ If a random variable Z has the Standard Normal Distribution, then Z^2 has a χ^2 distribution with 1 degree of freedom.

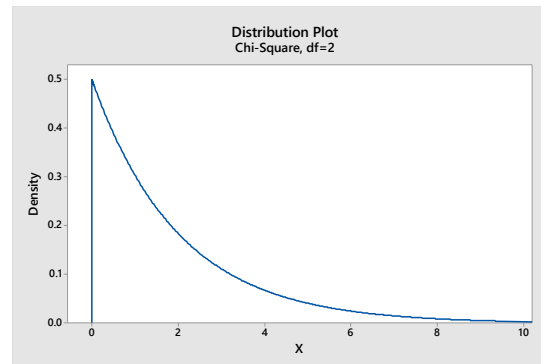
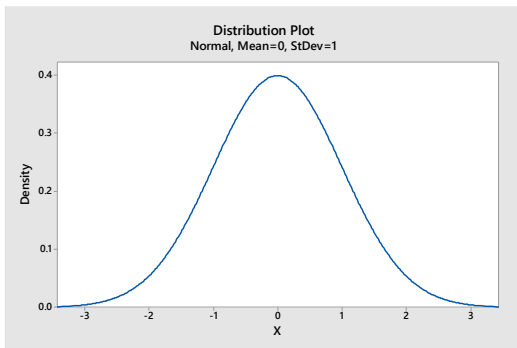
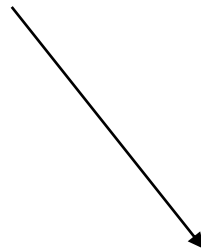
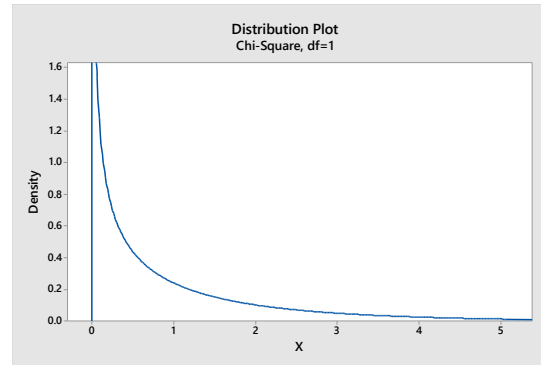
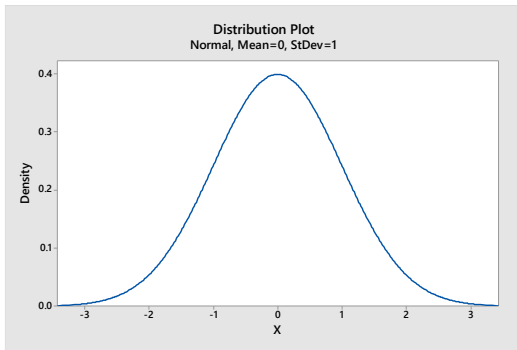


χ^2
*Chi Square
Distribution*

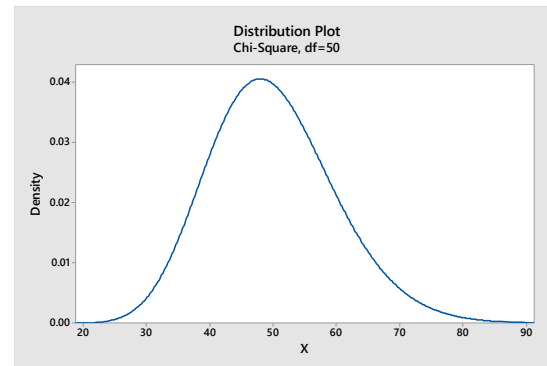
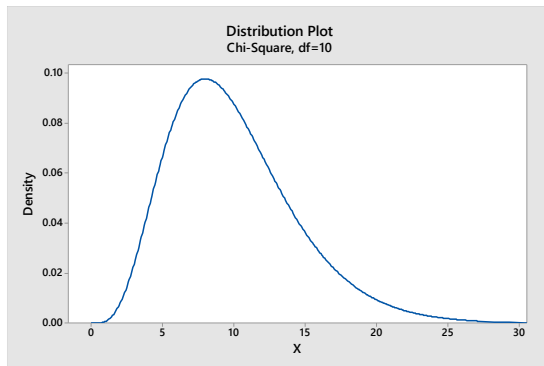
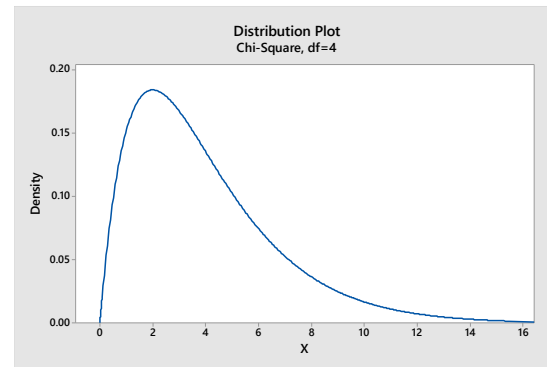
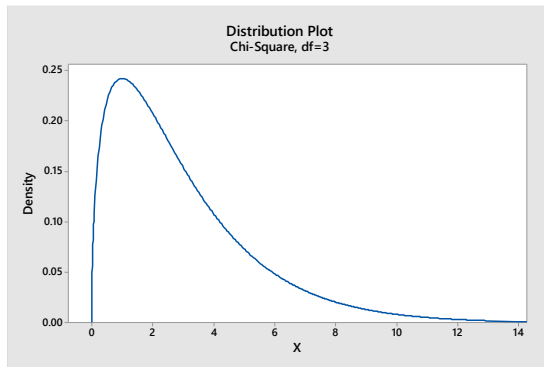
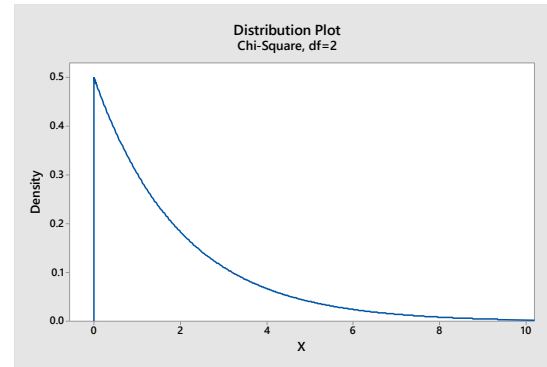
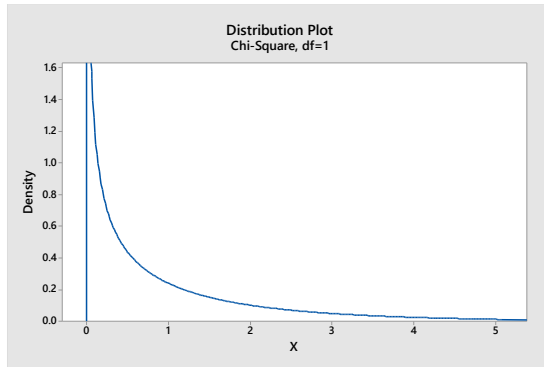
- ❖ If a random variables $Z_1, Z_2, Z_3 \dots Z_k$ are the Standard Normal Distributions, then

$$Z_1^2 + Z_2^2 + Z_3^2 + \dots + Z_k^2$$

- ❖ has a χ^2 distribution with k degree of freedom.

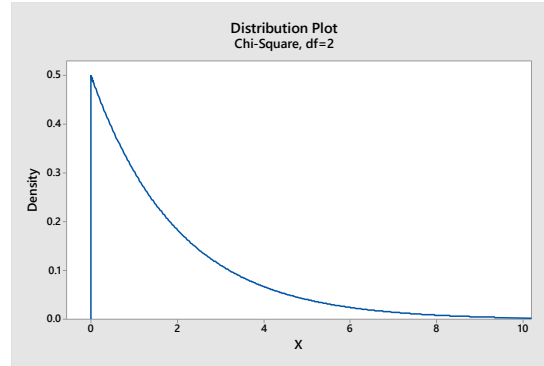
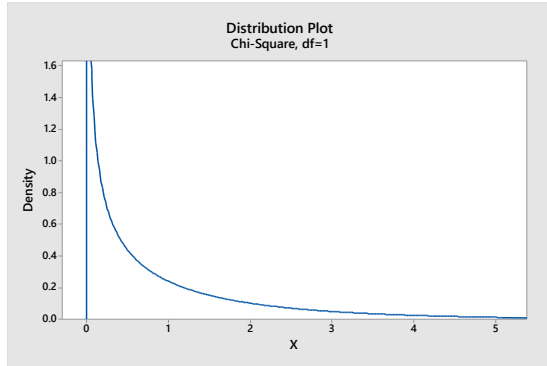


χ^2
*Chi Square
Distribution*

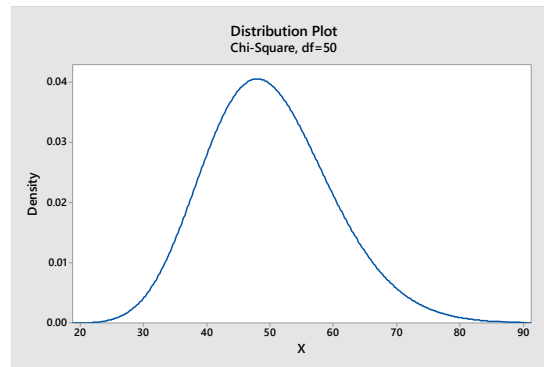
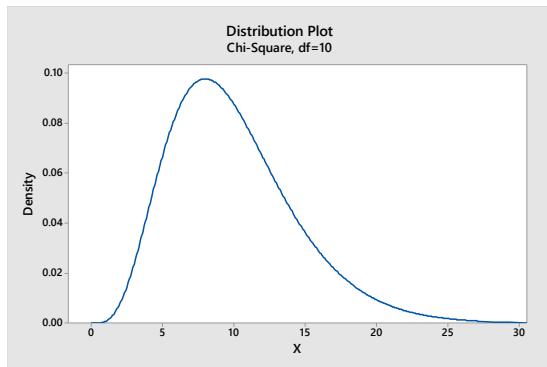


Min zero, max infinity

χ^2
Chi Square
Distribution



- ❖ Mean = df
- ❖ Variance = 2. df
- ❖ Mode = df - 2 (for min 2 df)



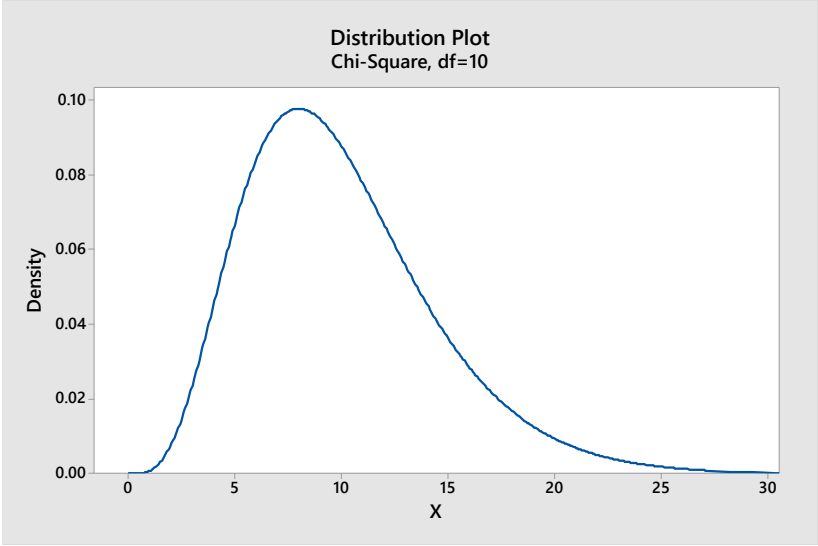
Min zero, max infinity

χ^2
*Chi Square
Distribution*



$$f(x; k) = \begin{cases} \frac{x^{\frac{k}{2}-1} e^{-\frac{x}{2}}}{2^{\frac{k}{2}} \Gamma\left(\frac{k}{2}\right)}, & x > 0; \\ 0, & \text{otherwise.} \end{cases}$$

Gamma Function
k = degrees of freedom



Percentage Points of the Chi-Square Distribution									
Degrees of Freedom	Probability of a larger value of x ²								
	0.99	0.95	0.90	0.75	0.50	0.25	0.10	0.05	0.01
1	0.000	0.004	0.016	0.102	0.455	1.32	2.71	3.84	6.63
2	0.020	0.103	0.211	0.575	1.386	2.77	4.61	5.99	9.21
3	0.115	0.352	0.584	1.212	2.366	4.11	6.25	7.81	11.34
4	0.297	0.711	1.064	1.923	3.357	5.39	7.78	9.49	13.28
5	0.554	1.145	1.610	2.675	4.351	6.63	9.24	11.07	15.09
6	0.872	1.635	2.204	3.455	5.348	7.84	10.64	12.59	16.81
7	1.239	2.167	2.833	4.255	6.346	9.04	12.02	14.07	18.48
8	1.647	2.733	3.490	5.071	7.344	10.22	13.36	15.51	20.09
9	2.088	3.325	4.168	5.899	8.343	11.39	14.68	16.92	21.67
10	2.558	3.940	4.865	6.737	9.342	12.55	15.99	18.31	23.21
11	3.053	4.575	5.578	7.584	10.341	13.70	17.28	19.68	24.72
12	3.571	5.226	6.304	8.438	11.340	14.85	18.55	21.03	26.22
13	4.107	5.892	7.042	9.299	12.340	15.98	19.81	22.36	27.69
14	4.660	6.571	7.790	10.165	13.339	17.12	21.06	23.68	29.14
15	5.229	7.261	8.547	11.037	14.339	18.25	22.31	25.00	30.58
16	5.812	7.962	9.312	11.912	15.338	19.37	23.54	26.30	32.00
17	6.408	8.672	10.085	12.792	16.338	20.49	24.77	27.59	33.41
18	7.015	9.390	10.865	13.675	17.338	21.60	25.99	28.87	34.80
19	7.633	10.117	11.651	14.562	18.338	22.72	27.20	30.14	36.19
20	8.260	10.851	12.443	15.452	19.337	23.83	28.41	31.41	37.57
22	9.542	12.338	14.041	17.240	21.337	26.04	30.81	33.92	40.29
24	10.856	13.848	15.659	19.037	23.337	28.24	33.20	36.42	42.98
26	12.198	15.379	17.292	20.843	25.336	30.43	35.56	38.89	45.64
28	13.565	16.928	18.939	22.657	27.336	32.62	37.92	41.34	48.28
30	14.953	18.493	20.599	24.478	29.336	34.80	40.26	43.77	50.89
40	22.164	26.509	29.051	33.660	39.335	45.62	51.80	55.76	63.69
50	27.707	34.764	37.689	42.942	49.335	56.33	63.17	67.50	76.15
60	37.485	43.188	46.459	52.294	59.335	66.98	74.40	79.08	88.38

χ^2

Chi Square
Distribution

3C *Statistical Distributions*

01

Normal distribution

02

Binominal distribution

03

Poisson distribution

04

Chi square distribution

05

Student's t distribution

06

F distribution

CONTINUOUS

Normal distribution

Chi square distribution

Student's t distribution

F distribution

DISCRETE

Binominal distribution

Poisson distribution

CONTINUOUS vs DISCRETE DATA

- ❖ Student's t distribution is formed by combining the Standard Normal Distribution and the Chi Square Distribution.
- ❖ Suppose Z has Standard Normal distribution
- ❖ U has a Chi square distribution with ν degrees of freedom as
- ❖ and Z and U are independent

$$T = \frac{Z}{\sqrt{\frac{U}{\nu}}}$$

Has t distribution with ν degrees of freedom

*Student's t
Distribution*

$$f(t) = \frac{\Gamma(\frac{\nu+1}{2})}{\sqrt{\nu\pi} \Gamma(\frac{\nu}{2})} \left(1 + \frac{t^2}{\nu}\right)^{-\frac{\nu+1}{2}}$$

ν is the number of degrees of freedom
 Γ is the gamma function

*Student's t
Distribution*

$$z = (\bar{x} - \mu) / \sigma_{\bar{x}}$$

$$z = \frac{(\bar{x} - \mu)}{\sigma / \sqrt{n}}$$

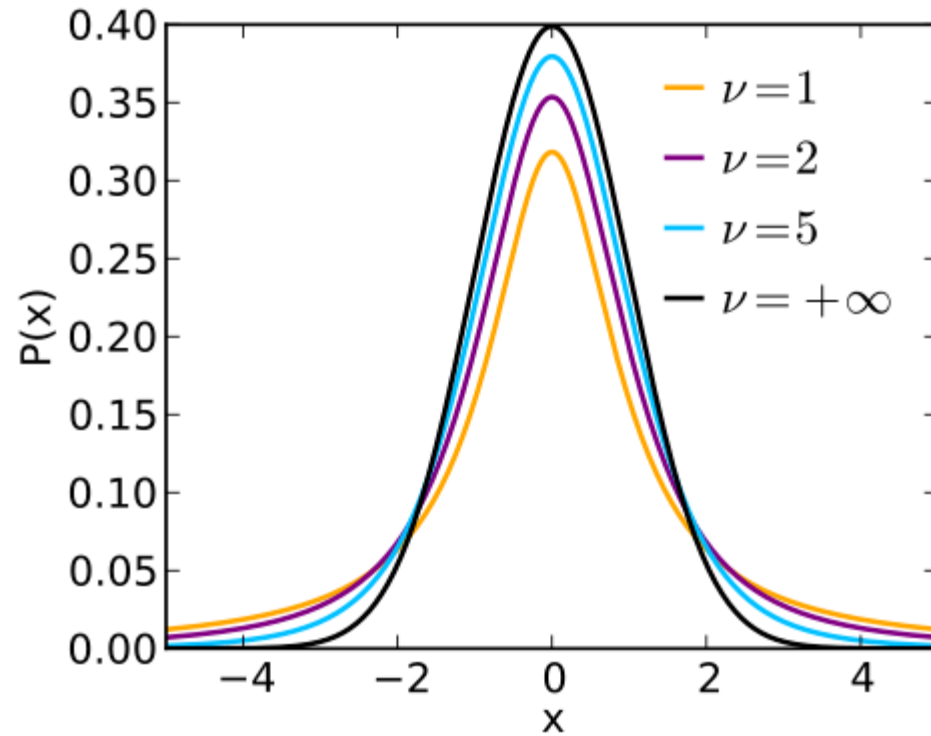
- ❖ We used the above equation in the Normal distribution example.
- ❖ What if we do not know the population standard deviation σ

*Student's t
Distribution*

$$t = \frac{(\bar{x} - \mu)}{s/\sqrt{n}}$$

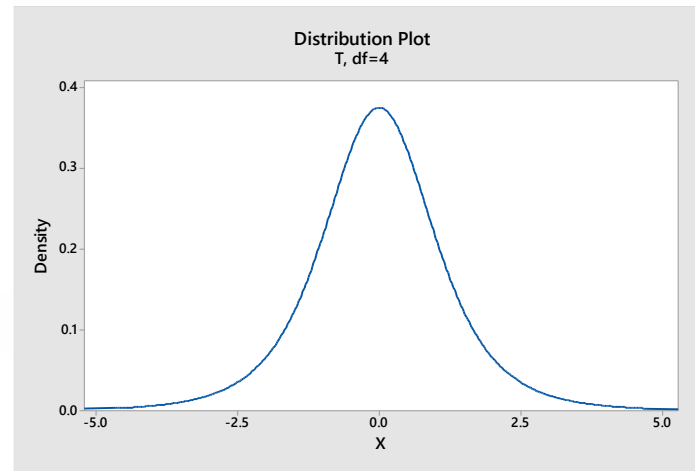
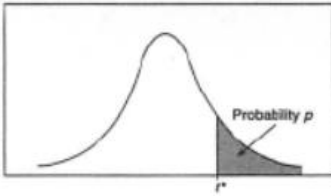
- ❖ This has a t distribution with n-1 degrees of freedom.
- ❖ s is the sample standard deviation.

*Student's t
Distribution*



Reference: Wikipedia

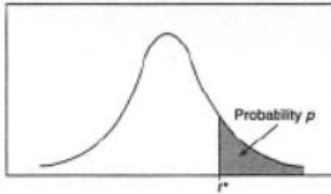
*Student's t
Distribution*

TABLE B t Distribution Critical Values

df	TAIL PROBABILITY P											
	.25	.20	.15	.10	.05	.025	.02	.01	.005	.0025	.001	.0005
1	1.000	1.376	1.963	3.078	6.314	12.71	15.89	31.82	63.66	127.3	318.3	636.6
2	.816	1.061	1.386	1.886	2.920	4.303	4.849	6.965	9.925	14.09	22.33	31.60
3	.765	.978	1.250	1.638	2.353	3.182	3.482	4.541	5.841	7.453	10.21	12.92
4	.741	.941	1.190	1.533	2.132	2.776	2.999	3.747	4.604	5.598	7.173	8.610
5	.727	.920	1.156	1.476	2.015	2.571	2.757	3.365	4.032	4.773	5.893	6.869
6	.718	.906	1.134	1.440	1.943	2.447	2.612	3.143	3.707	4.317	5.208	5.959
7	.711	.896	1.119	1.415	1.895	2.365	2.517	2.998	3.499	4.029	4.785	5.408
8	.706	.889	1.108	1.397	1.860	2.306	2.449	2.896	3.355	3.833	4.501	5.041
9	.703	.883	1.100	1.383	1.833	2.262	2.398	2.821	3.250	3.690	4.297	4.781
10	.700	.879	1.093	1.372	1.812	2.228	2.359	2.764	3.169	3.581	4.144	4.587
11	.697	.876	1.088	1.363	1.796	2.201	2.328	2.718	3.106	3.497	4.025	4.437
12	.695	.873	1.083	1.356	1.782	2.179	2.303	2.681	3.055	3.428	3.930	4.318
13	.694	.870	1.079	1.350	1.771	2.160	2.282	2.650	3.012	3.372	3.852	4.221
14	.692	.868	1.076	1.345	1.761	2.145	2.264	2.624	2.977	3.326	3.787	4.140
15	.691	.866	1.074	1.341	1.753	2.131	2.249	2.602	2.947	3.286	3.733	4.073
16	.690	.865	1.071	1.337	1.746	2.120	2.235	2.583	2.921	3.252	3.686	4.015
17	.689	.863	1.069	1.333	1.740	2.110	2.224	2.567	2.898	3.222	3.646	3.965
18	.688	.862	1.067	1.330	1.734	2.101	2.214	2.552	2.878	3.197	3.611	3.922
19	.688	.861	1.066	1.328	1.729	2.093	2.205	2.539	2.861	3.174	3.579	3.883
20	.687	.860	1.064	1.325	1.725	2.086	2.197	2.528	2.845	3.153	3.552	3.850
21	.686	.859	1.063	1.323	1.721	2.080	2.189	2.518	2.831	3.135	3.527	3.819
22	.686	.858	1.061	1.321	1.717	2.074	2.183	2.508	2.819	3.119	3.505	3.792
23	.685	.858	1.060	1.319	1.714	2.069	2.177	2.500	2.807	3.104	3.485	3.768
24	.685	.857	1.059	1.318	1.711	2.064	2.172	2.492	2.797	3.091	3.467	3.745
25	.684	.856	1.058	1.316	1.708	2.060	2.167	2.485	2.787	3.078	3.450	3.725
26	.684	.856	1.058	1.315	1.706	2.056	2.162	2.479	2.779	3.067	3.435	3.707
27	.684	.855	1.057	1.314	1.703	2.052	2.158	2.473	2.771	3.057	3.421	3.690
28	.683	.855	1.056	1.313	1.701	2.048	2.154	2.467	2.763	3.047	3.408	3.674
29	.683	.854	1.055	1.311	1.699	2.045	2.150	2.462	2.756	3.038	3.396	3.659
30	.683	.854	1.055	1.310	1.697	2.042	2.147	2.457	2.750	3.030	3.385	3.646

*Student's t
Distribution*

$$=T.DIST(2.132, 4, TRUE) = 0.950009$$

TABLE B t Distribution Critical Values

df	TAIL PROBABILITY P											
	.25	.20	.15	.10	.05	.025	.02	.01	.005	.0025	.001	.0005
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30	.683	.854	1.055	1.310	1.697	2.042	2.147	2.457	2.750	3.030	3.385	3.646

*Student's t
Distribution*

3C *Statistical Distributions*

01

Normal distribution

02

Binominal distribution

03

Poisson distribution

04

Chi square distribution

05

Student's t distribution

06

F distribution

CONTINUOUS

Normal distribution

Chi square distribution

Student's t distribution

F distribution

DISCRETE

Binominal distribution

Poisson distribution

CONTINUOUS vs DISCRETE DATA

- ❖ F Distribution is the ratio of two chi square distributions divided by their respective degrees of freedom.
- ❖ U_1 has a χ^2 distribution with ν_1 degrees of freedom
- ❖ U_2 has a χ^2 distribution with ν_2 degrees of freedom
- ❖ U_1 and U_2 are independent

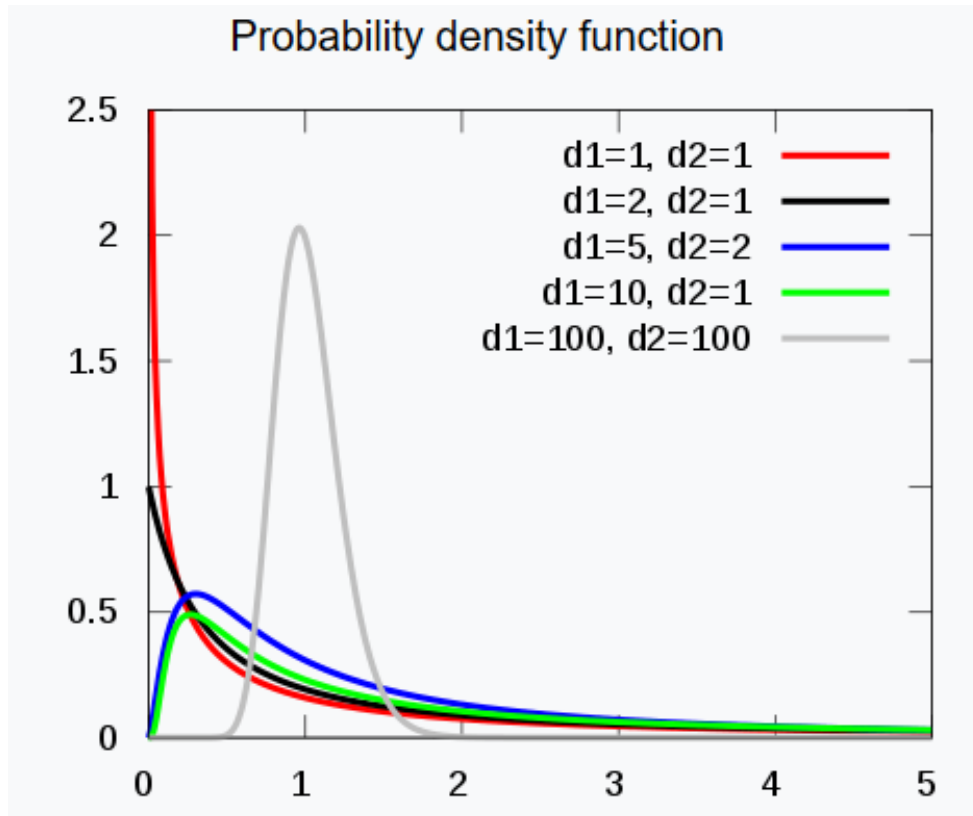
$$X = \frac{U_1/\nu_1}{U_2/\nu_2} \sim F(\nu_1, \nu_2)$$

F Distribution

$$f(x; d_1, d_2) = \frac{\sqrt{\frac{(d_1 x)^{d_1} d_2^{d_2}}{(d_1 x + d_2)^{d_1 + d_2}}}}{x B\left(\frac{d_1}{2}, \frac{d_2}{2}\right)}$$

$$= \frac{1}{B\left(\frac{d_1}{2}, \frac{d_2}{2}\right)} \left(\frac{d_1}{d_2}\right)^{\frac{d_1}{2}} x^{\frac{d_1}{2} - 1} \left(1 + \frac{d_1}{d_2} x\right)^{-\frac{d_1 + d_2}{2}}$$

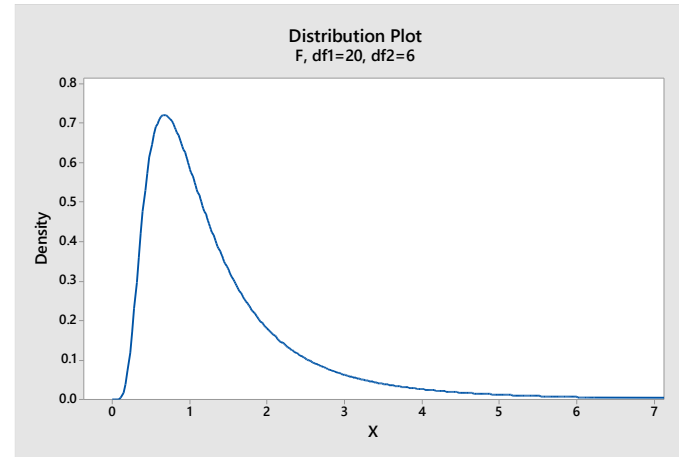
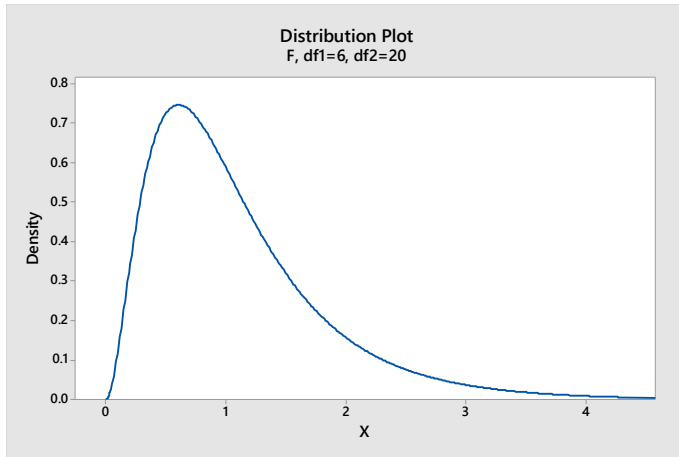
❖ Source: Wikipedia



F Distribution

$$F(\nu_1, \nu_2) \neq F(\nu_2, \nu_1)$$

$$F(6, 20) \neq F(20, 6)$$



- ❖ F Distribution is used in ANOVA to test the equality of two or more means.

F Distribution

3D Collecting and Summarizing Data

*01
Types of data & measurement
scales*

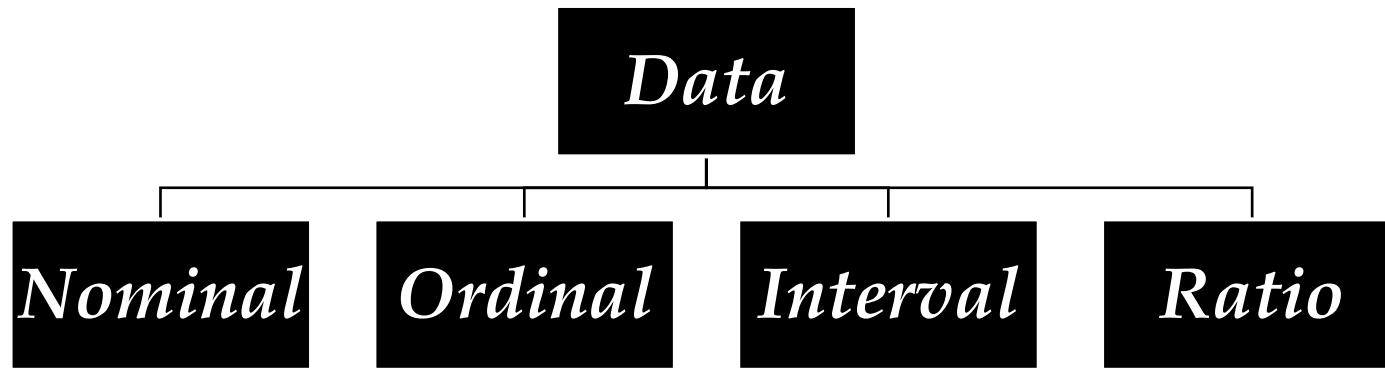
*02
Sampling and data collection
methods*

*03
Descriptive statistics*

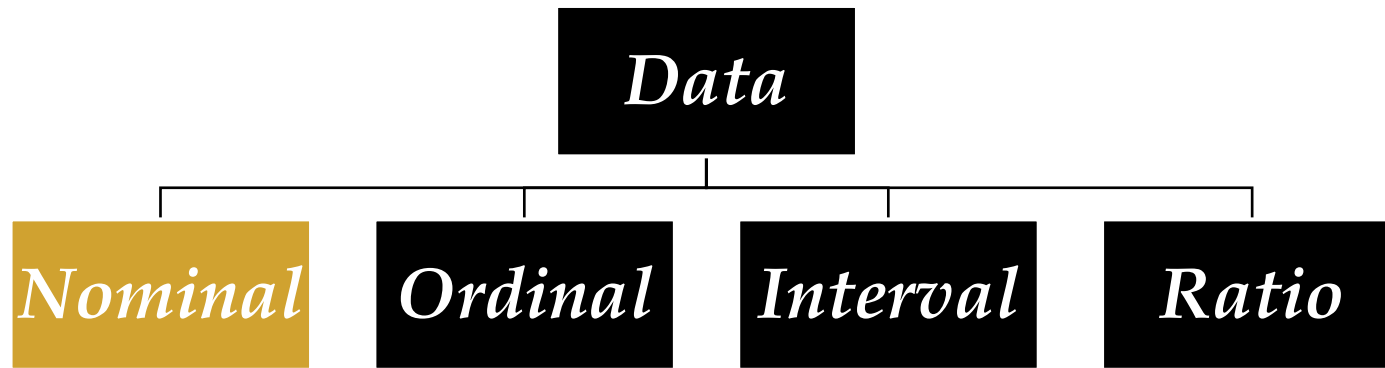
*04
Graphical methods*

- ❖ Continuous Data: (variable)
 - ❖ Measurements: Length, height, time
 - ❖ More information with less samples
 - ❖ More sensitive
 - ❖ Provide more information
 - ❖ More expensive to collect
- ❖ Discrete Data: (attribute)
 - ❖ Count: Number of students, Number of heads

Types of Data



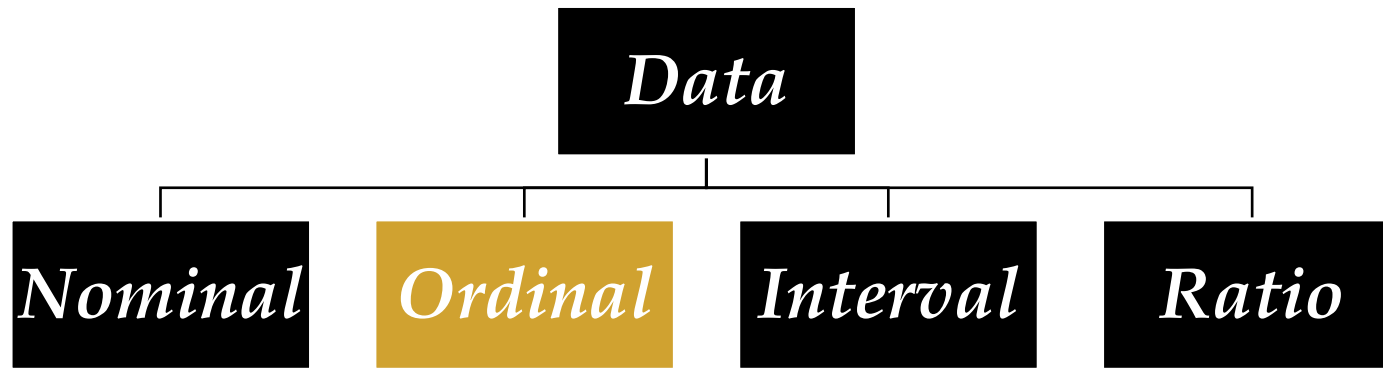
*Measurement
Scales*



Example:

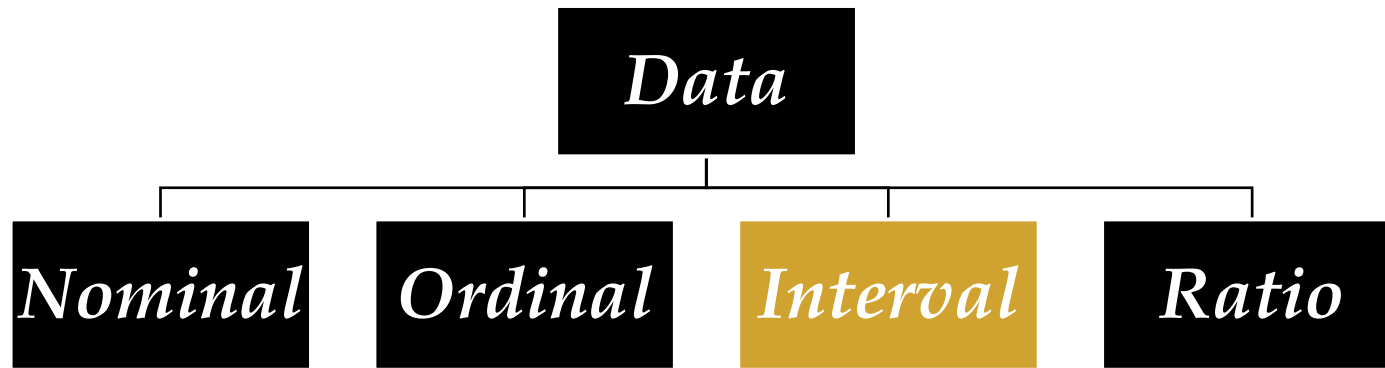
Color: Blue, Green, Red

*Measurement
Scales*



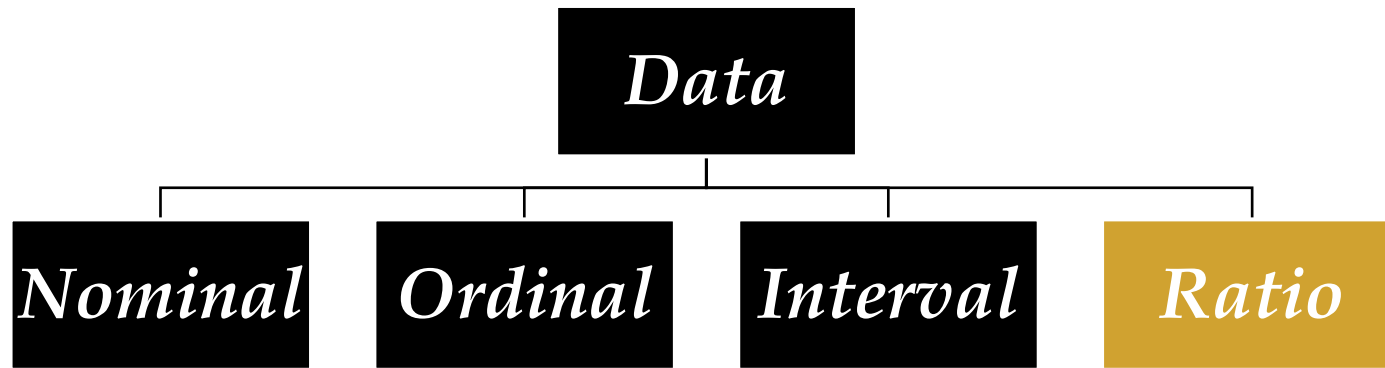
Example:
Pass/Fail
Good, Bad, Worst

*Measurement
Scales*



Example:
Temperature: Celsius

*Measurement
Scales*



Example:
Height, mass, volume

*Measurement
Scales*

	Nominal	Ordinal	Interval	Ratio
Ordered	N	Y	Y	Y
Difference	N	N	Y	Y
Absolute Zero	N	N	N	Y
Example	Red, Blue	Good, Bad, Worst	Temperature: Degree C	Length, Weight
Central Tendency Measurement	Mode	Mode, Median	Mode, Median, Mean	Mode, Median, Mean

Measurement Scales

3D Collecting and Summarizing Data

*01
Types of data & measurement
scales*

*02
Sampling and data collection
methods*

*03
Descriptive statistics*

*04
Graphical methods*

- ❖ Because of the cost and time involved in studying the entire population.

*Why
Sampling?*

- ❖ Probability Samples
 - ❖ Everyone in the population has an equal chance of being selected
- ❖ Non-Probability Samples
 - ❖ Where the probability of selection can't be accurately determined.
 - ❖ Sample may not be (generally isn't) representative of the general population

*Types of
Sampling*

Probability
Sampling

Simple Random Sampling

Systematic Random Sampling

Stratified Random Sampling

Cluster Sampling

Non Probability
Sampling

Accidental / Convenience Sampling

Judgemental Sampling

Quota Sampling

*Types of
Sampling*

Simple Random Sampling

- ❖ Each item in the population has an equal chance of being selected.
- ❖ Examples: Using random tables, Random draw of lot (lottery)

Probability
Sampling

Simple Random Sampling

Systematic Random Sampling

Stratified Random Sampling

Cluster Sampling

*Types of
Sampling*

Systematic Random Sampling

- ❖ Select elements at regular intervals through that ordered list.
- ❖ Example: Checking every 6th piece produced by the machine.

Probability
Sampling

Simple Random Sampling

Systematic Random Sampling

Stratified Random Sampling

Cluster Sampling

*Types of
Sampling*

Stratified Random Sampling

- ❖ Used to ensure that sub-groups within a population are represented proportionally in the sample.
- ❖ Example: If 10 people are drawn to represent a country, 5 of them are male and 5 females to avoid the sex bias.

Probability
Sampling

Simple Random Sampling

Systematic Random Sampling

Stratified Random Sampling

Cluster Sampling

*Types of
Sampling*

Cluster Sampling

- ❖ Sometimes it is more cost-effective to select respondents in groups ('clusters'). Sampling is often clustered by geography, or by time periods.
- ❖ Example: Survey all customers visiting particular stores on particular days.

Probability
Sampling

Simple Random Sampling

Systematic Random Sampling

Stratified Random Sampling

Cluster Sampling

*Types of
Sampling*

Convenience Sampling

- ❖ The researcher selects whomever is convenient. The samples are being drawn from that part of the population which is close to hand
- ❖ Example: A researcher at the mall selects the first five people who walk by to get their opinion of a product.

Non Probability
Sampling

Accidental / Convenience Sampling

Judgemental Sampling

Quota Sampling

*Types of
Sampling*

Judgmental Sampling

- ❖ The researcher chooses the sample based on who they think would be appropriate for the study.
- ❖ Example: Auditor selects a sample based on the concerns he/she had in the earlier audit

Non Probability
Sampling

Accidental / Convenience Sampling

Judgemental Sampling

Quota Sampling

*Types of
Sampling*

Quota Sampling

- ❖ A quota is established and auditor are free to choose any sample they wish as long as the quota is met.
- ❖ Example: 2% of the calibration records.

Non Probability
Sampling

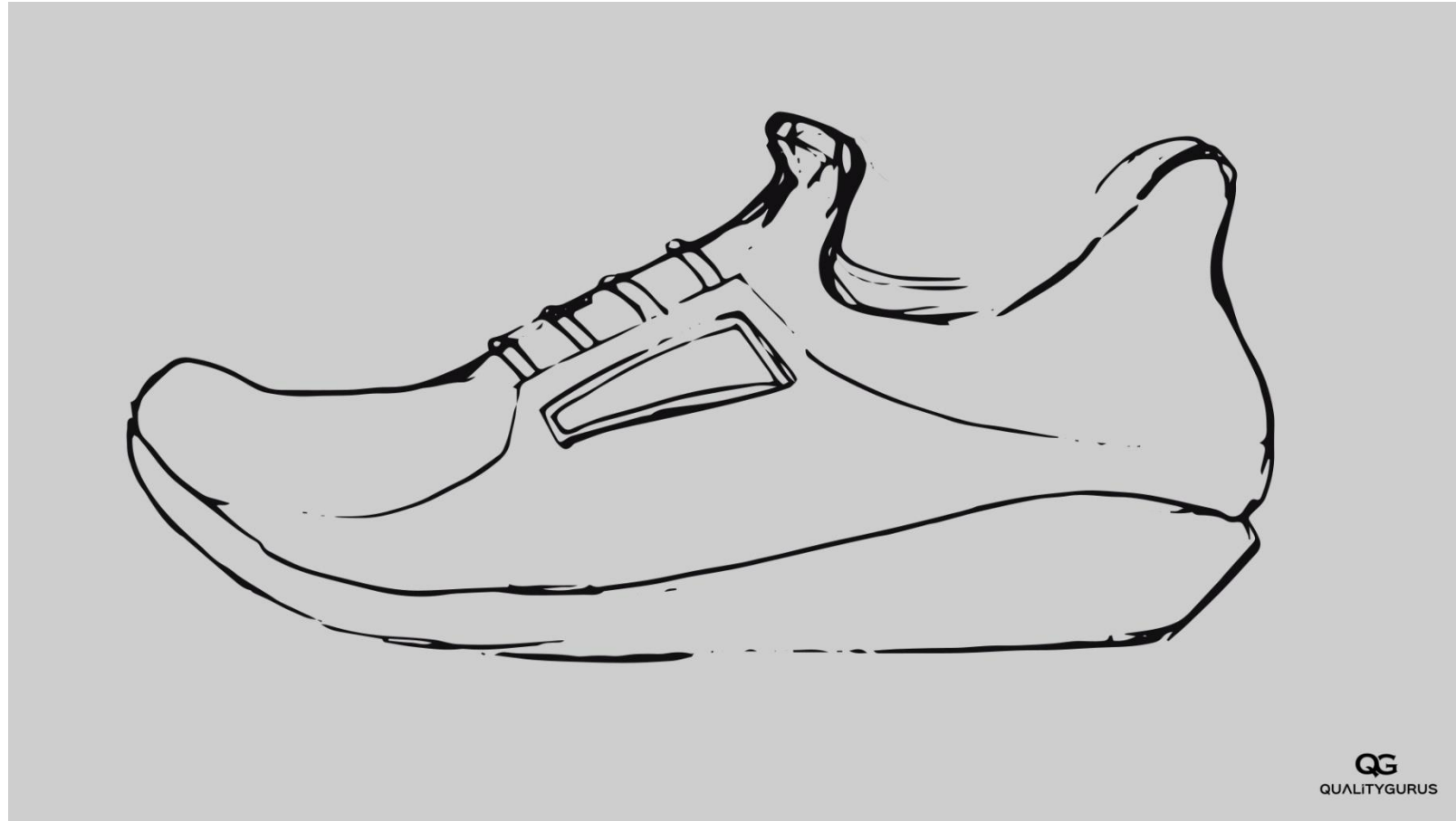
Accidental / Convenience Sampling

Judgemental Sampling

Quota Sampling

*Types of
Sampling*

Defect	Count
Excess glue	
Weak joint	
Abrasion marks	
Asymmetry	
Nail / sharp points	



Check sheets

❖ Adding, Subtracting

- ❖ Example: -95, -97, -98, -90
- ❖ Add 100 to each: 5, 3, 2, 10
- ❖ Coded mean: 5
- ❖ Un-coded mean: $5 - 100 = -95$
- ❖ Standard deviation remains same and is not affected by addition and subtraction.
- ❖ $s = 3.559$

Data Coding

- ❖ Multiplying or dividing
 - ❖ Example: 1.05, 1.03, 1.02, 1.10
 - ❖ Multiply 100 to each: 105, 103, 102, 110
 - ❖ Coded mean: 105
 - ❖ Un-coded mean: $105 / 100 = 1.05$
 - ❖ Standard deviation need to divided by you multiplied for coding.
 - ❖ For coded data $s = 3.559$
 - ❖ For original data $s = 3.559/100 = 0.03559$

Data Coding

- ❖ By truncation of repetitive terms
 - ❖ Example: 0.555, 0.553, 0.552, 0.550
 - ❖ Truncate 0.55 from all: 5,3,2,0
 - ❖ This means we multiplied it by 1000 and subtracted 550
 - ❖ Coded mean: 2.5
 - ❖ Un-coded mean: $(2.5 + 550) / 1000 = .5525$
 - ❖ Standard deviation need to divided by you multiplied for coding.
 - ❖ For coded data $s = 2.0816$
 - ❖ For original data $s = 2.0816 / 1000 = 0.0020816$

Data Coding

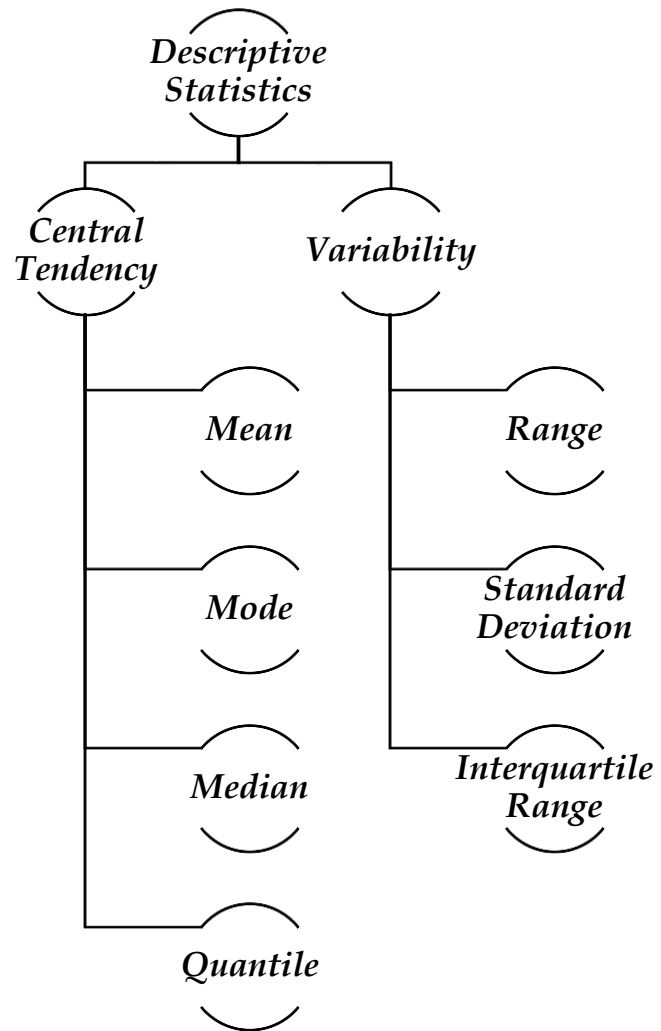
3D Collecting and Summarizing Data

01 Types of data & measurement scales

02 Sampling and data collection methods

03 Descriptive statistics

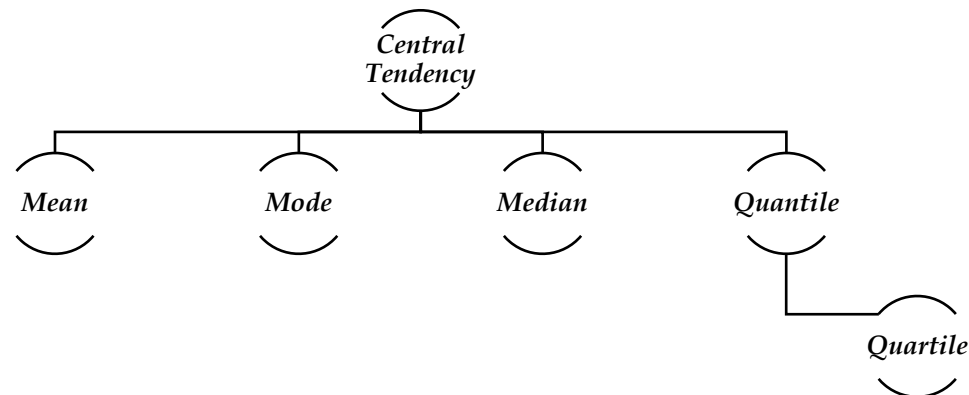
04 Graphical methods



*Descriptive
Statistics*

Mean

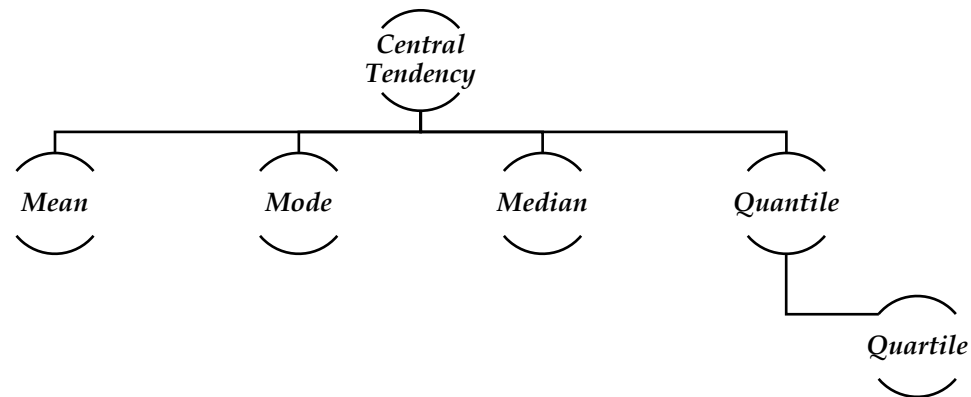
- ❖ Also known as Average
- ❖ Affected by extreme values
- ❖ Example: 10, 11, 14, 9, 6
- ❖ Mean = $(10+11+14+9+6)/5 = 50/5 = 10$



*Descriptive
Statistics*

Mode

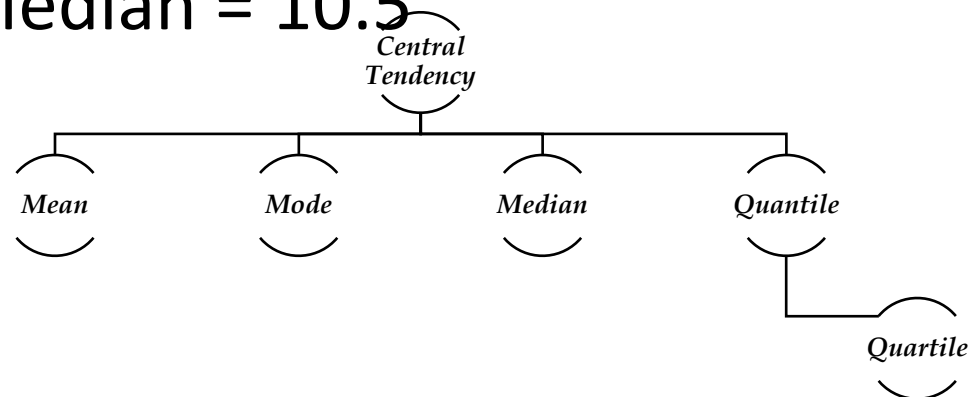
- ❖ Most occurring item
- ❖ Example: 10, 11, 14, 9, 6, 10
- ❖ Mode = 10



*Descriptive
Statistics*

Median

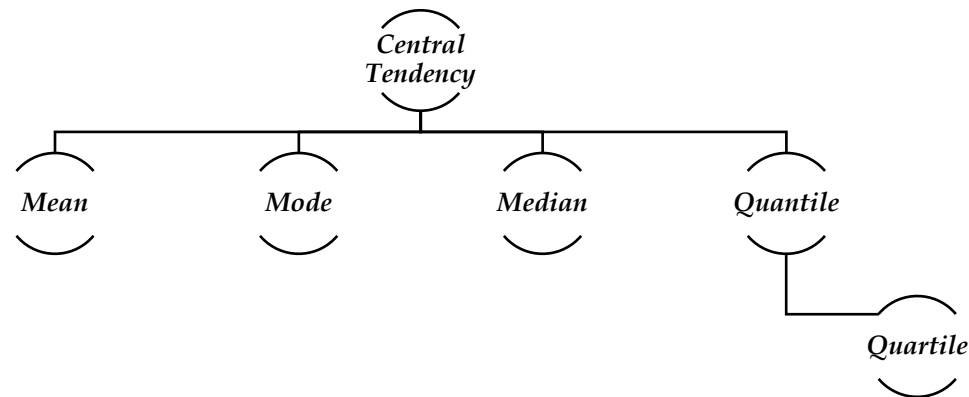
- ❖ Middle value when put in ascending or descending order.
- ❖ Example 1: 10, 11, 14, 9, 6
- ❖ In ascending order - 6,9,10,11,14
- ❖ Median = 10
- ❖ Example 2: 10, 11, 14, 9, 6, 11
- ❖ In order - 6,9,10,11, 11,14
- ❖ Median = 10.5



*Descriptive
Statistics*

Quartile

- ❖ Arrange in ascending or descending order
- ❖ Divide the data into 4 parts (just like we divided it into 2 parts for median)
- ❖ Example: 6,9,10,11, 11,14
- ❖ $Q1=9$, $Q2=10.5$, $Q3=11$



*Descriptive
Statistics*

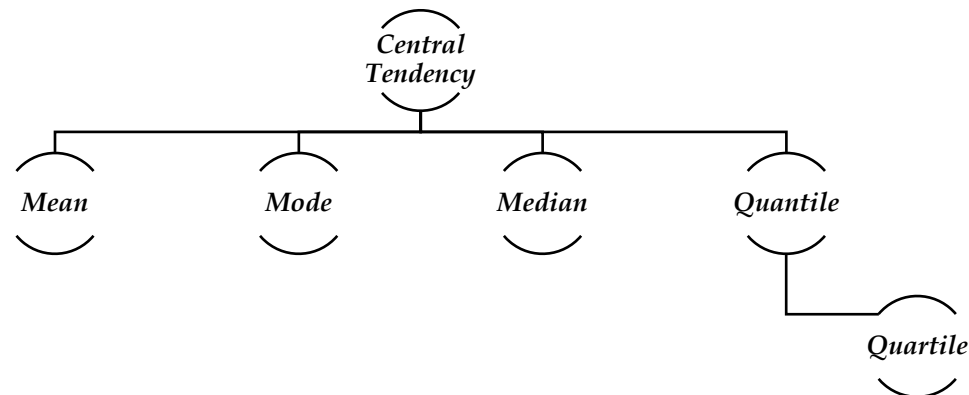
Percentile

- ❖ Arrange in ascending or descending order
- ❖ Calculate $\text{location}(i) = P.(n)/100$
- ❖ P =percentile, n =numbers in data set
- ❖ If i is whole number – Percentile is average of (i) th and $(i+1)$ th location
- ❖ If i is “not” a whole number – Percentile is located at $(i+1)$ th whole-num.
- ❖ Example: 6,9,10,11, 11,14
- ❖ $Q1=9$, $Q2=10.5$, $Q3=11$

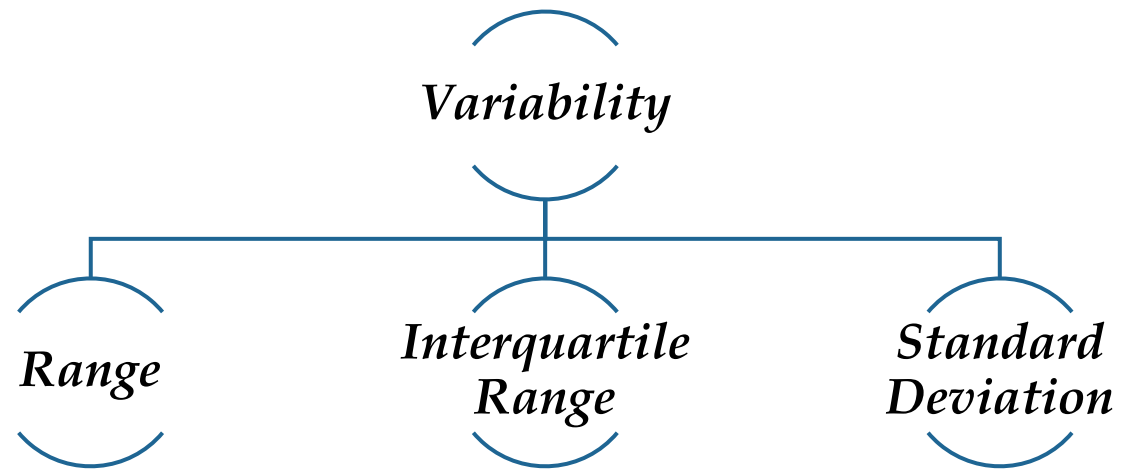
*Descriptive
Statistics*

Quantile

- ❖ Quantiles can go from anything to anything.
- ❖ Percentile divides data in 100 parts
- ❖ Quartile divides data in 4 parts
- ❖ Percentiles and quartiles are examples of quantiles.



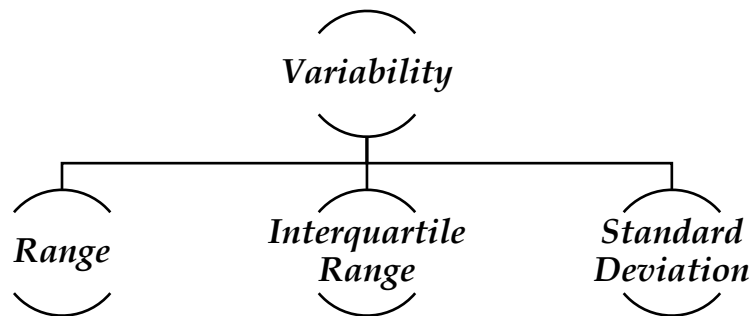
*Descriptive
Statistics*



*Descriptive
Statistics*

Range

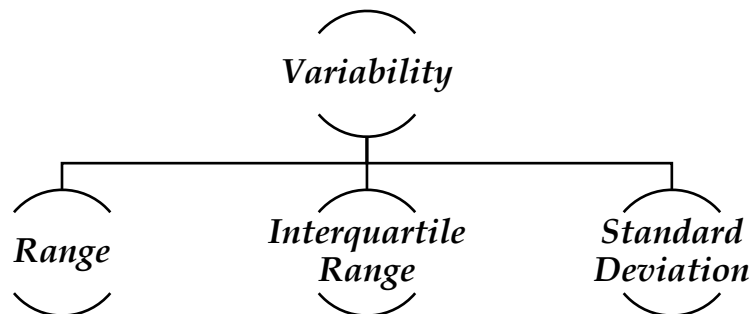
- ❖ Difference between lowest and the highest value.
- ❖ Example: 6,9,10,11, 11,14
- ❖ $\text{Range} = 14 - 6 = 8$



*Descriptive
Statistics*

Interquartile Range

- ❖ Range of middle 50% data
- ❖ $IQR = Q3 - Q1$
- ❖ Example: 6, 9, 10, 11, 11, 14
- ❖ $Q1 = 9$, $Q2 = 10.5$, $Q3 = 11$
- ❖ $IQR = 11 - 9 = 2$
- ❖ Box-and-Whisker Plot

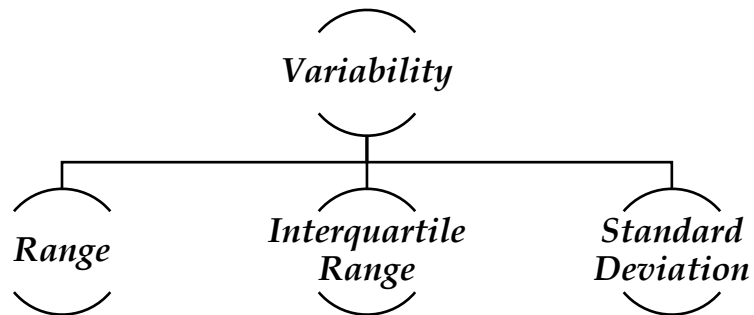


*Descriptive
Statistics*

Standard Deviation

- ❖ Variance = average of squared deviation about the arithmetic mean.
- ❖ Square root of variance is standard deviation

$$\sigma = \sqrt{\frac{\sum (x - \mu)^2}{N}} \quad s = \sqrt{\frac{\sum (x - \bar{x})^2}{n - 1}}$$



*Descriptive
Statistics*

x	$x - \bar{x}$	$(x - \bar{x})^2$
100	0	0
101	1	1
99	-1	1
102	2	4
98	-2	4
100	0	0
$\bar{x} = 100$	$\sum(x - \bar{x}) = 0$	$\sum(x - \bar{x})^2 = 10$

$$s = \sqrt{\frac{\sum(x - \bar{x})^2}{n - 1}}$$

$$s = \sqrt{\frac{10}{(6 - 1)}}$$

$$s = \sqrt{2} = 1.414$$

*Descriptive
Statistics*

Volume

150.270

150.552

148.448

145.241

147.832

152.614

149.804

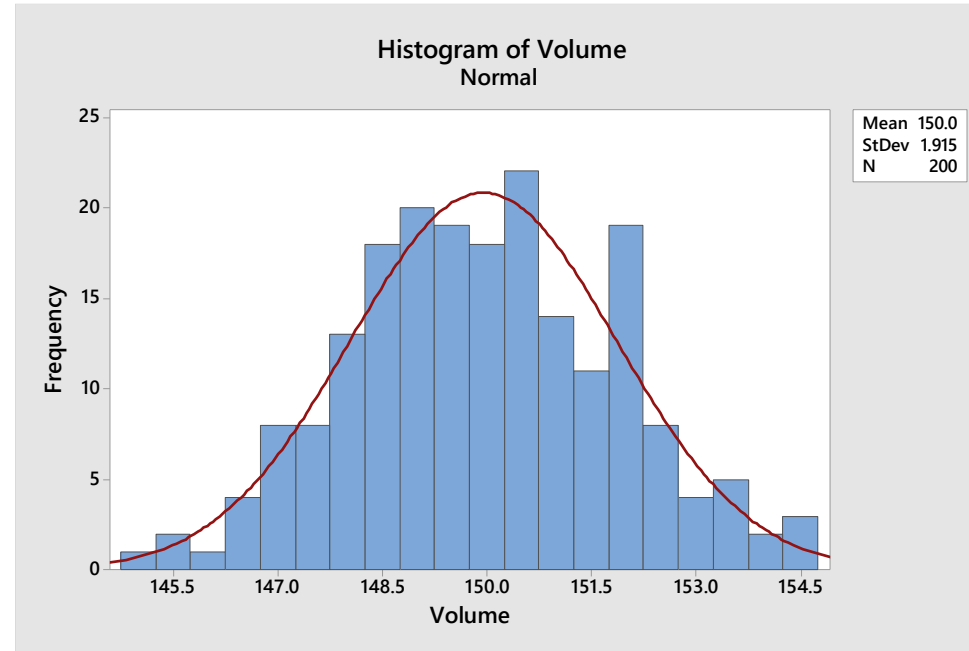
149.920

153.426

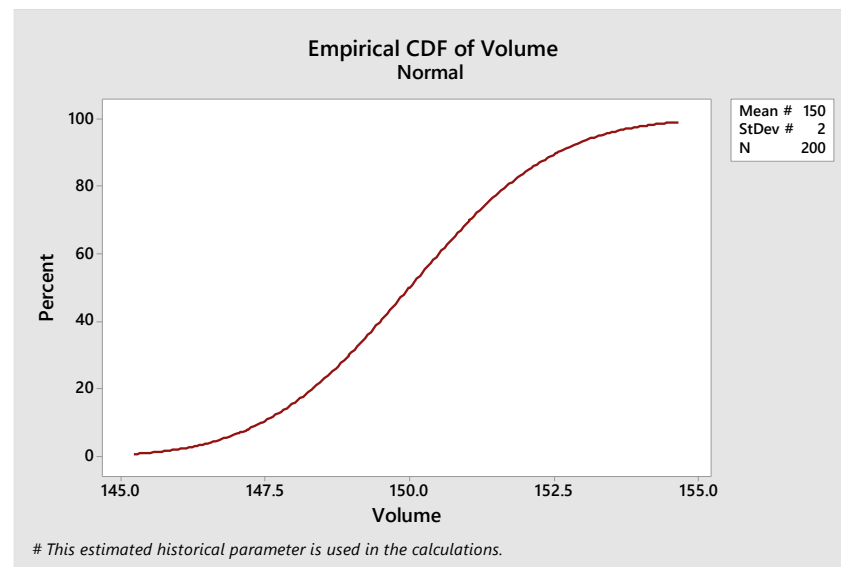
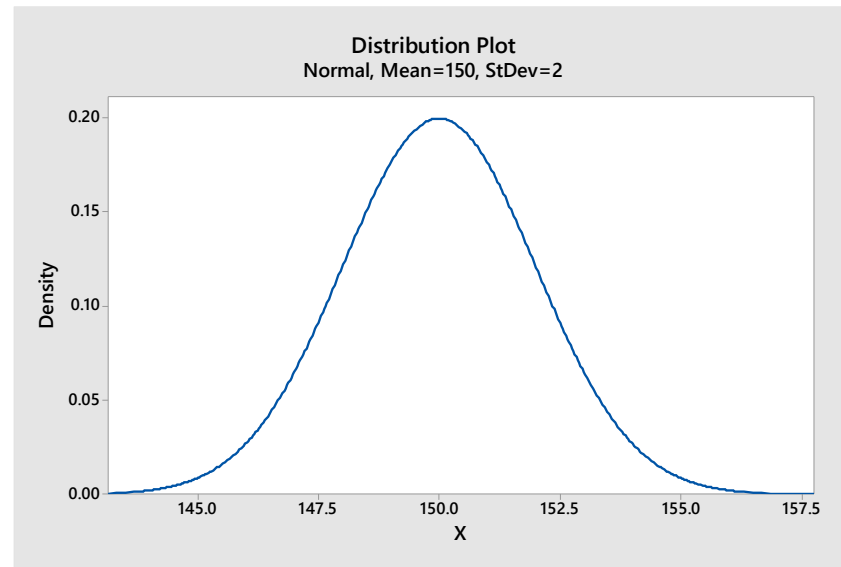
153.780

.....

.....



Frequency Distribution



Cumulative Frequency Distribution

3D Collecting and Summarizing Data

*01
Types of data & measurement
scales*

*02
Sampling and data collection
methods*

*03
Descriptive statistics*

*04
Graphical methods*

3D-4 Graphical Methods

01 Scatter diagrams

02 Histograms

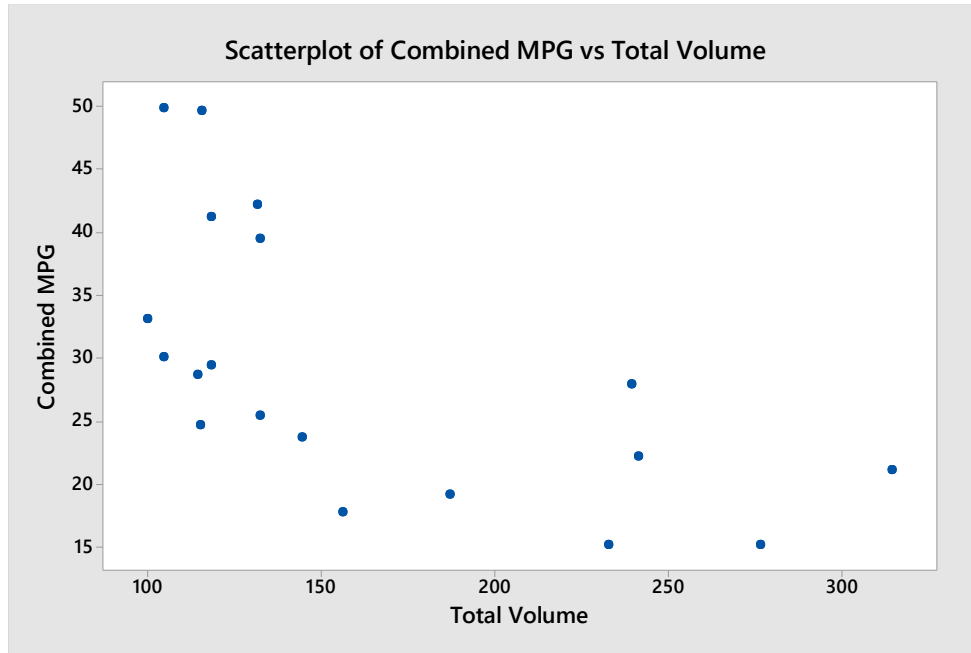
03 Box-and-whisker plots

04 Stem-and-leaf plots

05 Normal probability plots

- ❖ One of seven basic quality tools
- ❖ To see relationship between two variables
- ❖ Relationship should make practical sense
- ❖ Temperature(X) vs Ice cream sale (Y)
- ❖ Some times relationship between two variables is because of a third variable. (ice cream sale vs heat stroke cases)
- ❖ Correlation/Regression is covered in the Analyze Phase

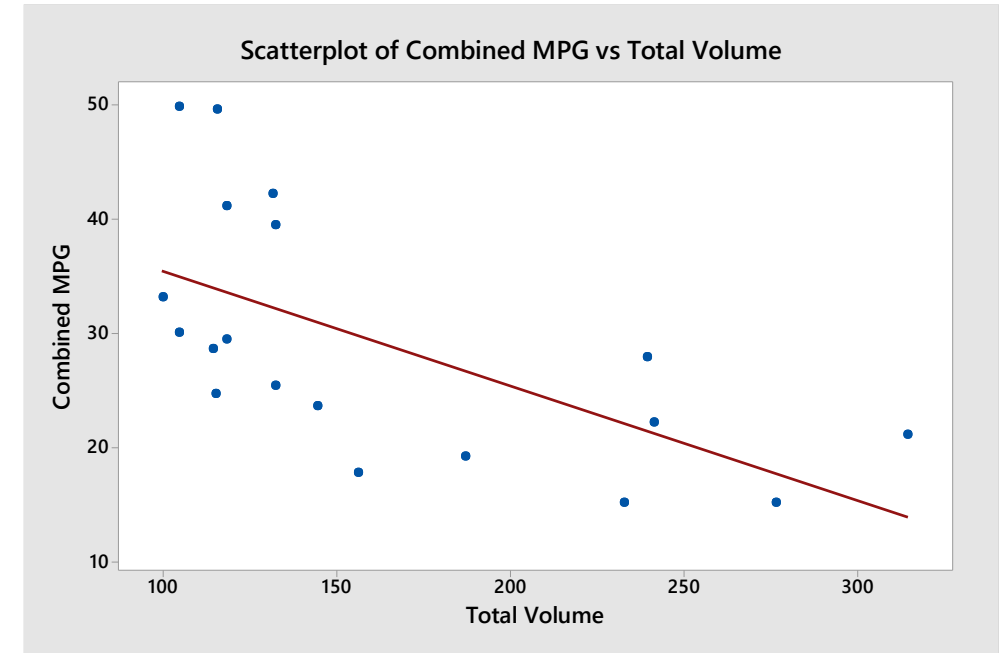
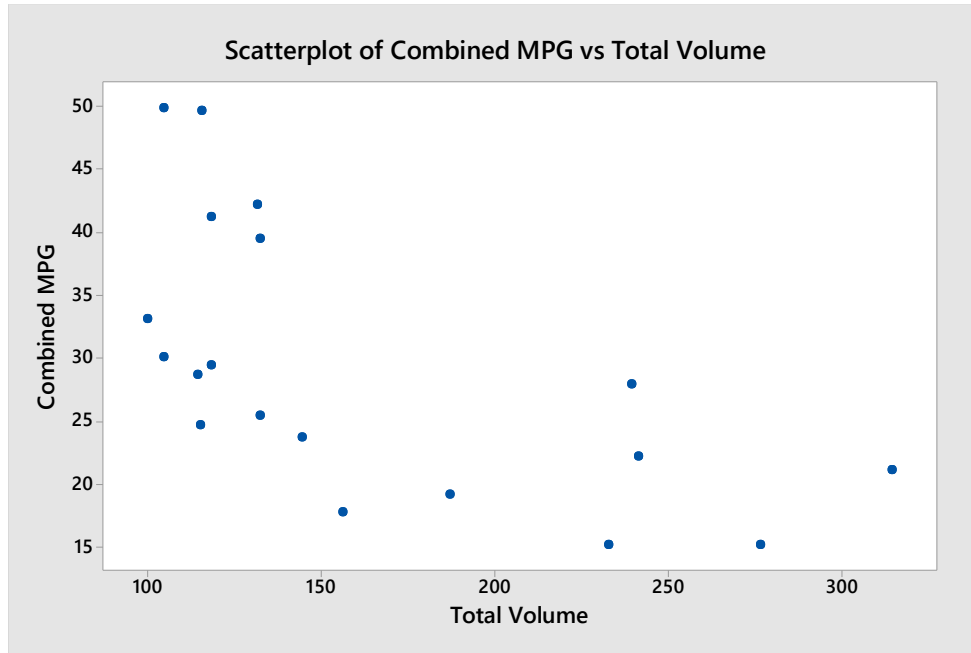
*Scatter
diagrams*



Minitab: Graph > Scatter plot ...

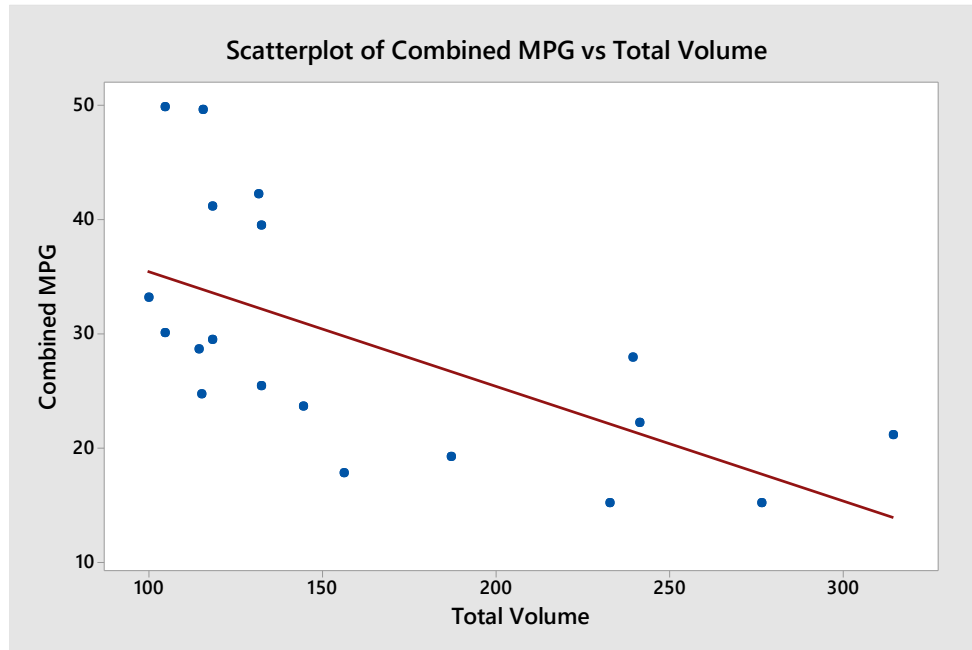
Worksheet column	Description
Vehicle	The model identifier
Type	The body type: SUV, Sedan, Hatchback, Wagon, or Minivan
Fuel	The type of fuel used: Gas or Hybrid
City MPG	Fuel economy for city driving in miles per gallon
Hwy MPG	Fuel economy for highway driving in miles per gallon
Combined MPG	Overall fuel economy in miles per gallon
Retail (\$1000)	Retail price in units of \$1000
Safety (0-5)	Safety rating (0 to 5), where 0 is poor and 5 is excellent
Interior Volume	Passenger volume in cubic feet
Cargo Volume	Cargo volume in cubic feet
Total Volume	Total volume in cubic feet

Scatter diagrams



With Linear Regression Line

Scatter diagrams



Worksheet column

Description

Vehicle

The model identifier

Type

The body type: SUV, Sedan, Hatchback, Wagon, or Minivan

Fuel

The type of fuel used: Gas or Hybrid

City MPG

Fuel economy for city driving in miles per gallon

Hwy MPG

Fuel economy for highway driving in miles per gallon

Combined MPG

Overall fuel economy in miles per gallon

Retail (\$1000)

Retail price in units of \$1000

Safety (0-5)

Safety rating (0 to 5), where 0 is poor and 5 is excellent

Interior Volume

Passenger volume in cubic feet

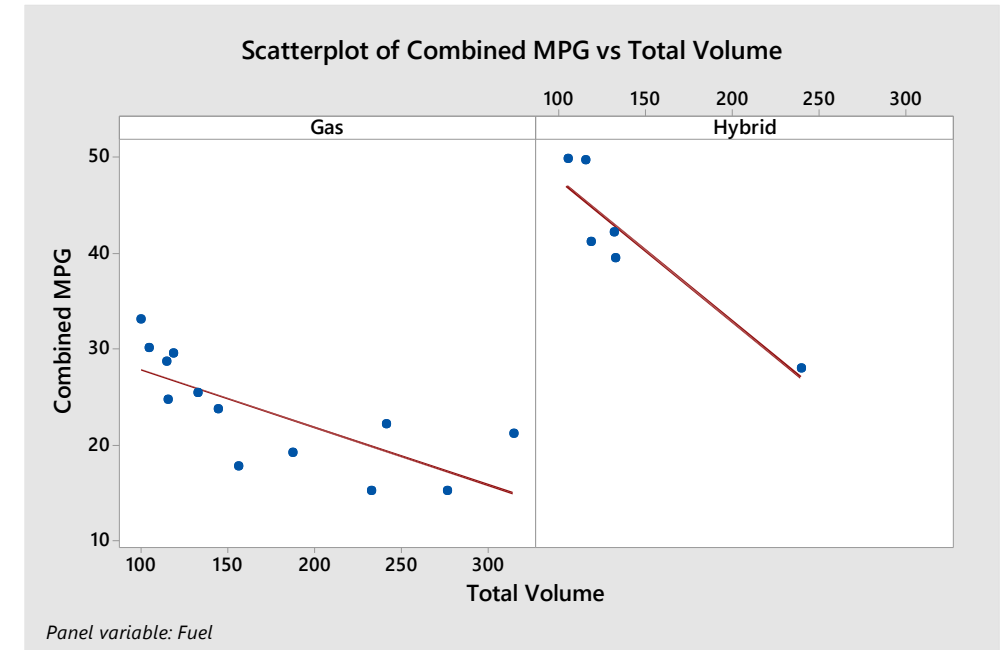
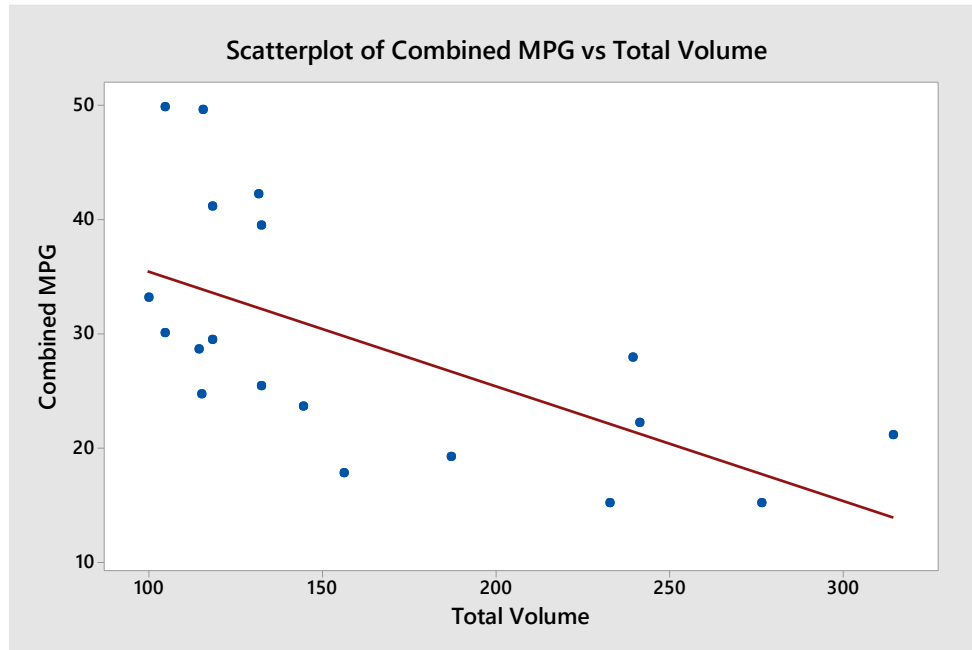
Cargo Volume

Cargo volume in cubic feet

Total Volume

Total volume in cubic feet

Scatter diagrams



Scatter diagrams

Volume

150.270

150.552

148.448

145.241

147.832

152.614

149.804

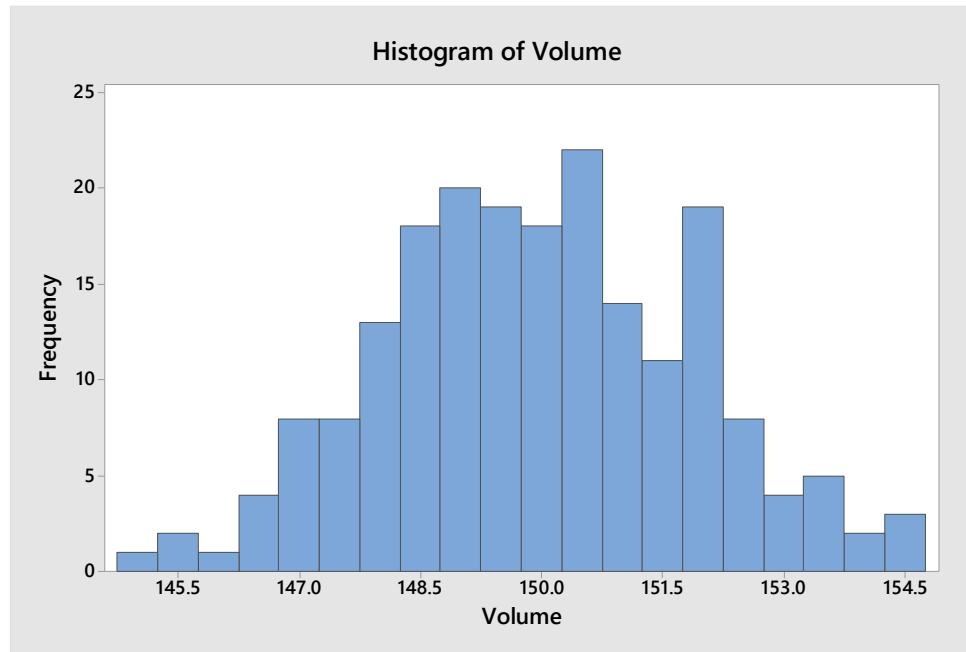
149.920

153.426

153.780

....

....



Histogram

Minitab: Graph > Histogram... (Simple)

Volume

150.270

150.552

148.448

145.241

147.832

152.614

149.804

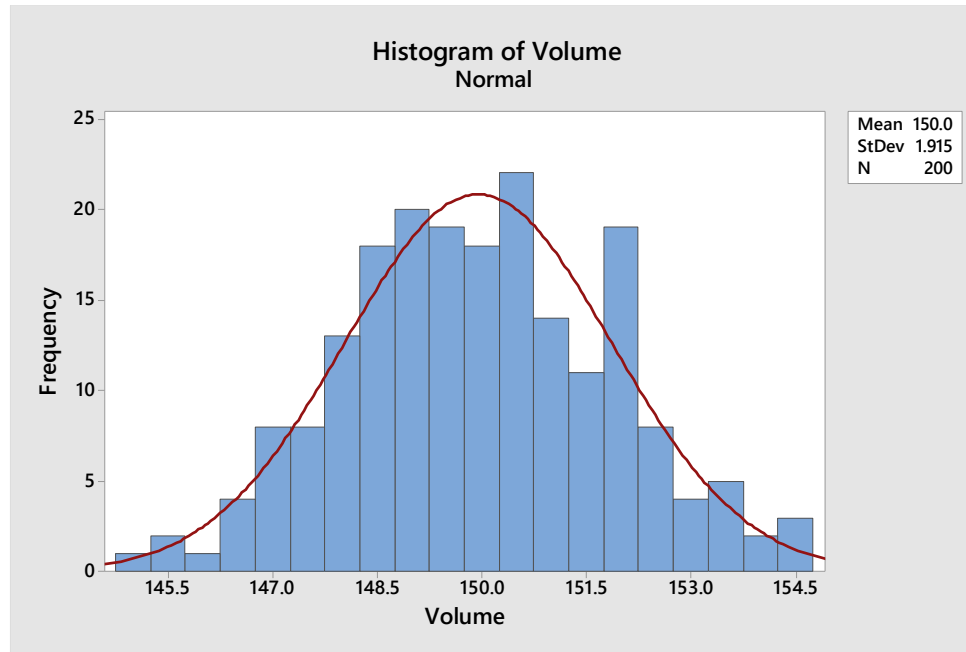
149.920

153.426

153.780

....

....



Histogram

Minitab: Graph > Histogram... (with fit)

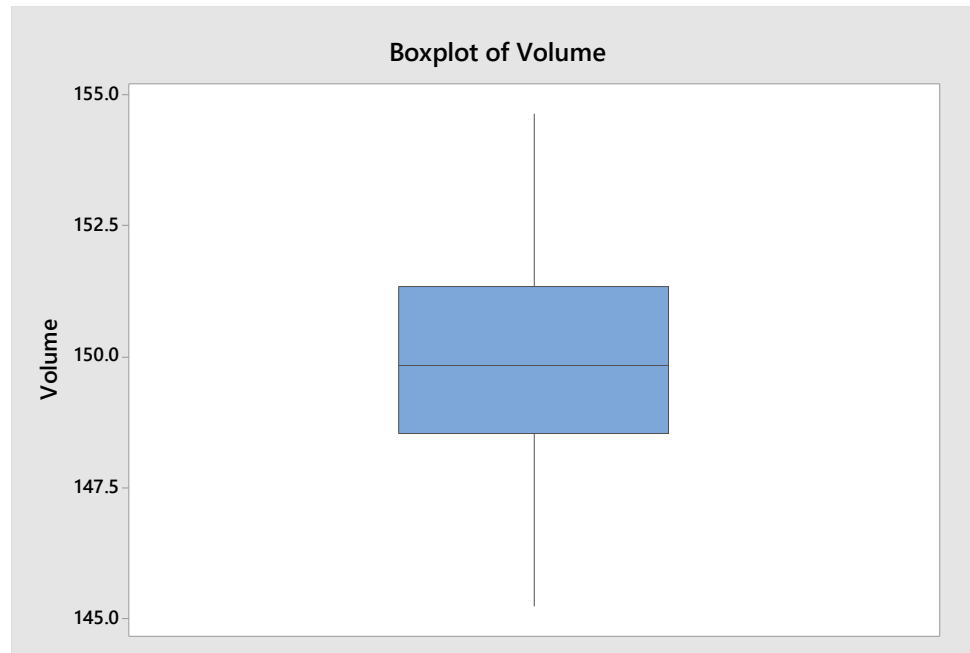
- ❖ Also known as Box Plot
- ❖ Shows the median
- ❖ Shows Q1, Q3 and IQR

Volume

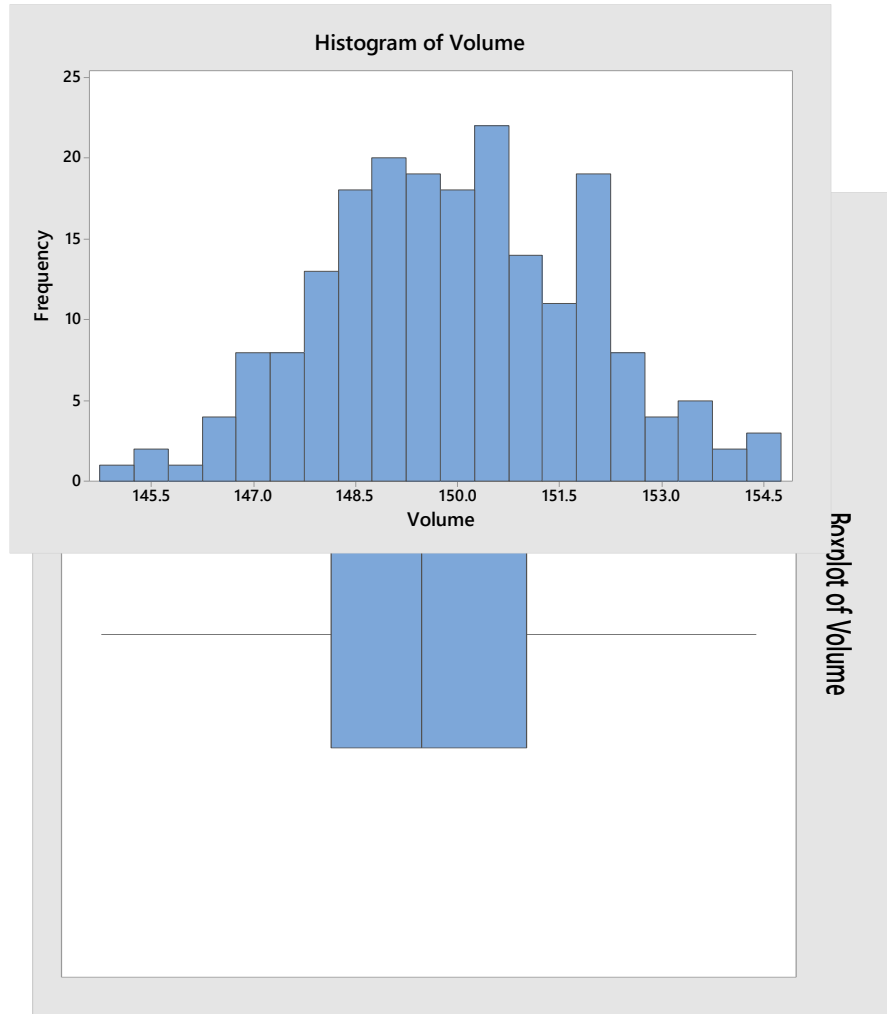
150.270
150.552
148.448
145.241
147.832
152.614
149.804
149.920
153.426
153.780

....

....

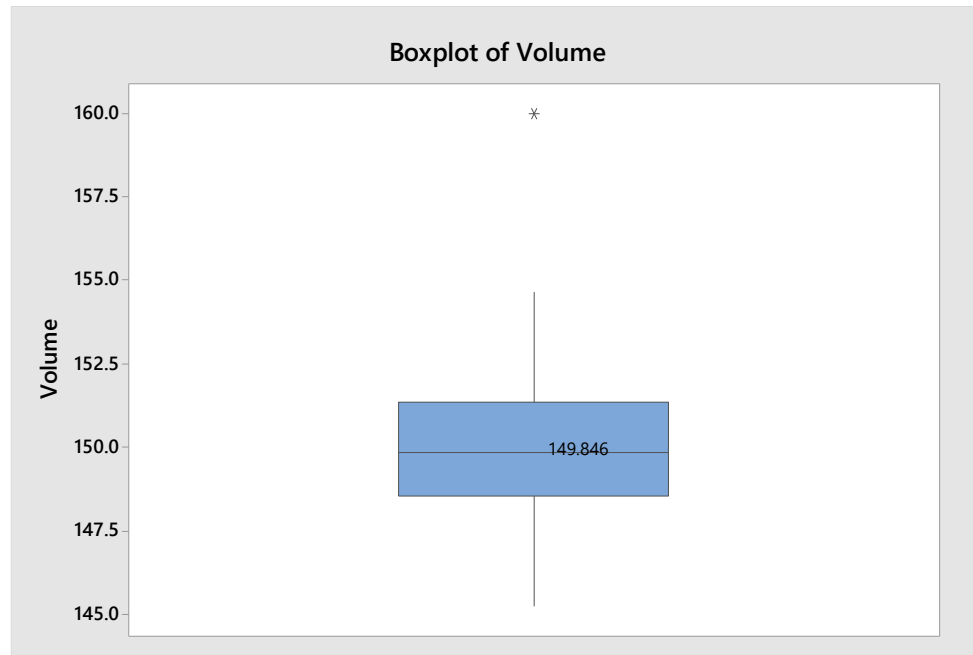


*Box-and-Whisker
Plot*

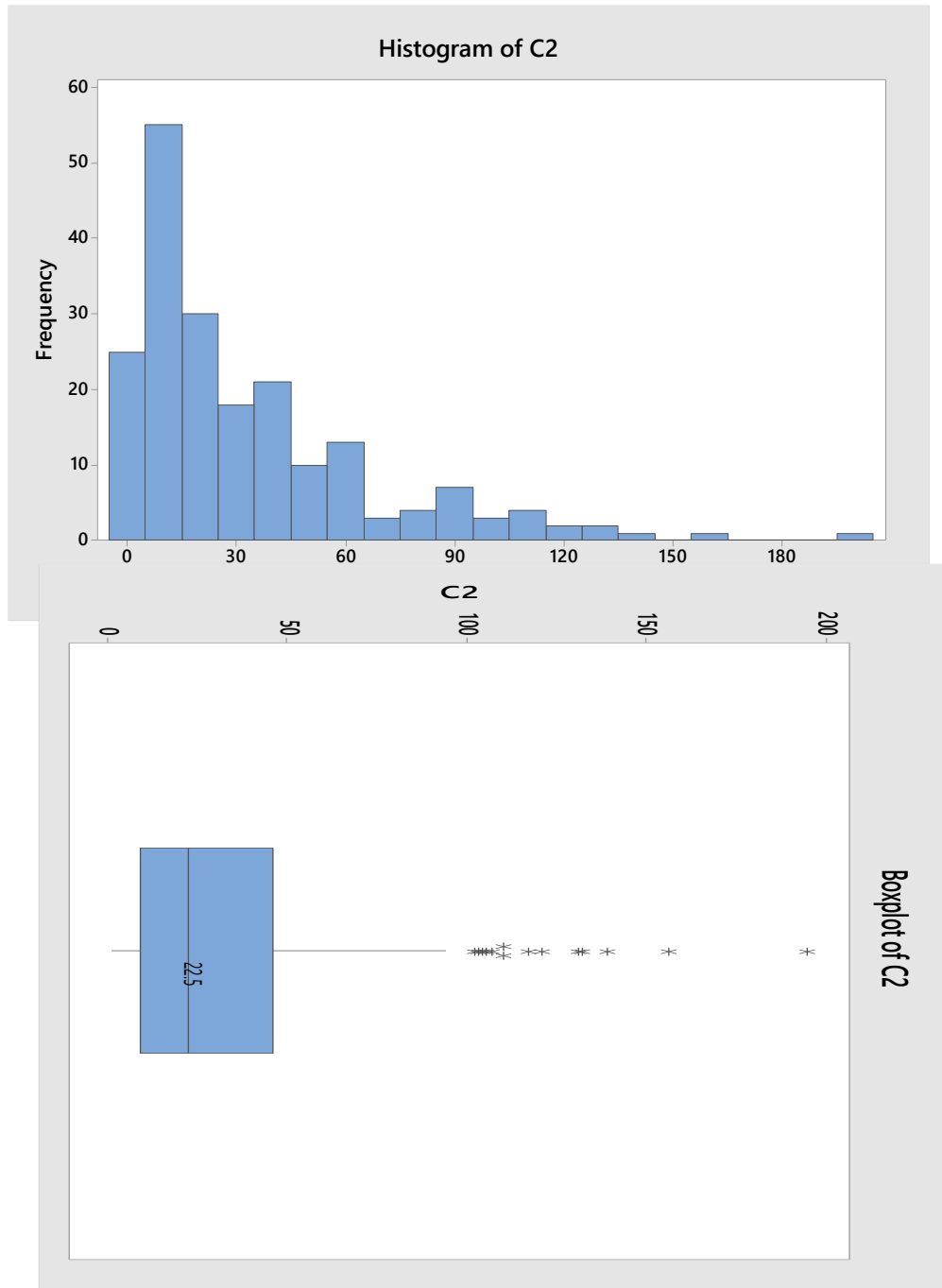


*Box-and-Whisker
Plot*

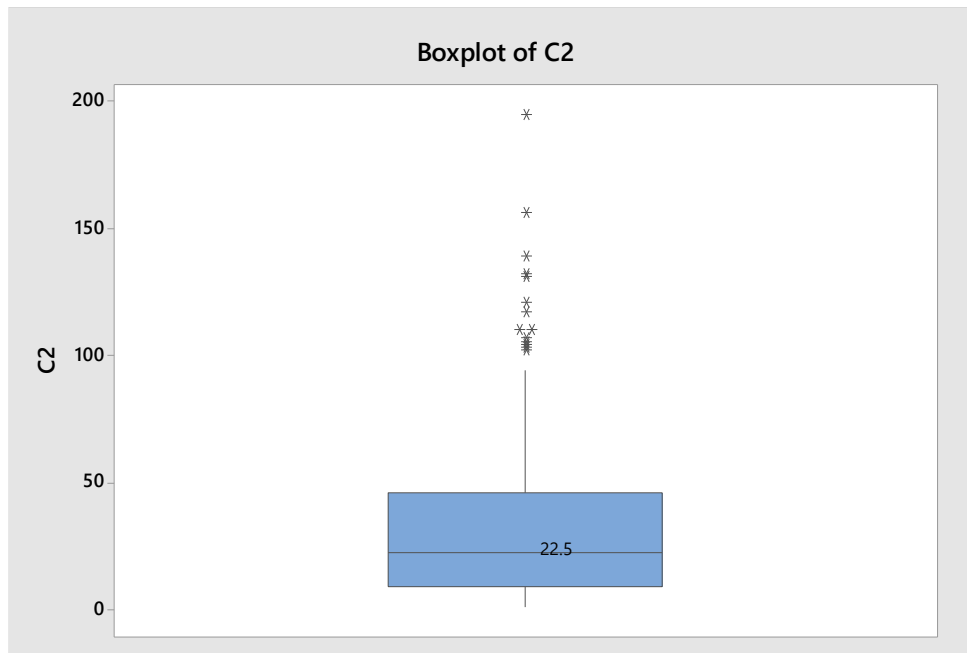
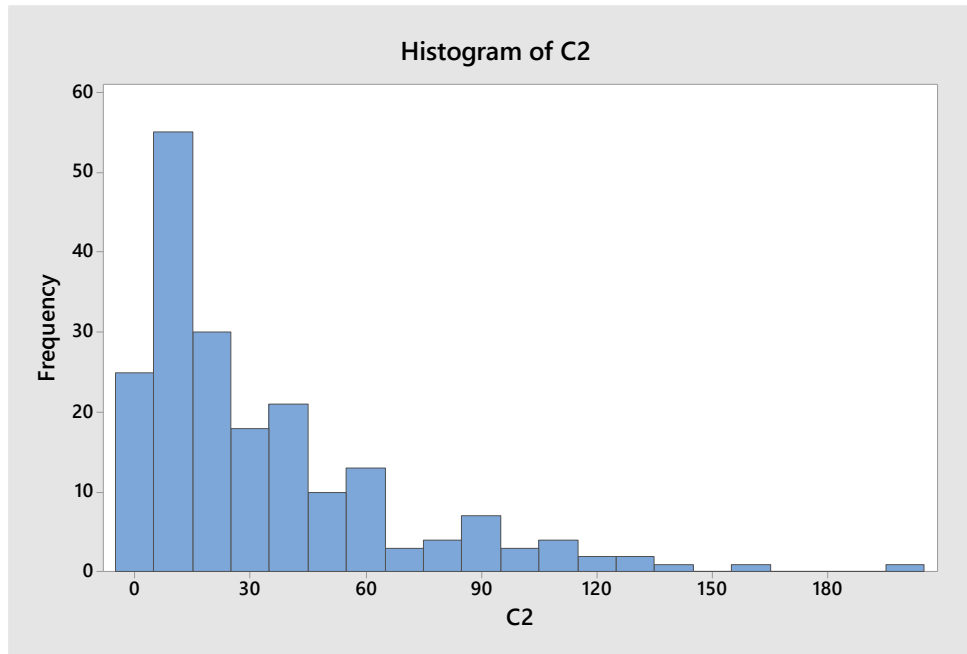
- ❖ Outlier – A data point which is more than 1.5 times IQR from the box.



*Box-and-Whisker
Plot*



*Box-and-Whisker
Plot*



*Box-and-Whisker
Plot*

❖ 11, 22, 55, 13, 45, 14, 19, 10, 33, 52, 13

Stem	Leaf
1	0 1 3 3 4 9
2	2
3	3
4	5
5	2 5

*Stem-and-leaf
Plot*

Volume
 150.270
 150.552
 148.448
 145.241
 147.832
 152.614
 149.804
 149.920
 153.426
 153.780

Stem-and-Leaf Display: Volume

Stem-and-leaf of Volume N = 200

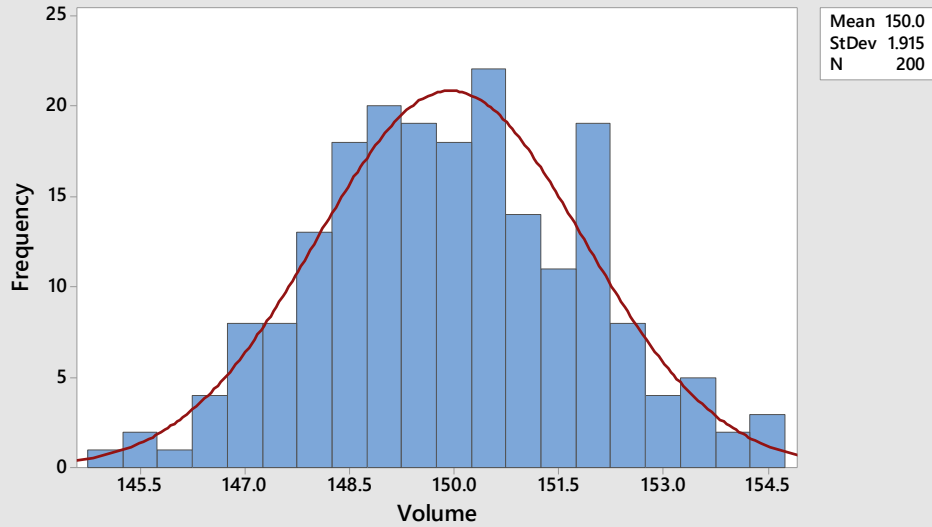
3	145	266
13	146	0333488899
31	147	012223555667778899
62	148	001112233333444455555677799999
(43)	149	000001111111222233334444556666777888888999
95	150	00011122333344444445555566667788999
60	151	0111222223334444455788899
35	152	00000000111222234446677
12	153	002446777
3	154	456

Leaf Unit = 0.1

Stem-and-Leaf Plot

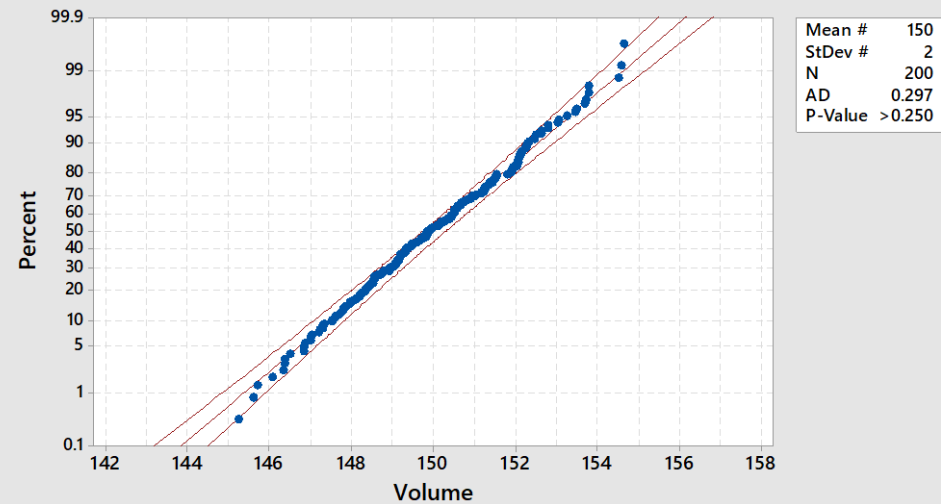
Minitab: Graph > Stem-and-Leaf...

Histogram of Volume
Normal



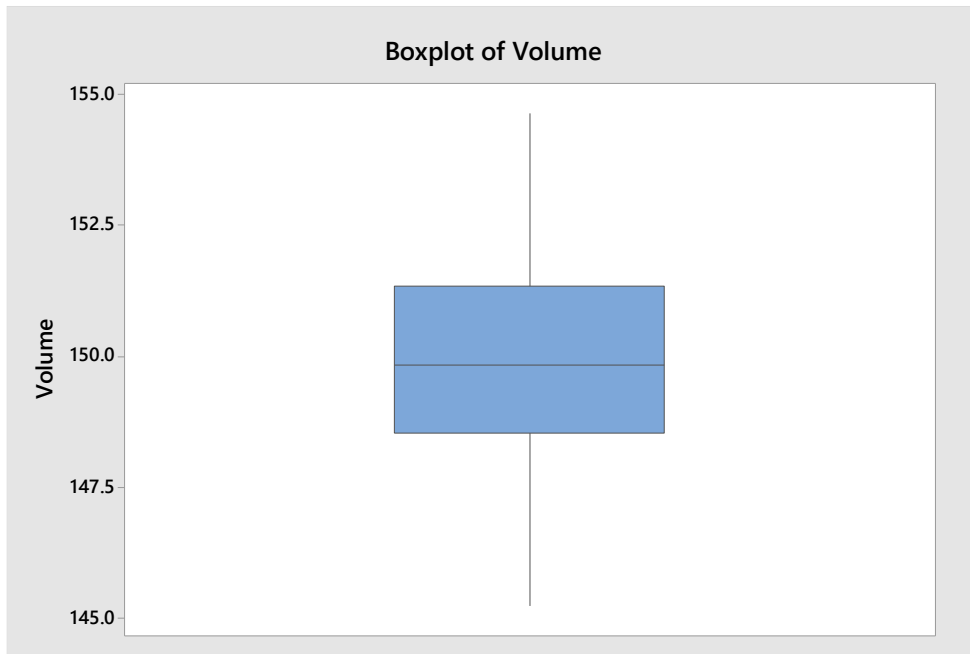
Minitab: Graph > Probability Plot ...

Probability Plot of Volume
Normal - 95% CI

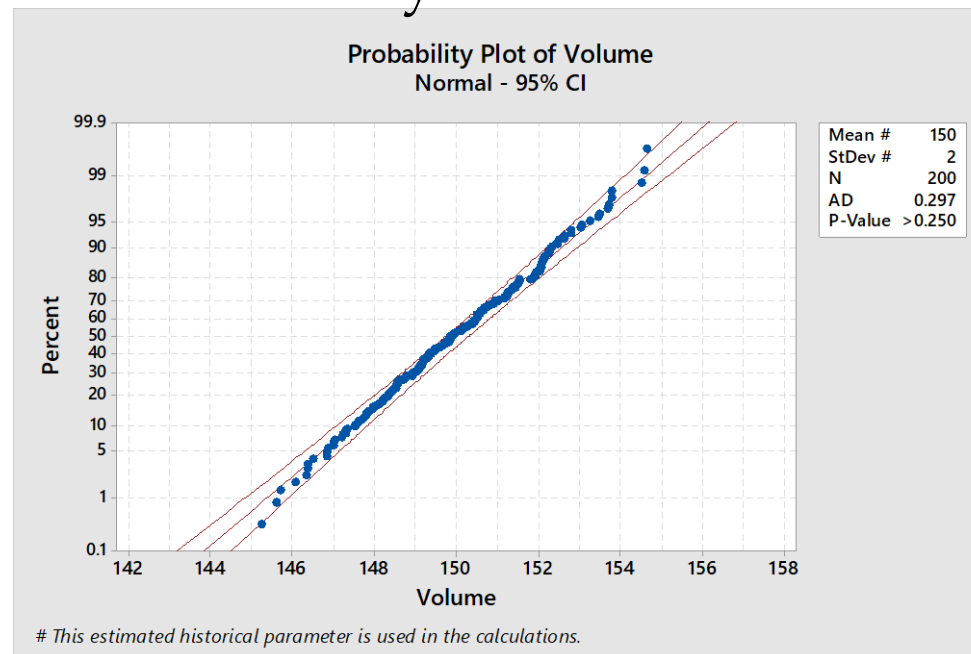


This estimated historical parameter is used in the calculations.

*Normal
Probability Plots*

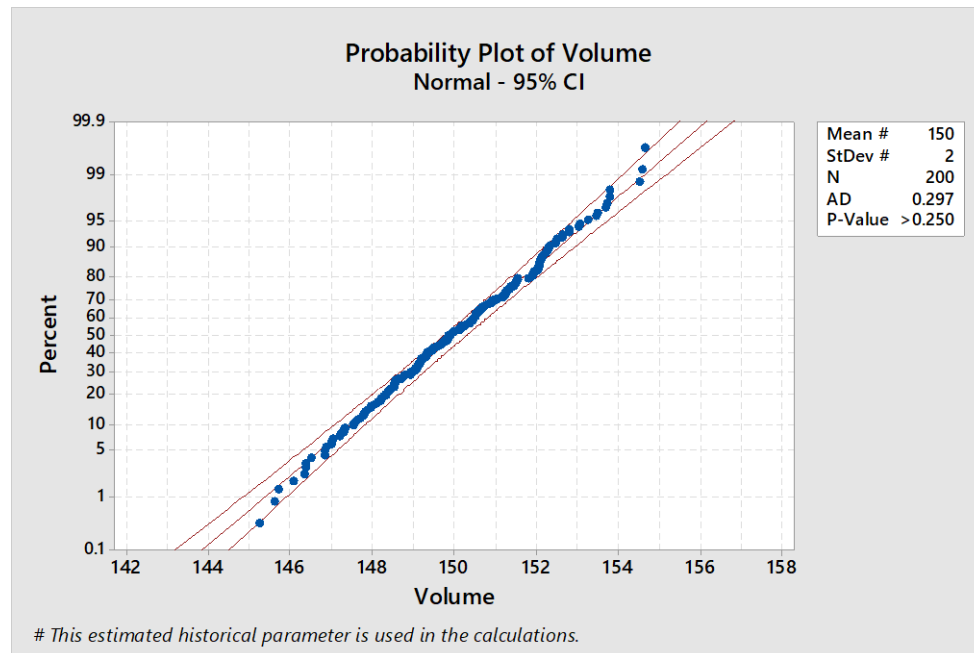


Minitab: Graph > Probability Plot ...



*Normal
Probability Plots*

- ❖ The p value > 0.05 and hence data is normal with 95% confidence level.



*Normal
Probability Plots*

2022 – Changes in the BoK – 3D

2014 BoK	2022 BoK Details	Notes
III.D	D. Collecting and summarizing data	
III.D.1	1. Types of data and measurement scales Identify and classify continuous (variables) and discrete (attributes) data. Describe and define nominal, ordinal, interval, and ratio measurement scales. (Analyze)	
III.D.2	2. Sampling and data collection plans and methods Define and apply various sampling methods (random and stratified) and data collection methods (check sheets and data coding). Prepare data collection plans that include gathering data and performing quality checks (e.g., minimum/maximum values, erroneous data, null values). (Apply)	Revised subtopic name and added data collection plans and quality checks
III.D.3	3. Descriptive statistics Define, calculate, and interpret measures of dispersion and central tendency. Develop and interpret frequency distributions and cumulative frequency distributions. (Evaluate)	
III.D.4	4. Graphical methods Construct and interpret diagrams and charts that are designed to communicate numerical analysis efficiently, including scatter diagrams, normal probability plots, histograms, stem-and-leaf plots, box-and-whisker plots. (Create)	

Data Collection Plan

- ❖ Why you need to collect data?
 - ❖ Goal and Objective
- ❖ Operational Definition
 - ❖ How much? How? Where? When? Etc.
 - ❖ Type of data – NOIR
 - ❖ Manual or Automatic
 - ❖ Past data vs Future
- ❖ Is data reliable?

Data Collection Plan

Measurement	Operational Definition	How is it measured?	Type of Data	Sample size	Who?	Data Recording Form	Comments
Time to assemble	Time from picking up the first piece to placing the assembled item in tray	Using a stop watch	Continuous Ratio	Every 10 th piece	Operator	Assembly Record F-0156	

Quality Checks on Data

- ❖ Minimum/maximum values
 - ❖ Range Check (e.g. Employee age between 18 to 65)
- ❖ Erroneous data
 - ❖ List of Options (e.g. US, CA, IN for country codes)
- ❖ Null values or Missing value (discussed on the next slide)*
- ❖ Duplicate check (e.g. Employee ID)

Data Cleaning – Missing Data

- ❖ In statistics, imputation is the process of replacing missing data with substituted values.
- ❖ Missing data can introduce bias.
 - ❖ Missing randomly
 - ❖ Reason for missing
- ❖ Options in case the data is missing
 - ❖ Delete the row
 - ❖ Replace with the average value

3E
Measurement
System Analysis
(MSA)

01 *Definitions*

02 *Gage R & R studies*

03 *Precision to Tolerance Ratio*

- You need measurement to see how the process is performing.
- Process has variation.
- What about measurement error / variation?

Measurement System Analysis

❖ Measurement System :

- ❖ Operator
- ❖ Measuring instrument
- ❖ Procedure

*Measurement
System
Analysis*

- ❖ True Value – Actual value, which is unknown
- ❖ Reference Value – Accepted value or substitute of true value.

*Measurement
System
Analysis*

Resolution

- Resolution/ Discrimination
 - Smallest readable unit of the measuring instrument.
 - 10 to 1 Rule of Thumb:
 - “Rule of Ten” or “one to ten” is that the discrimination (resolution) of the measuring instrument should divide the tolerance of the characteristic to be measured into ten parts.

*Measurement
System
Analysis*

Resolution

- ❖ 10 to 1 Rule of Thumb:
 - ❖ Which of these two would you use if the part tolerance is 52.00 ± 0.05 ($51.95 - 52.05$)
 - ❖ Tolerance Range = 0.10
 - ❖ Minimum Reading of Digital Vernier = 0.01
 - ❖ Digital Vernier divides the tolerance into 10 parts, hence acceptable.



*Measurement
System
Analysis*

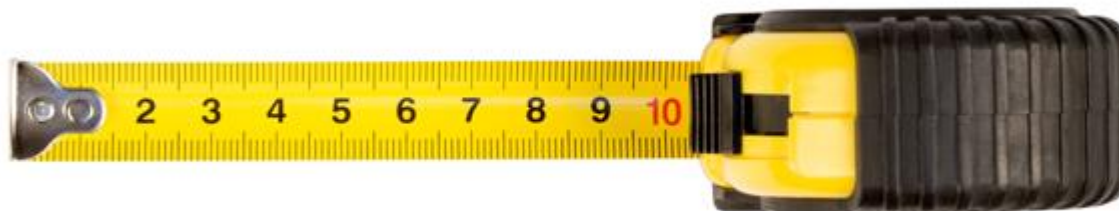
❖ Resolution

❖ Accuracy

- ❖ Bias
- ❖ Linearity
- ❖ Stability

❖ Precision

- ❖ Repeatability
- ❖ Reproducibility



IMPRECISE ACCURATE



IMPRECISE INACCURATE



PRECISE INACCURATE



PRECISE ACCURATE

*Measurement
System
Analysis*

❖ Accuracy

❖ “Closeness” to the true value, or to an accepted reference value.

- ❖ Bias
- ❖ Linearity
- ❖ Stability

❖ Precision

❖ “Closeness” of repeated readings to each other

- ❖ Repeatability
- ❖ Reproducibility



IMPRECISE ACCURATE



IMPRECISE INACCURATE



PRECISE INACCURATE



PRECISE ACCURATE

*Measurement
System
Analysis*

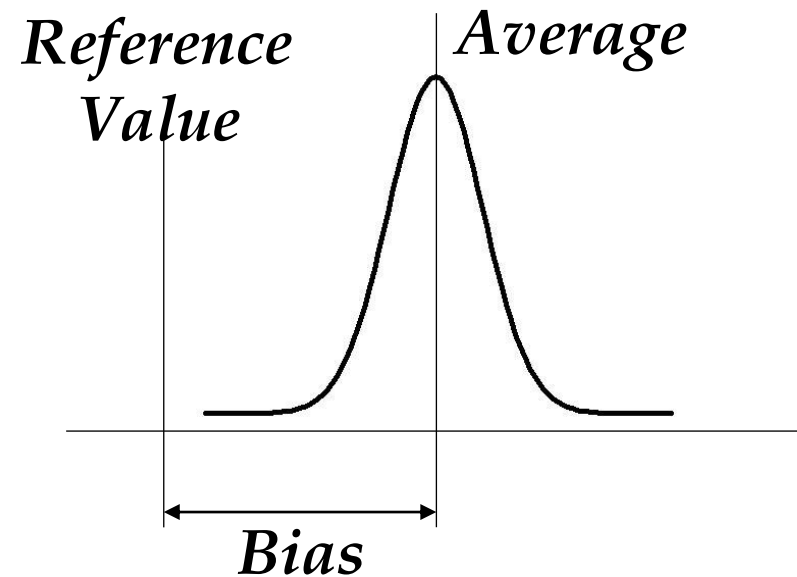
Bias

- ❖ Bias is the difference between the observed average of measurements and the reference value.

	Reference Value (psi)	Measured Value (psi)
	100	100
	100	101
	100	102
	100	102
	100	101
	100	100
Average		101
Bias = 101 psi - 100 psi = 1 psi		

*Measurement
System
Analysis*

	Reference Value (psi)	Measured Value (psi)
	100	100
	100	101
	100	102
	100	102
	100	101
	100	100
Average		101
Bias = 101 psi - 100 psi = 1 psi		



*Measurement
System
Analysis*

Bias

- ❖ Bias is the systematic error.
- ❖ Bias is addressed by calibration.

*Measurement
System
Analysis*

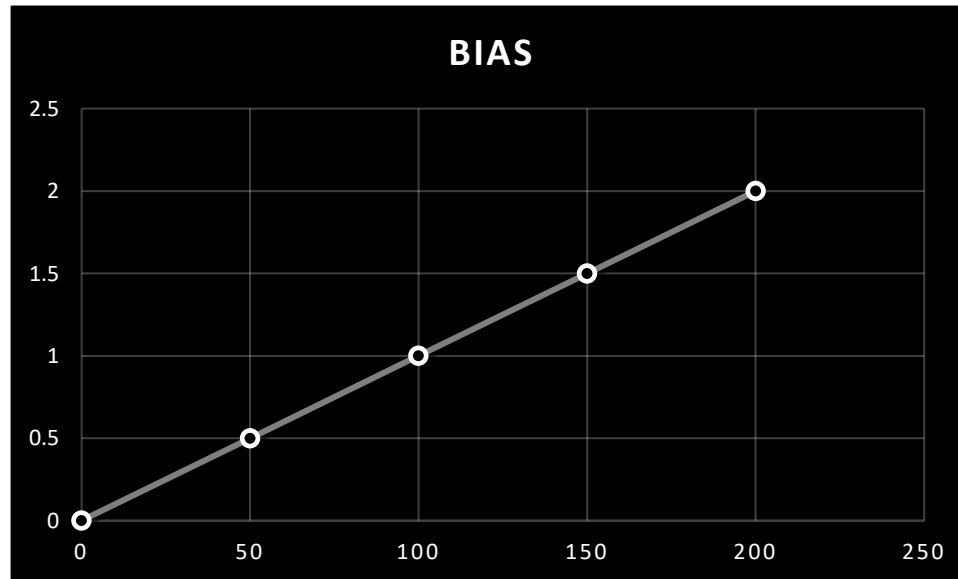
Linearity

- ❖ Linearity measures the bias across the operating range of a tool or instrument.

Reference Value (psi)	Average Measured Value (psi)	Bias
0	0	0
50	50.5	0.5
100	101	1
150	151.5	1.5
200	202	2

*Measurement
System
Analysis*

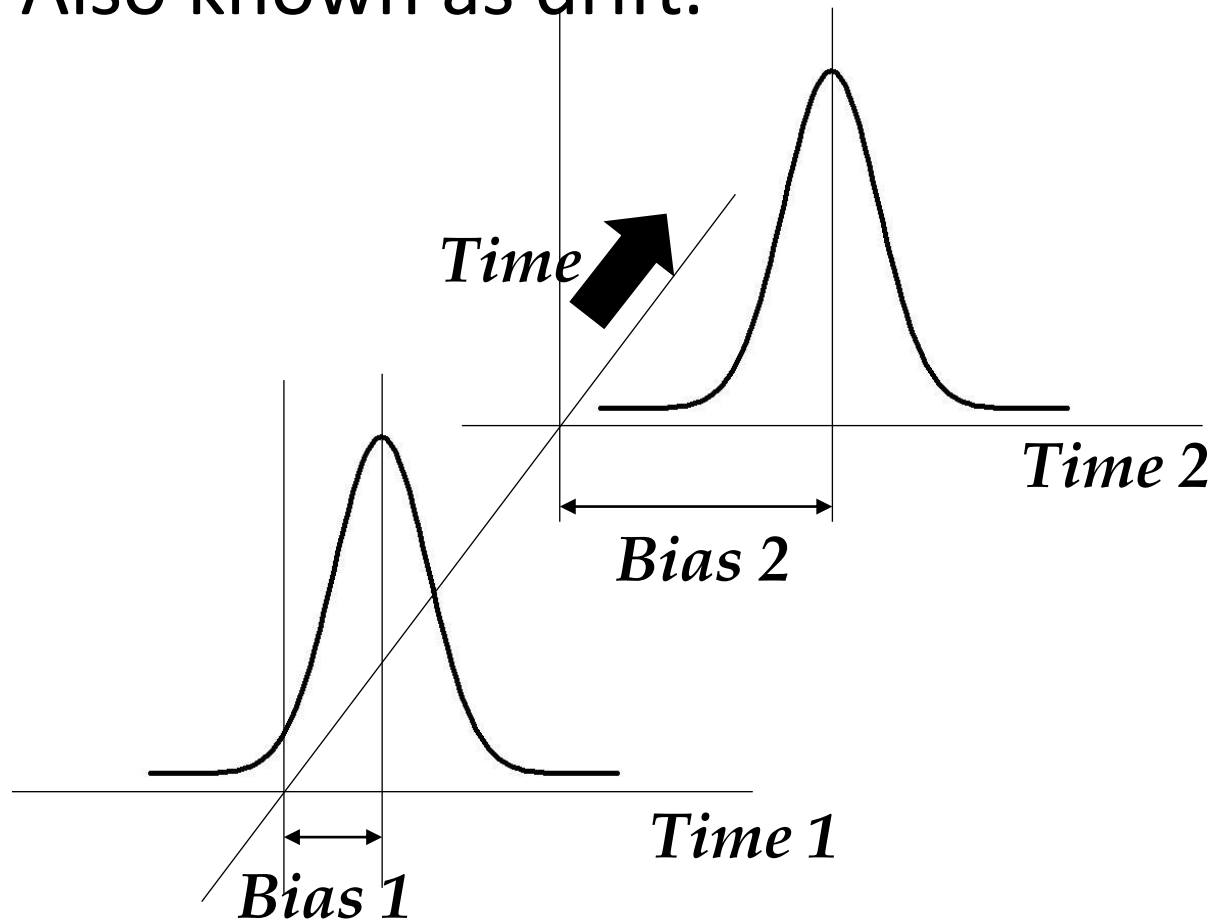
Reference Value (psi)	Average Measured Value (psi)	Bias
0	0	0
50	50.5	0.5
100	101	1
150	151.5	1.5
200	202	2



*Measurement
System
Analysis*

Stability

- ❖ Stability measures the bias over time. Also known as drift.



*Measurement
System
Analysis*

❖ Accuracy

❖ “Closeness” to the true value, or to an accepted reference value.

- ❖ Bias
- ❖ Linearity
- ❖ Stability

❖ Precision

❖ “Closeness” of repeated readings to each other

- ❖ Repeatability
- ❖ Reproducibility



IMPRECISE ACCURATE



IMPRECISE INACCURATE



PRECISE INACCURATE



PRECISE ACCURATE

*Measurement
System
Analysis*

❖ Accuracy

❖ “Closeness” to the true value, or to an accepted reference value.

- ❖ Bias
- ❖ Linearity
- ❖ Stability

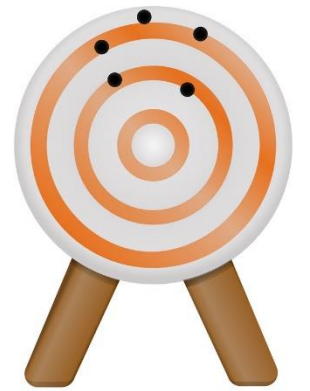
❖ Precision

❖ “Closeness” of repeated readings to each other

- ❖ Repeatability
- ❖ Reproducibility



IMPRECISE ACCURATE



IMPRECISE INACCURATE



PRECISE INACCURATE

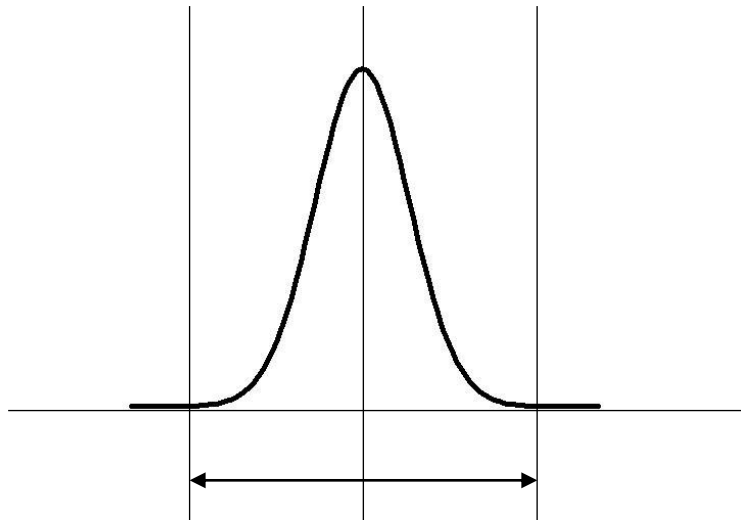


PRECISE ACCURATE

*Measurement
System
Analysis*

Repeatability

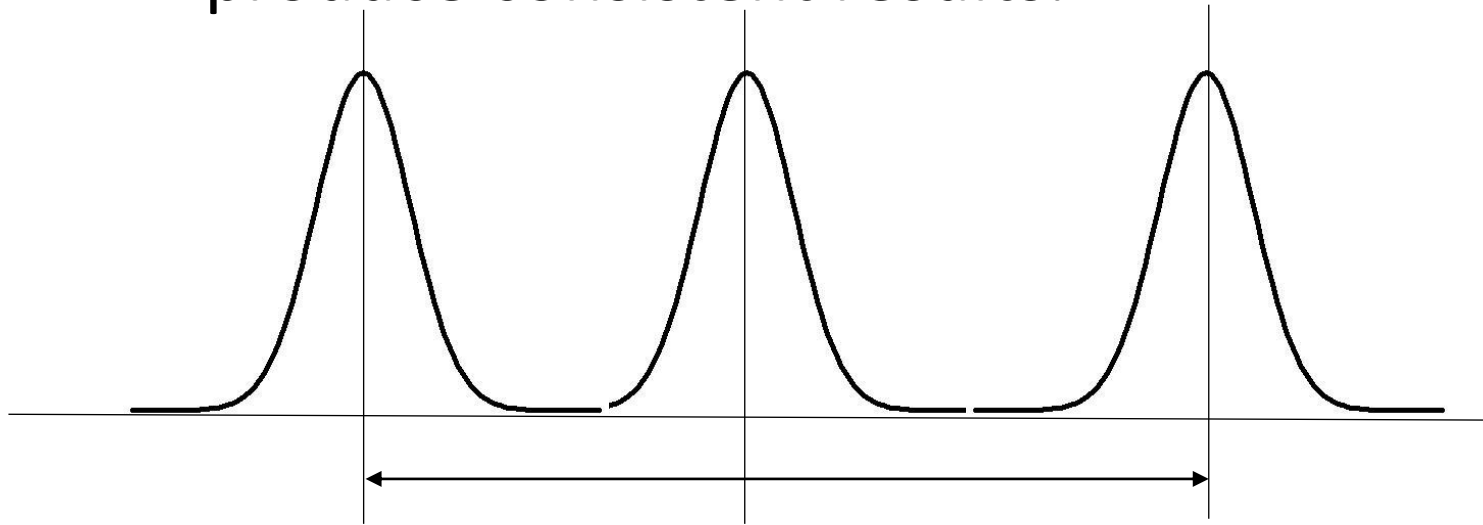
- ❖ Variation in measurements obtained with **one measuring instrument when used several times by an appraiser.**
- ❖ Also called Equipment Variation (EV)
- ❖ It's the capability of the **gauge** to produce consistent results.



*Measurement
System
Analysis*

Reproducibility

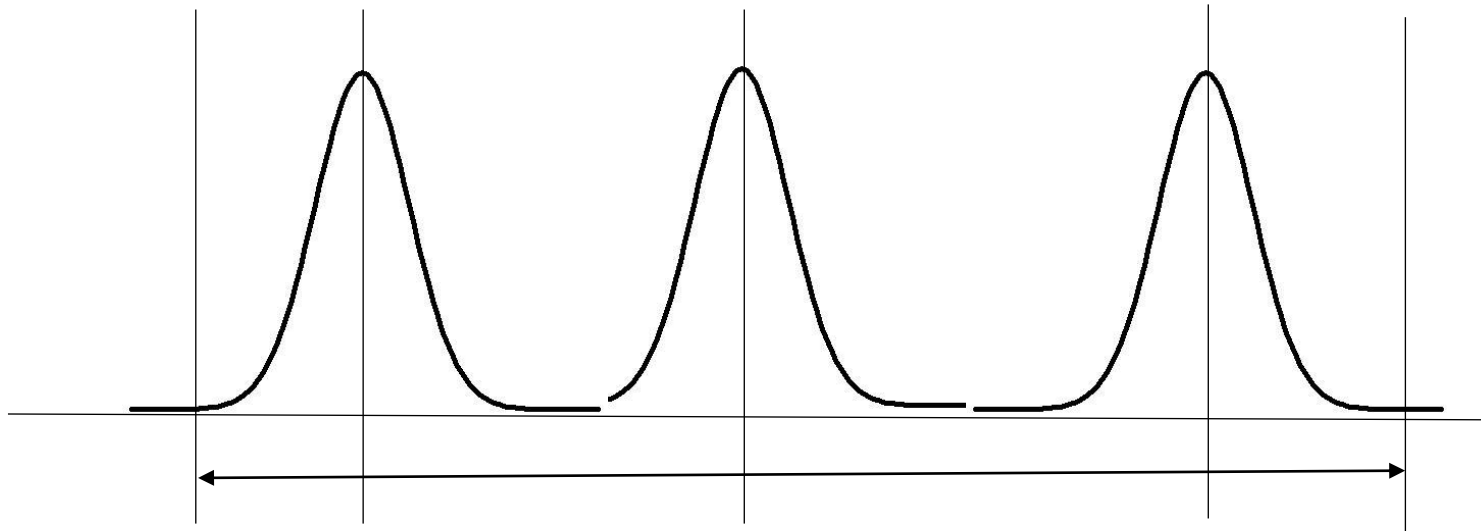
- ❖ Variation in the average of the measurements made **by different appraisers using the same gage**
- ❖ Also called Appraiser Variation (AV)
- ❖ It's the capability of the **appraiser** to produce consistent results.



*Measurement
System
Analysis*

Gage R&R (GRR)

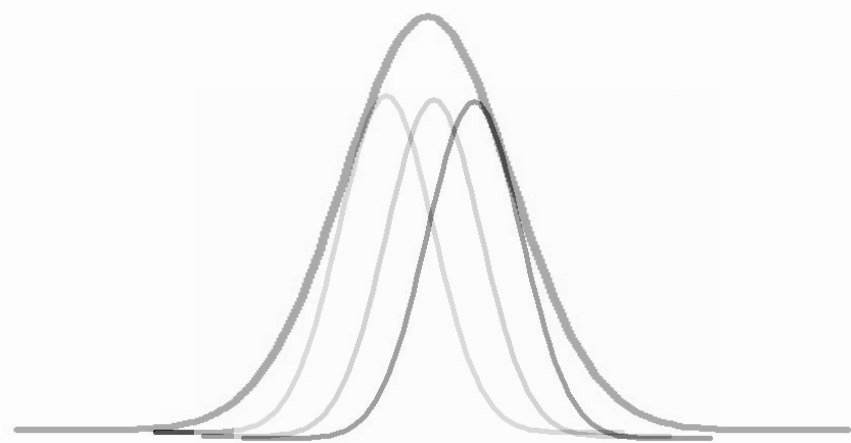
- ❖ Combined estimate of repeatability and reproducibility.



*Measurement
System
Analysis*

Gage R&R (GRR)

- ❖ Combined estimate of repeatability and reproducibility.



*Measurement
System
Analysis*

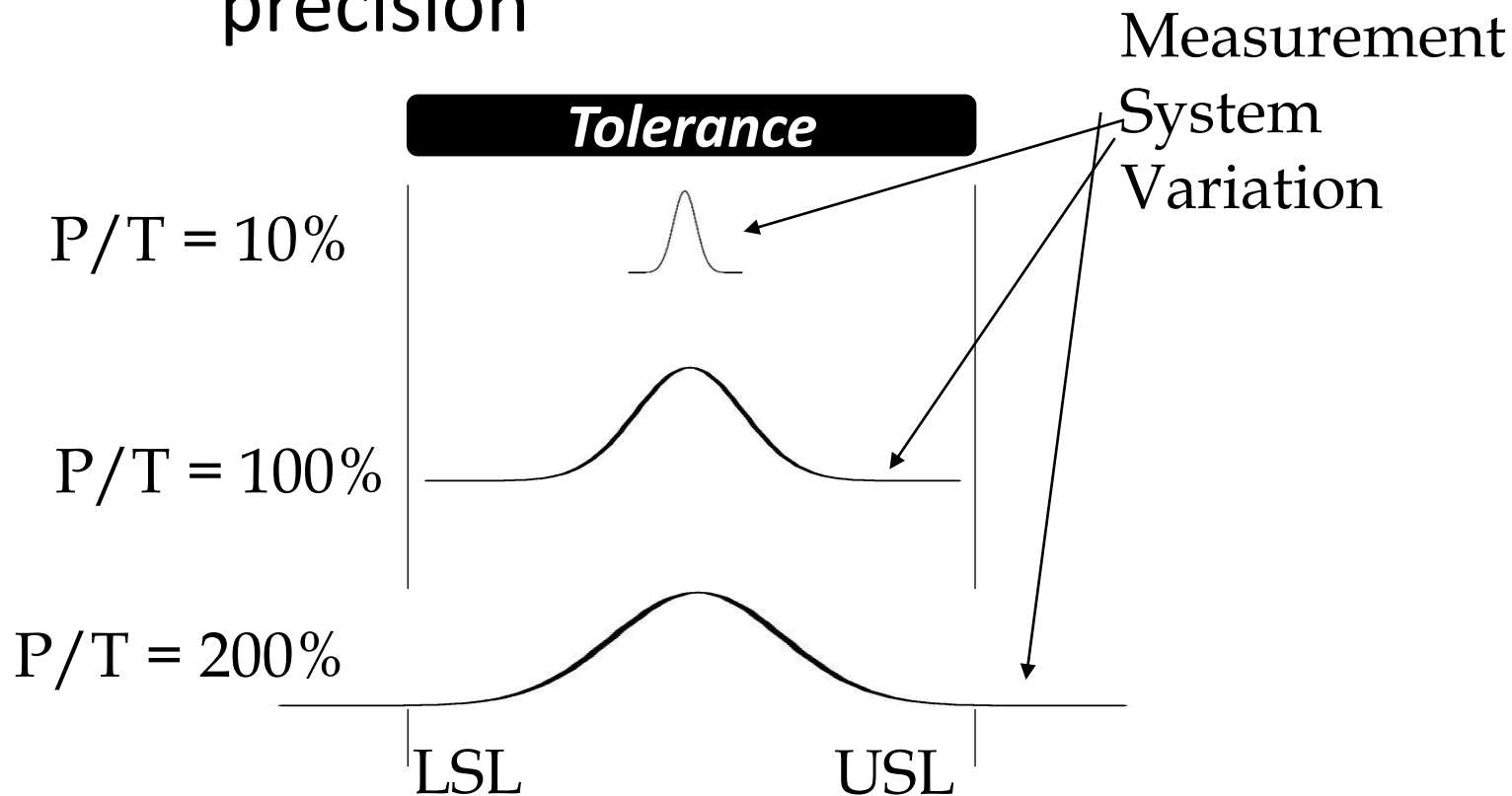
Precision to Tolerance Ratio

- ❖ How capable your measurement system is?
- ❖ Precision/Tolerance (P/T) is the ratio between the estimated measurement error (precision) and the tolerance of the characteristic being measured.

*Measurement
System
Analysis*

Precision to Tolerance Ratio

- ❖ P/T ratio is the most common estimate of measurement system precision



*Measurement
System
Analysis*

Precision to Tolerance Ratio

PTR

$$\diamond \text{ PTR} = \frac{6 \sigma_{\text{ms}}}{\text{USL-LSL}}$$

Instead of $6\sigma_{\text{ms}}$ some use $5.15 \sigma_{\text{ms}}$

6 sigma includes 99.73% area

5.15 sigma includes 99% area

*Measurement
System
Analysis*

3F

Process and Performance Capability

01 Process performance vs process specification

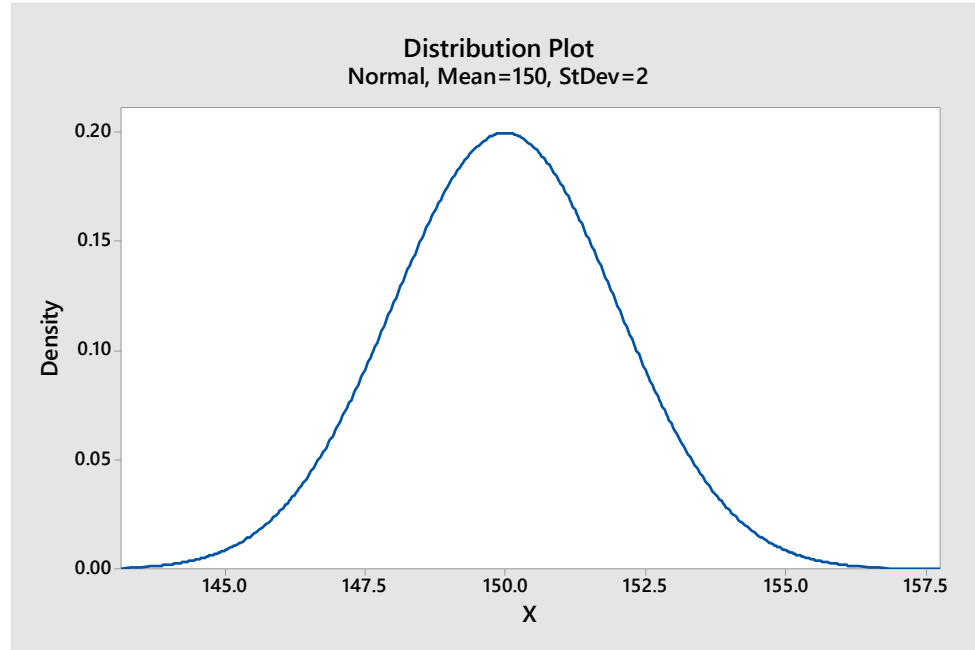
02 Process capability studies

03 Process capability and process performance

04 Short-term vs long-term capability and sigma shift

Process Performance

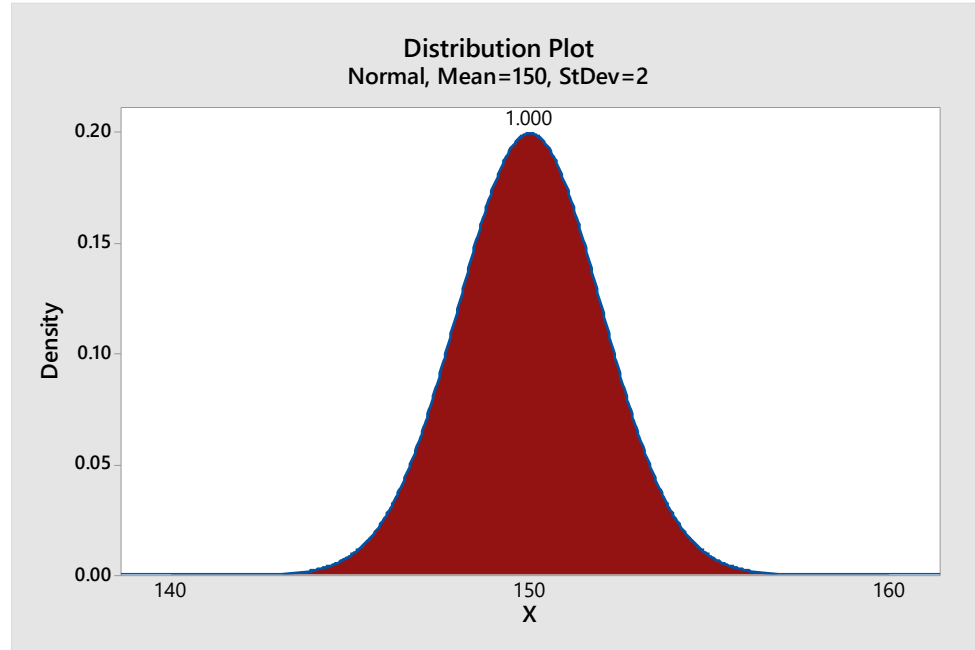
Natural process limits



*Process
Performance vs
Specifications*

Process Performance

Specification: 140 to 160

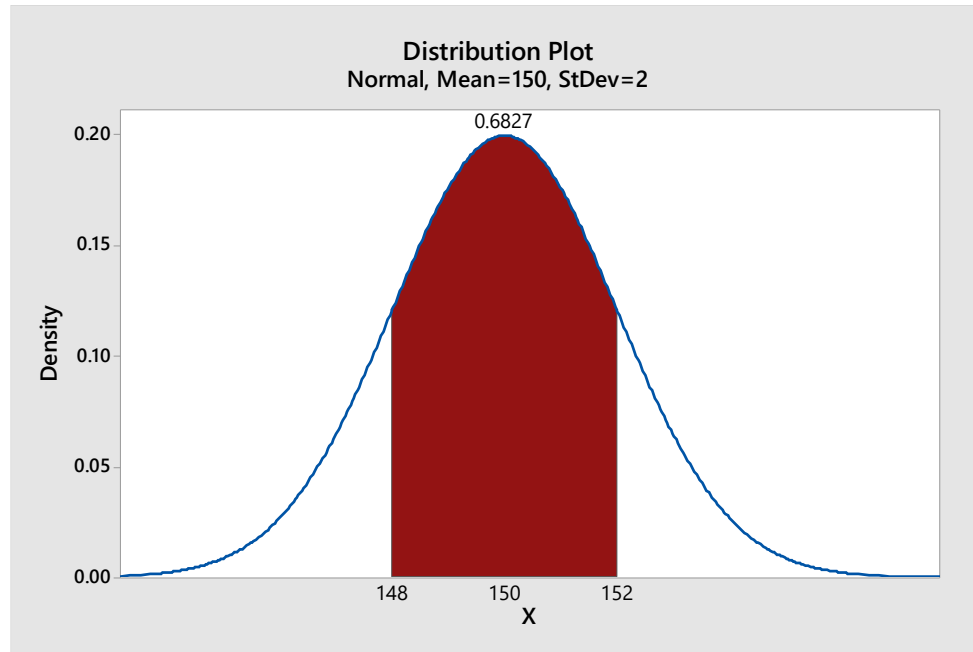


*Process
Performance vs
Specifications*

Process Performance

Specification: 148 to 152

Rejections: $1 - 0.6827 = 0.3173$

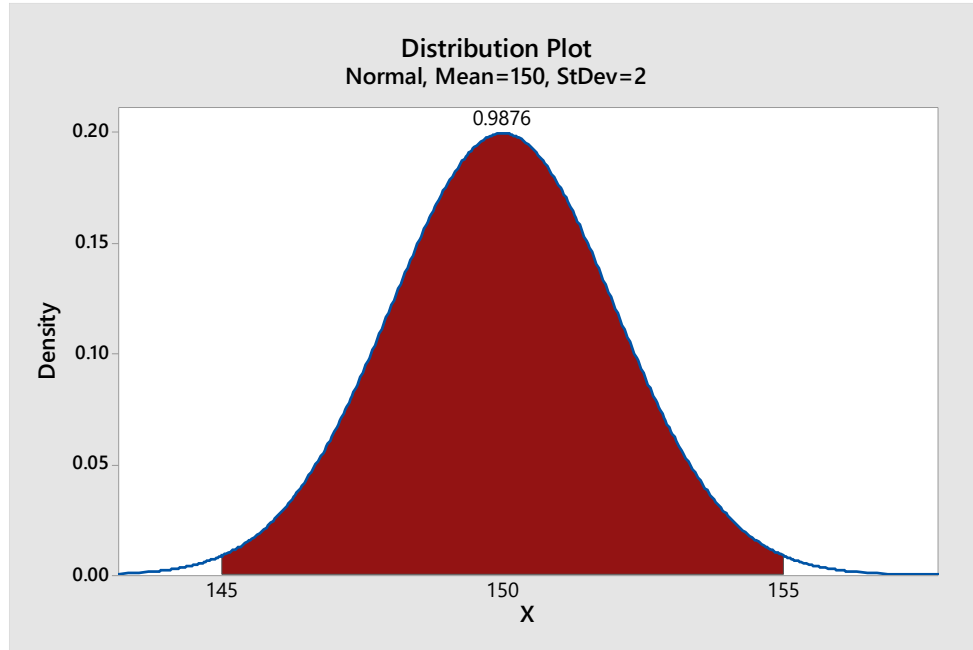


*Process
Performance vs
Specifications*

Process Performance

Specification: 145 to 155

Rejections: $1 - 0.9876 = 0.0124$

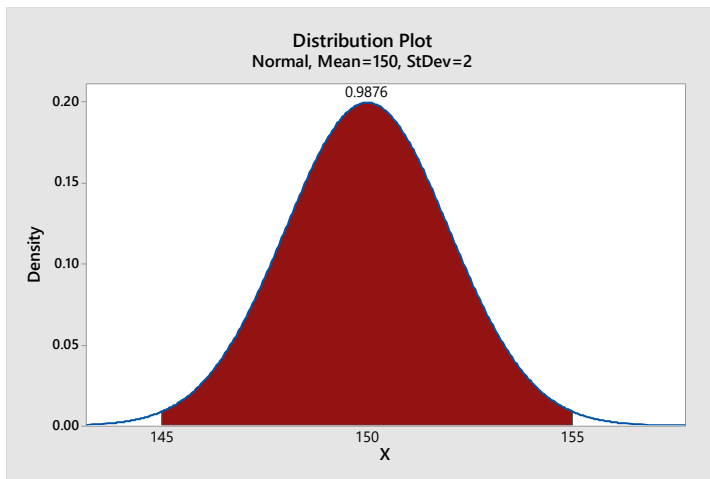


*Process
Performance vs
Specifications*

Process Performance

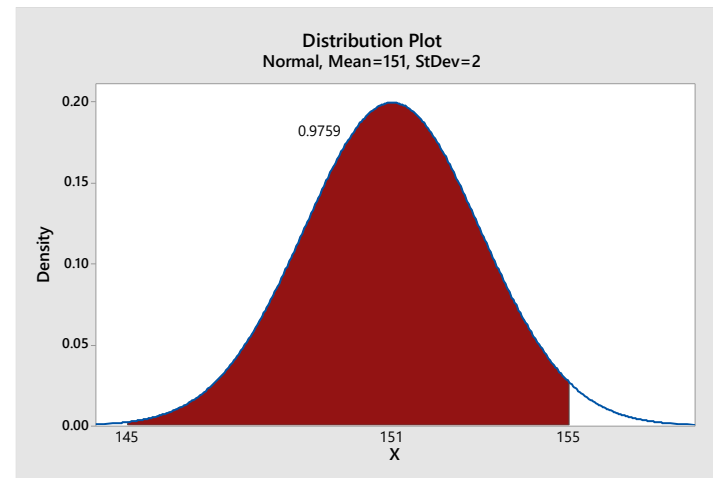
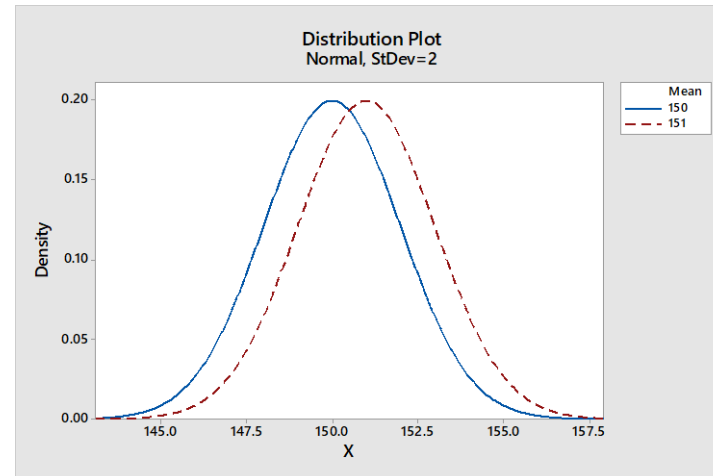
Specification: 145 to 155

Rejections: $1 - 0.9875 = 0.0124$



Specification: 148 to 152

Rejections: $1 - 0.9759 = 0.0241$

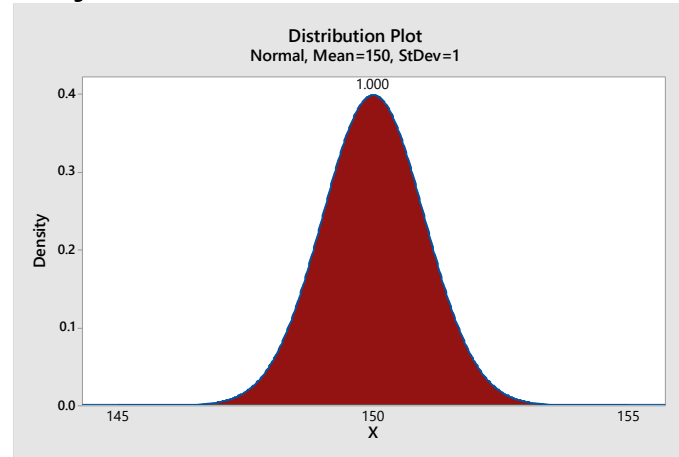


*Process
Performance vs
Specifications*

Process Performance

Process sd = 1

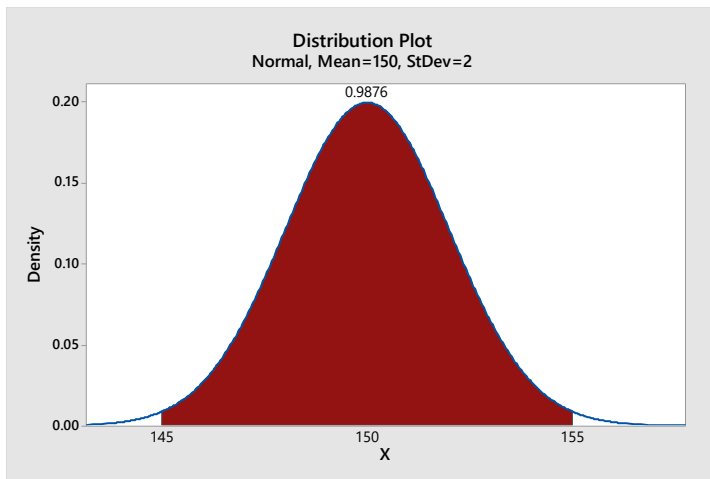
Rejections: 1-1 = almost zero



Process sd = 2

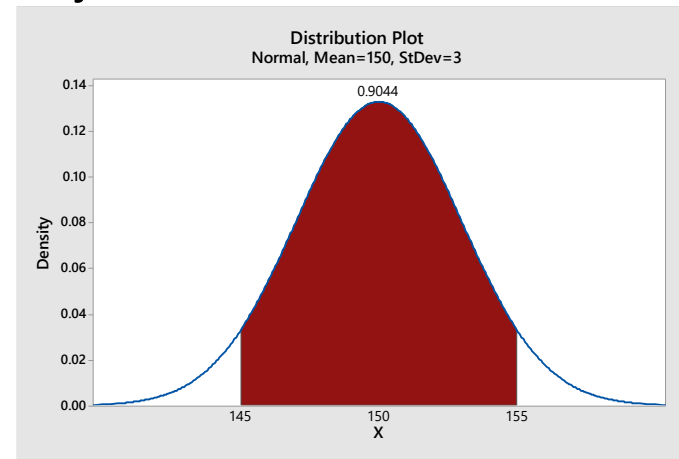
Specification: 145 to 155

Rejections: 1-0.9875 = 0.0124



Process sd = 3

Rejections: 1-0.9044 = 0.0956

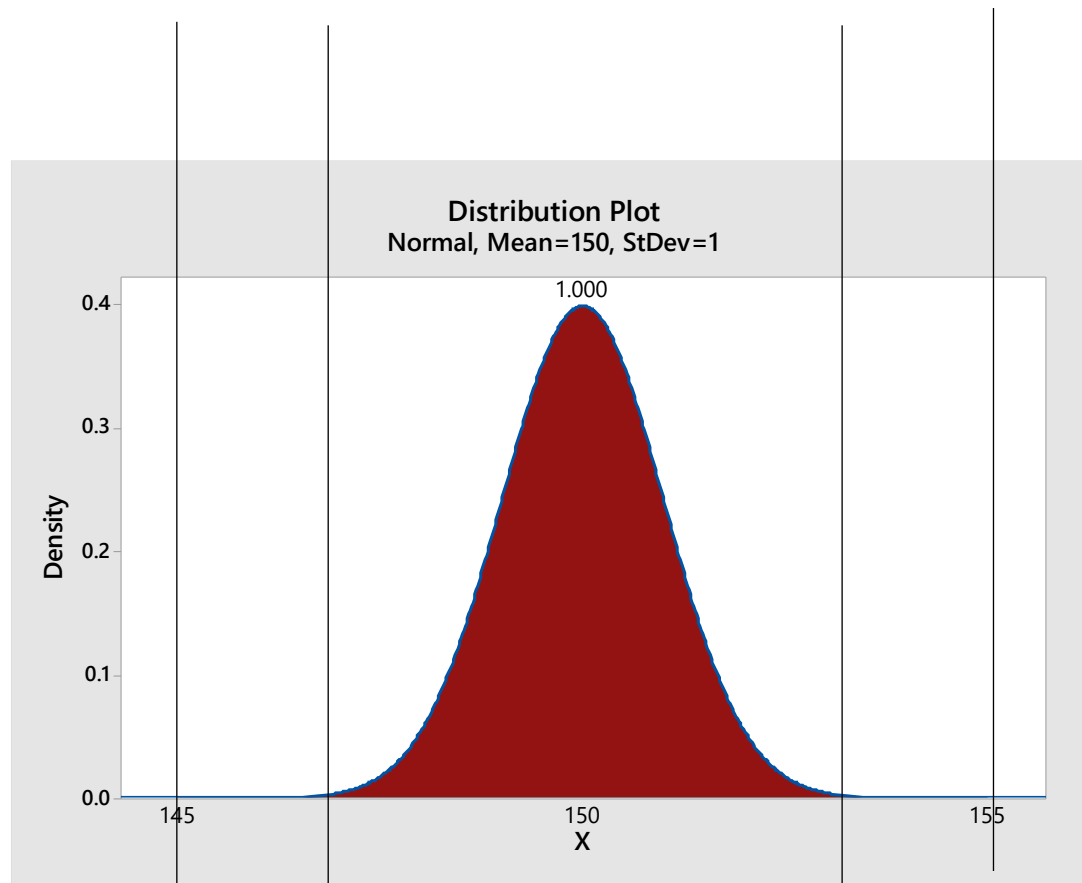


*Process
Performance vs
Specifications*

Capable Process

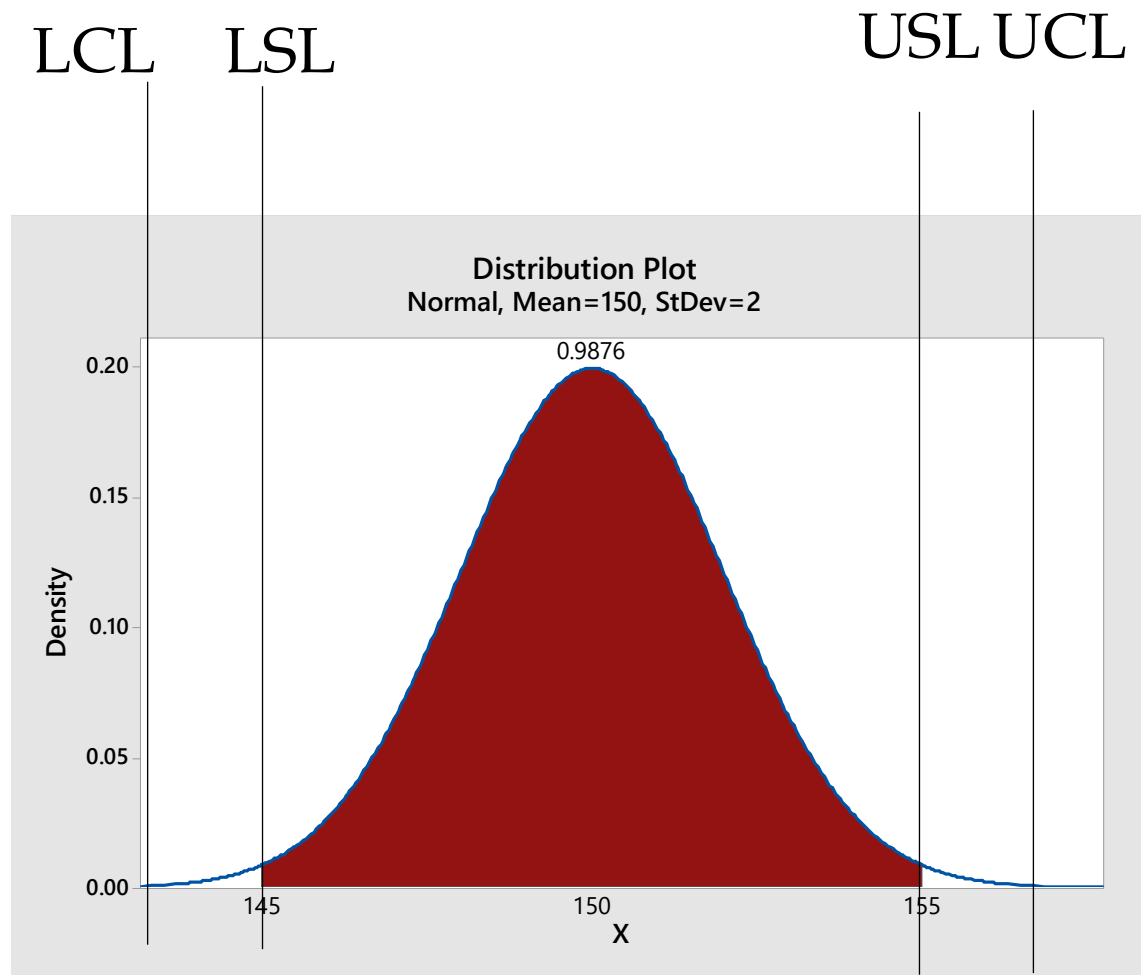
LSL LCL

UCL USL



*Process
Performance vs
Specifications*

Is this process capable? .. No



*Process
Performance vs
Specifications*

Process Performance Matrices

- ❖ Percent Defectives
- ❖ PPM
- ❖ DPMO
- ❖ DPU
- ❖ Rolled Throughput Yield

(already covered in 2E-1)

*Process
Performance vs
Specifications*

3F Process and Performance Capability

01 Process performance vs process specification

02 Process capability studies

03 Process capability and process performance

04 Short-term vs long-term capability and sigma shift

Process Capability Studies

- ❖ Select the process
- ❖ Data Collection Plan
- ❖ Measurement System Analysis
- ❖ Gather data
- ❖ Confirm normality of data
- ❖ Confirm that the process is in control
- ❖ Estimate the process capability (C_p , C_{pk})
- ❖ Continually improve process

*Process
Capability
Studies*

3F Process and Performance Capability

- 01 Process performance vs process specification*
- 02 Process capability studies*
- 03 Process capability and process performance*
- 04 Short-term vs long-term capability and sigma shift*

Process Capability Indices

- ❖ Ratio of the spread between the process specifications to the spread of the process values, (6 process standard deviations) .
- ❖ Voice of customer / Voice of process > 1

Cp, Cpk
Pp, Ppk

Process Capability Indices

❖ Voice of Customer:

- ❖ LSL – Lower Specification Limit
- ❖ USL - Upper Specification Limit

❖ Voice of Process:

- ❖ LCL – Lower Control Limit
- ❖ UCL - Upper Control Limit

C_p, C_{pk}
P_p, P_{pk}

Cp

$$C_p = \frac{(USL - LSL)}{6 \times \sigma_{within}}$$

Cp, Cpk
Pp, Ppk

Cpk

$$C_{pL} = \frac{(\text{Process Mean} - LSL)}{3 \times \sigma_{within}}$$

$$C_{pU} = \frac{(USL - \text{Process Mean})}{3 \times \sigma_{within}}$$

$$C_{pk} = \text{Min} (C_{pU}, C_{pL})$$

Cp, Cpk
Pp, Ppk

σ within

- ❖ Short term standard deviation
- ❖ It is an estimate of the variation within the subgroups.
- ❖ It should not be influenced by changes to process inputs, such as tool wear or different lots of material.

σ overall

- ❖ Long term standard deviation

Cp, Cpk
Pp, Ppk

piston ring diameter are $74.0 \text{ mm} \pm 0.05 \text{ mm}$.

Every 5 rows represent a subgroup.

Total 25 subgroups

Diameter

74.030

74.002

74.019

73.992

74.008

73.995

73.992

74.001

74.011

74.004

73.988

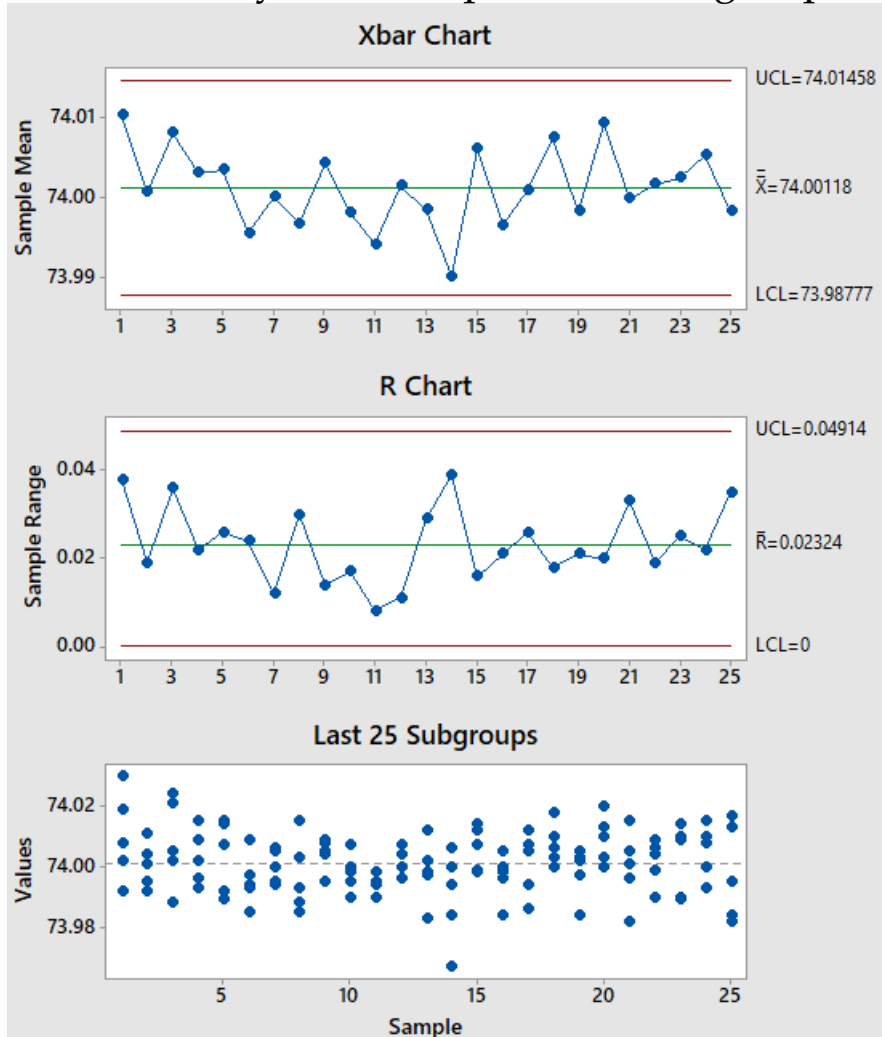
Cp, Cpk

- ❖ Conditions to be met:
 - ❖ Sample to represent the population
 - ❖ Normal distribution of data *
 - ❖ The process must be in statistical control *
 - ❖ Sample size must be sufficient

Short term vs Long term SD

piston ring diameter are 74.0 mm \pm 0.05 mm.

Every 5 rows represent a subgroup.



Cp, Cpk

PistonRingDiameter

Diameter

74.030

74.002

74.019

73.992

74.008

73.995

73.992

74.001

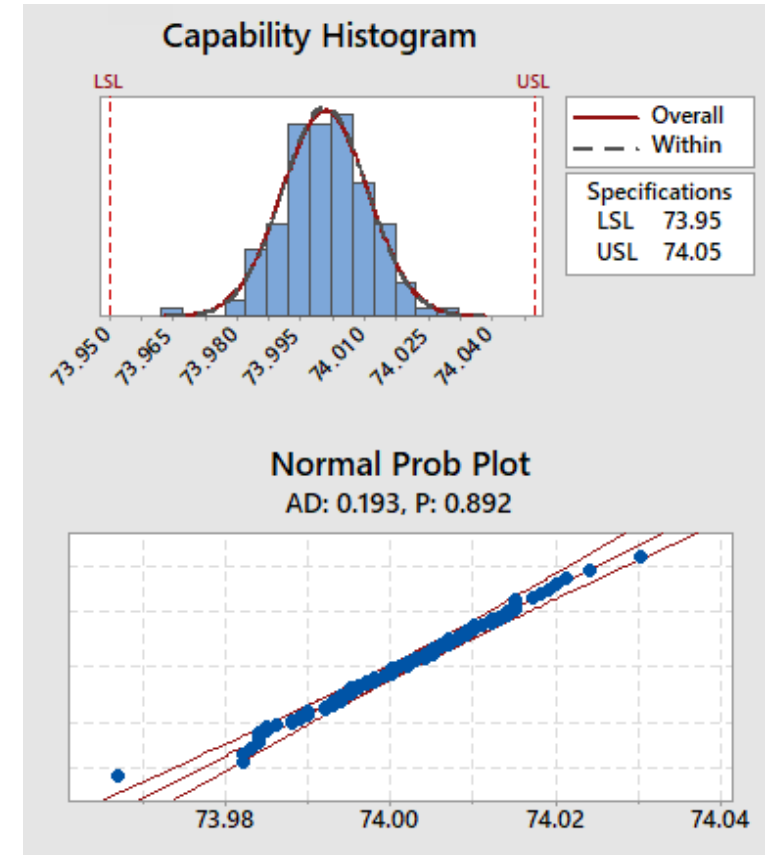
74.011

74.004

73.988

$$S = \frac{\bar{R}}{d_2}$$

$$d_2 = 2.326$$



Stat > Quality Tools > Capability Sixpack > Normal ...

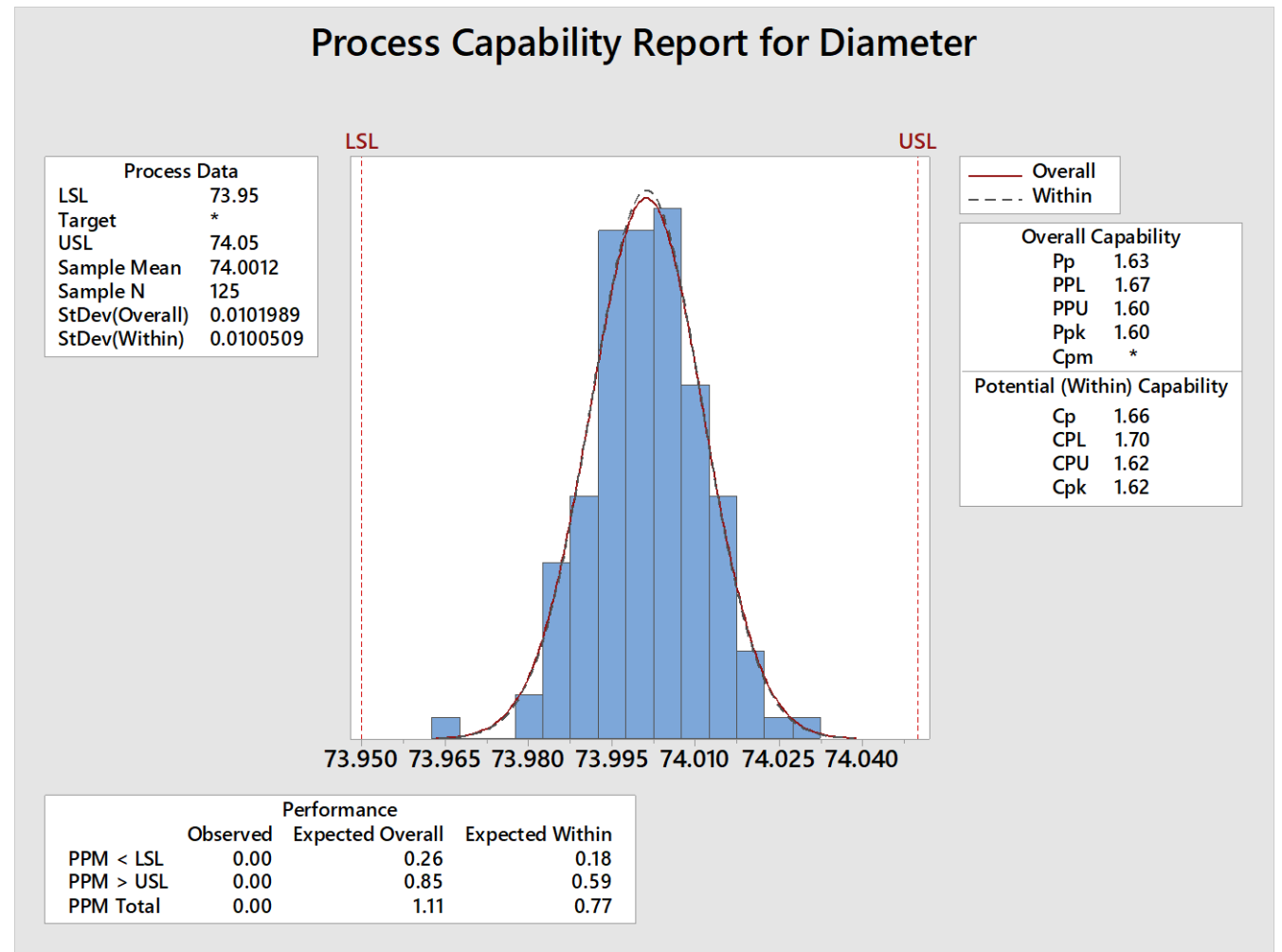
Short term vs Long term SD

Piston ring
diameter are 74.0
mm ± 0.05 mm.

$$C_p = \frac{(USL - LSL)}{6 \times \sigma_{within}}$$

$$C_p = \frac{(74.05 - 73.95)}{6 \times 0.0100509}$$

$$C_p = \frac{(74.5 - 73.5)}{6 \times 0.0100509} = 1.658$$



Stat > Quality Tools > Capability Analysis > Normal ...

Short term vs Long term SD

Piston ring
diameter are 74.0
mm \pm 0.05 mm.

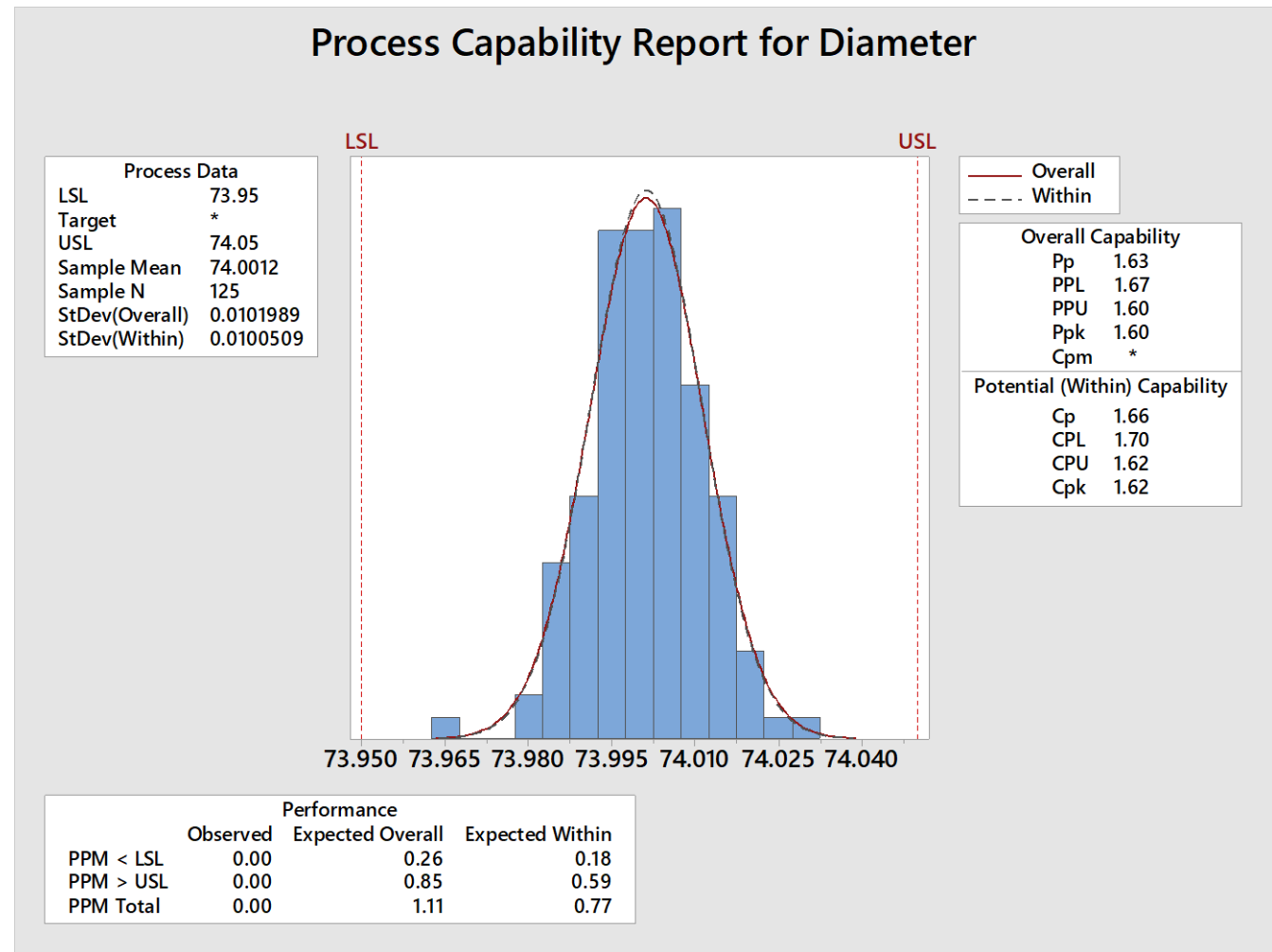
$$C_{pL} = \frac{(\text{Process Mean} - LSL)}{3 \times \sigma_{\text{within}}}$$

$$C_{pL} = \frac{(74.0012 - 73.95)}{3 \times 0.0100509} = 1.698$$

$$C_{pU} = \frac{(USL - \text{Process Mean})}{3 \times \sigma_{\text{within}}}$$

$$C_{pU} = \frac{(74.05 - 74.0012)}{3 \times 0.0100509} = 1.618$$

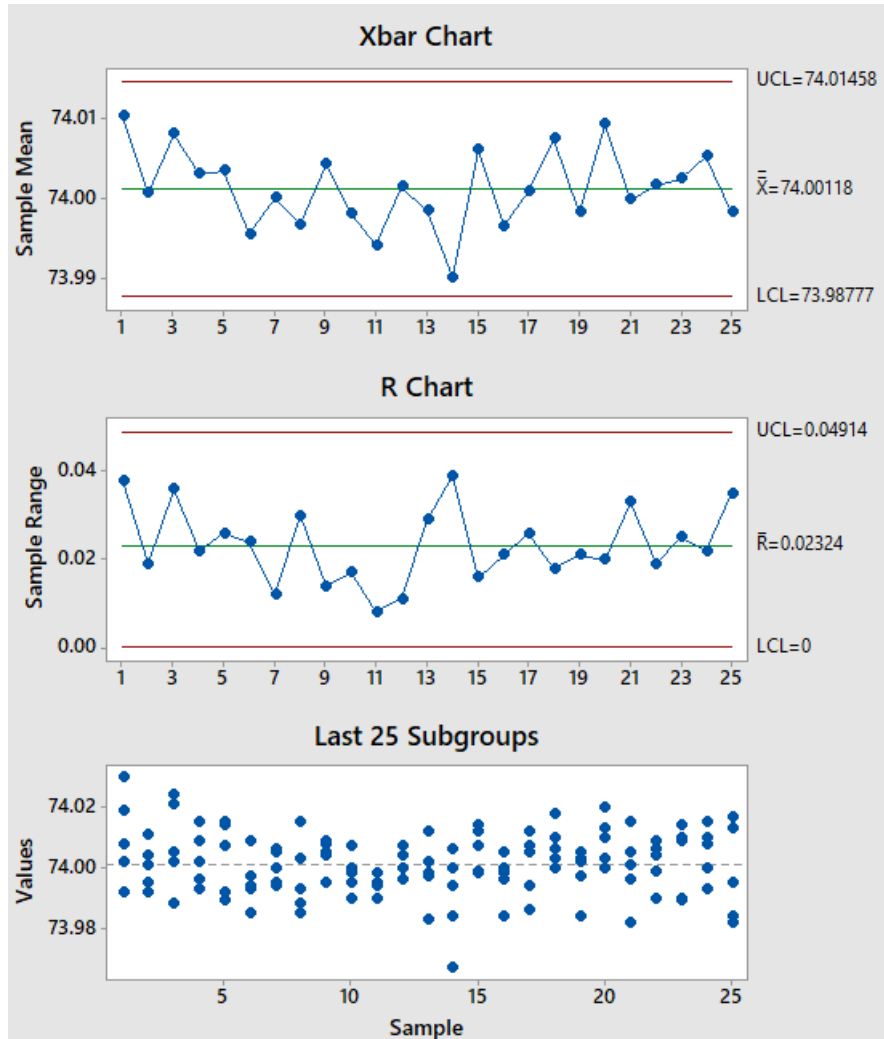
$$C_{pk} = \text{Min}(C_{pU}, C_{pL}) = 1.618$$



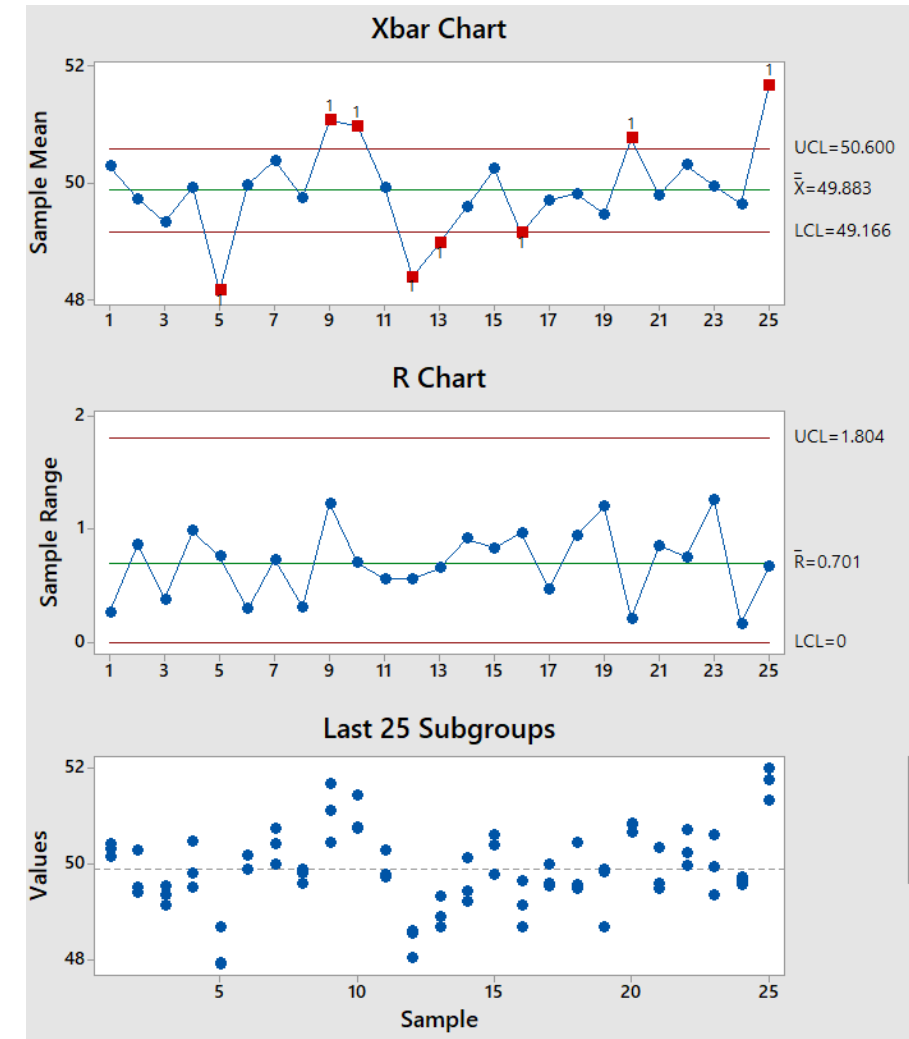
Stat > Quality Tools > Capability Analysis > Normal ...

Short term vs Long term SD

piston ring diameter are $74.0 \text{ mm} \pm 0.05 \text{ mm}$.
Every 5 rows represent a subgroup.

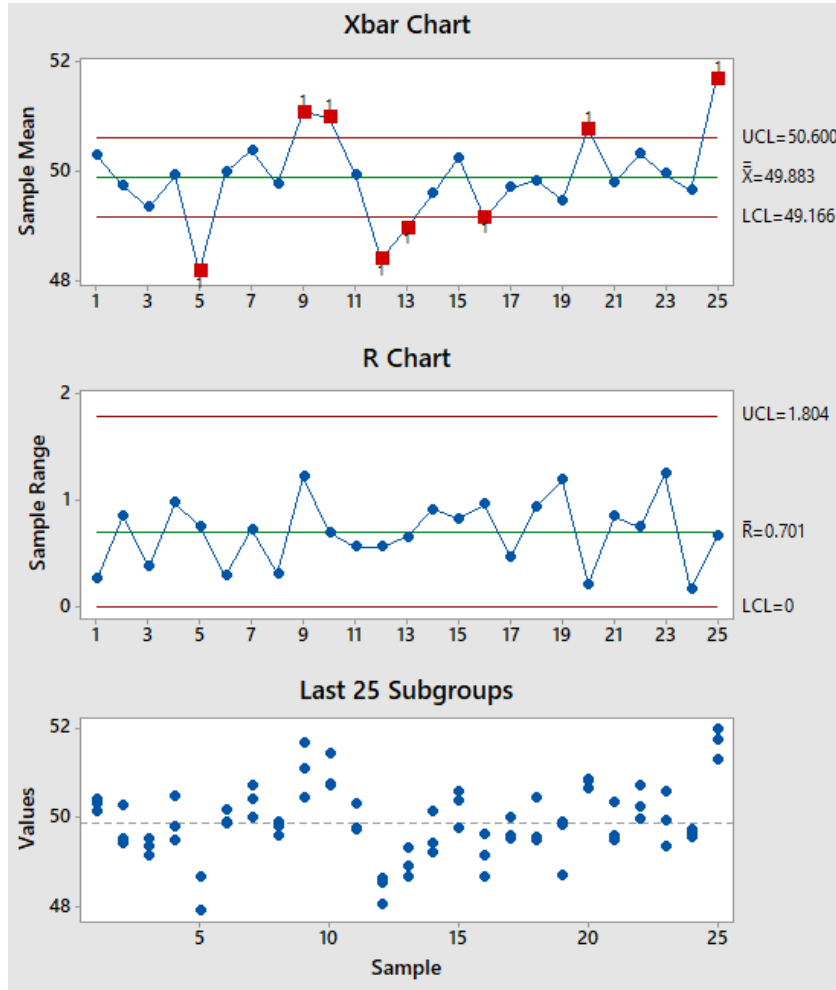


The film thickness must be 50 ± 3 microns
Subgroup size of 3.



Short term vs Long term SD

The film thickness must be 50 ± 3 microns
Subgroup size of 3.



Cp, Cpk, Pp, Ppk



Film Thickness

Coating Roll

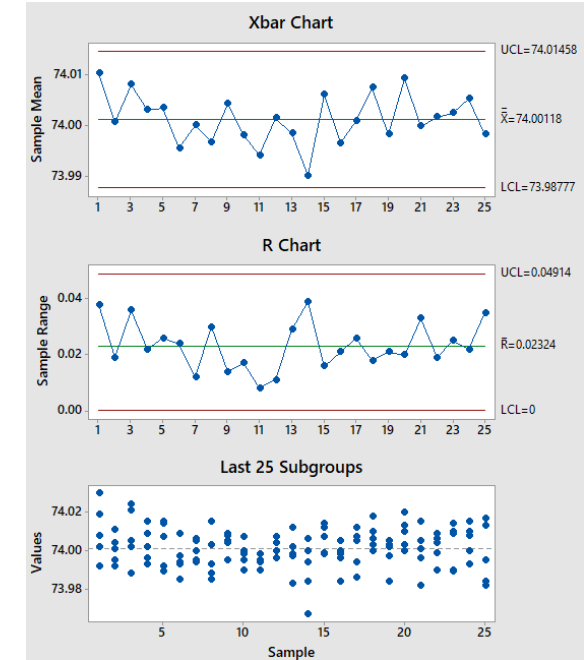
50.3175	1
50.1432	1
50.4081	1
49.5077	2
50.2715	2
49.4091	2
49.3587	3
49.1436	3
49.5229	3

$$S = \frac{\bar{R}}{d_2}$$

For Cp, Cpk use
Short-term sd

$$s = \sqrt{\frac{(x - \bar{x})^2}{n - 1}}$$

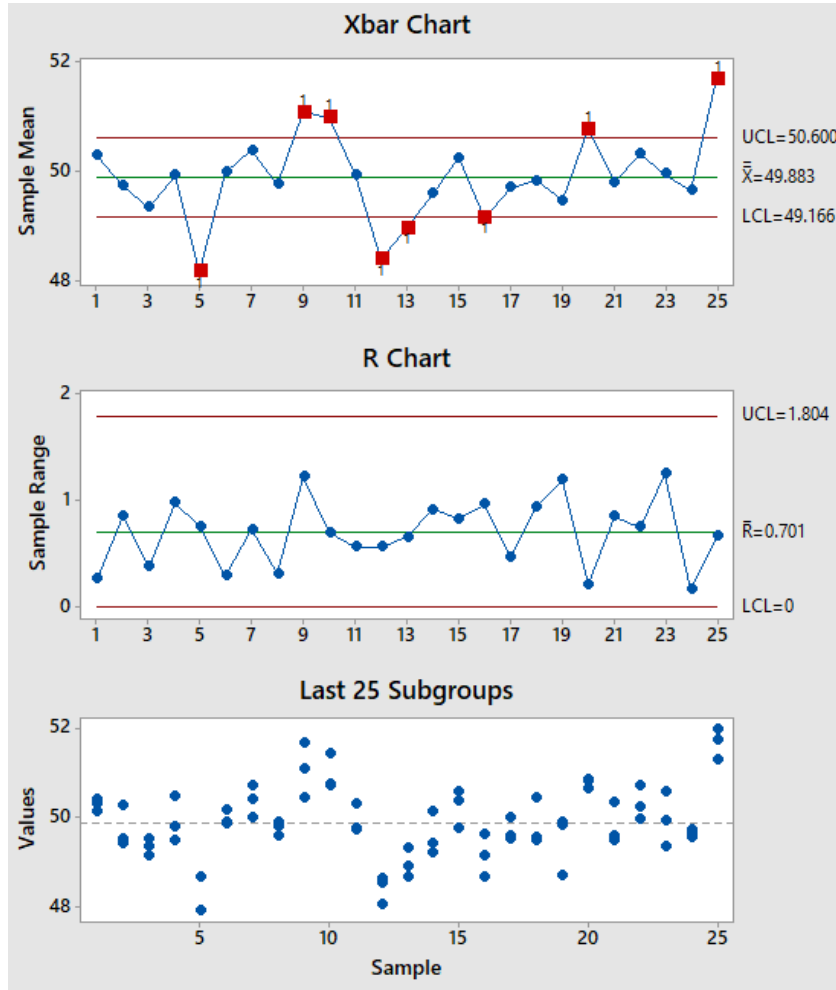
For Pp, Ppk use
Long-term sd



Short term vs Long term SD

The film thickness must be 50 ± 3 microns
Subgroup size of 3.

Cp, Cpk, Pp, Ppk



Film Thickness

Coating Roll

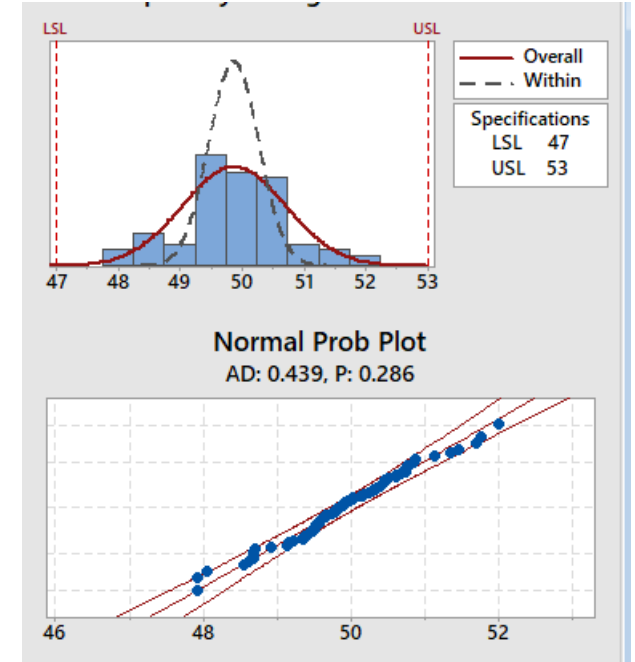
50.3175	1
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50.2715	2
49.4091	2
49.3587	3
49.1436	3
49.5229	3

$$S = \frac{\bar{R}}{d_2}$$

For Cp, Cpk use
Short-term sd

$$s = \sqrt{\frac{(x - \bar{x})^2}{n - 1}}$$

For Pp, Ppk use
Long-term sd



Short term vs Long term SD

$$C_p = \frac{(USL - LSL)}{6 \times \sigma_{within}}$$

$$C_{pL} = \frac{(\text{Process Mean} - LSL)}{3 \times \sigma_{within}}$$

$$C_{pU} = \frac{(USL - \text{Process Mean})}{3 \times \sigma_{within}}$$

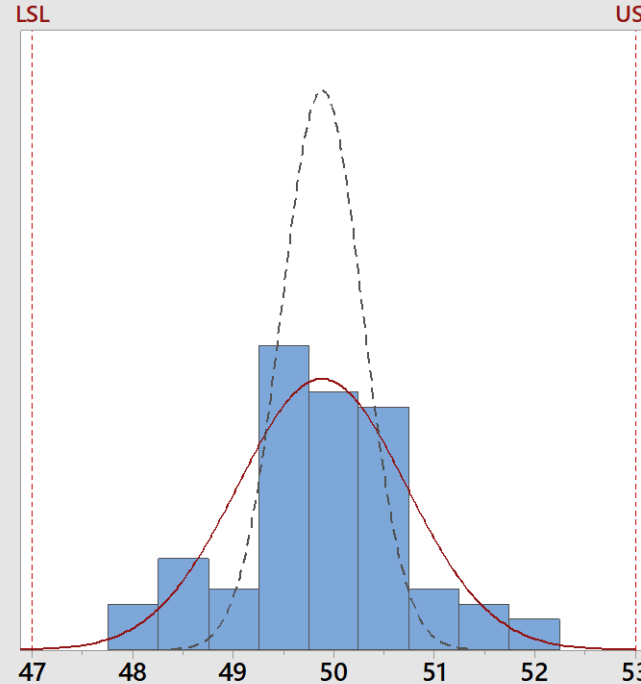
$$C_{pk} = \text{Min} (C_{pU}, C_{pL})$$

Process capability

Potential capability

Process Capability Report for Coating

Process Data	
LSL	47
Target	*
USL	53
Sample Mean	49.8829
Sample N	75
StDev(Overall)	0.838488
StDev(Within)	0.40608



— Overall
- - - Within

Overall Capability	
Pp	1.19
PPL	1.15
PPU	1.24
Ppk	1.15
Cpm	*

Potential (Within) Capability	
Cp	2.46
CPL	2.37
CPU	2.56
Cpk	2.37

	Performance		
	Observed	Expected Overall	Expected Within
PPM < LSL	0.00	292.72	0.00
PPM > USL	0.00	100.61	0.00
PPM Total	0.00	393.34	0.00

$$P_p = \frac{(USL - LSL)}{6 \times \sigma_{overall}}$$

$$P_{pL} = \frac{(\text{Process Mean} - LSL)}{3 \times \sigma_{overall}}$$

$$P_{pU} = \frac{(USL - \text{Process Mean})}{3 \times \sigma_{overall}}$$

$$P_{pk} = \text{Min} (P_{pU}, P_{pL})$$

Process Performance

Overall capability

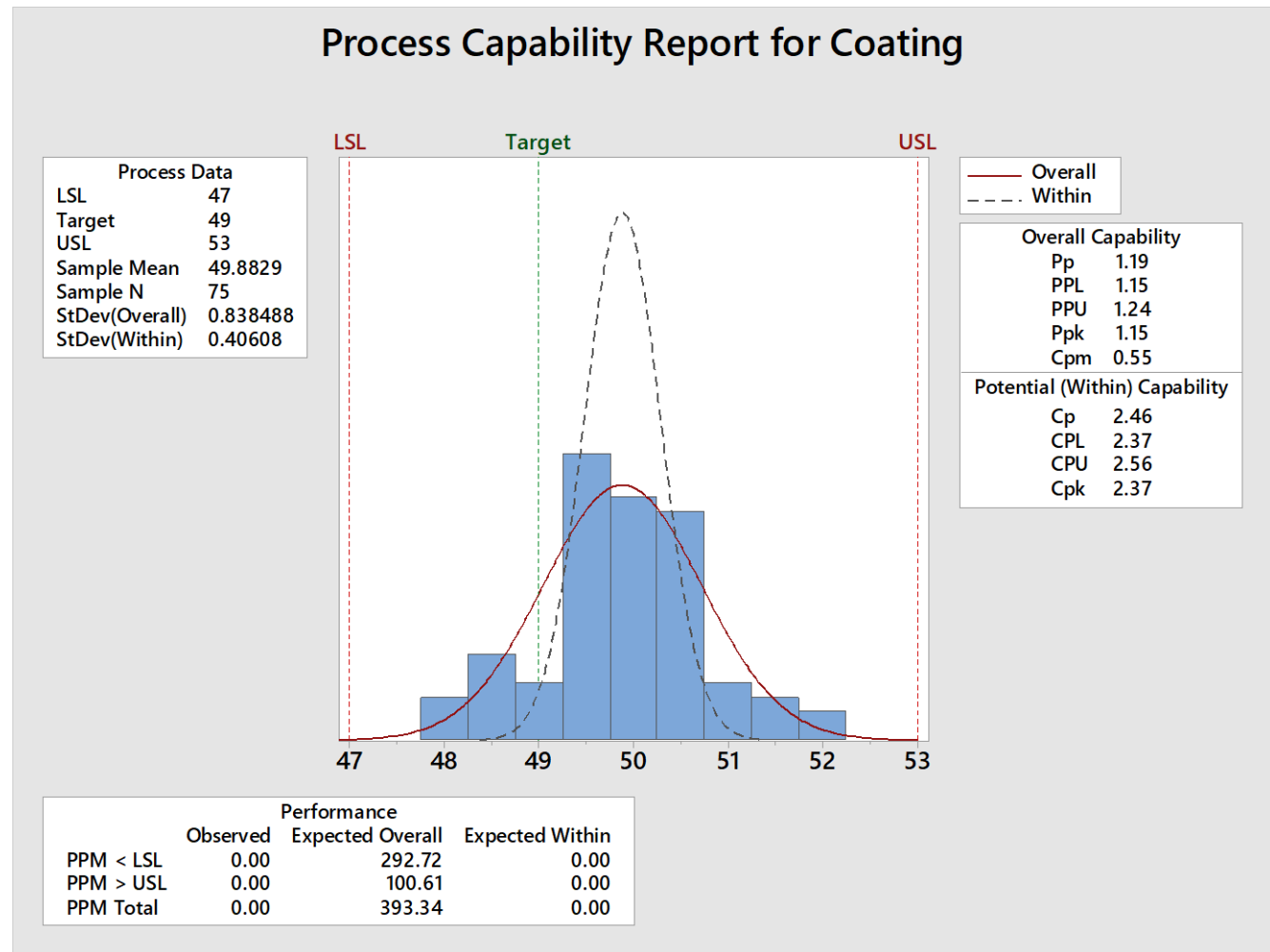
Stat > Quality Tools > Capability Analysis > Normal ...

Short term vs Long term SD

C_{pm}

$$P_p = \frac{(USL - LSL)}{6 \times \sigma_{overall}}$$

$$C_{pm} = \frac{(USL - LSL)}{6\sqrt{\sigma^2 + (\mu - T)^2}}$$



C_{pm}

3F Process and Performance Capability

01 Process performance vs process specification

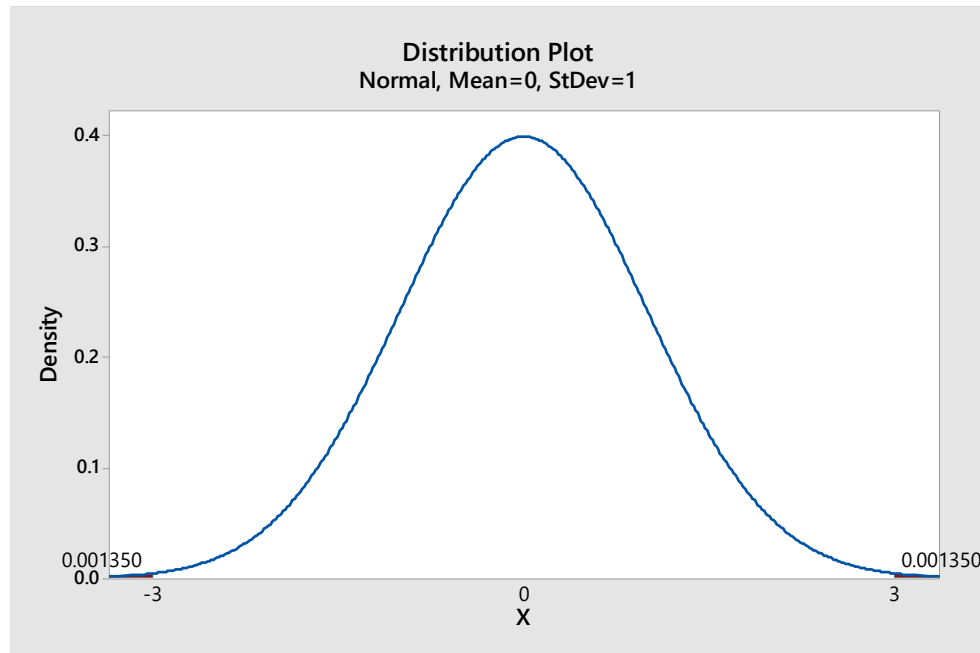
02 Process capability studies

03 Process capability and process performance

04 Short-term vs long-term capability and sigma shift

6 Sigma = 3.4 DPMO ... Why?

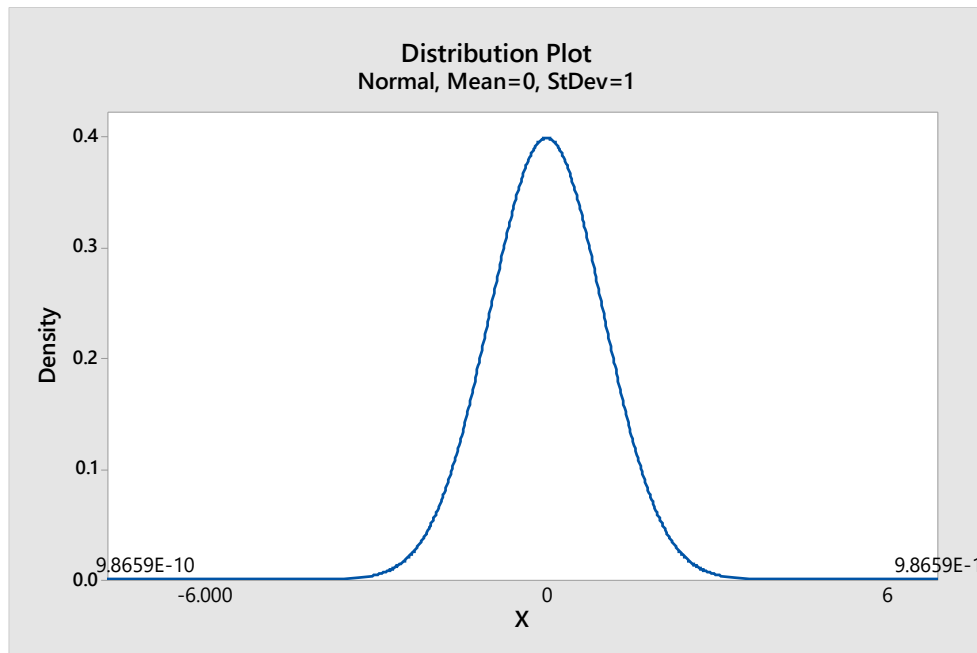
- ❖ SPC required processes to be controlled within plus minus 3 sigma.
- ❖ This results in 2.7 defects per thousand or 2700 DPMO. (with no long-term shift)



*Long-term
Sigma Shift*

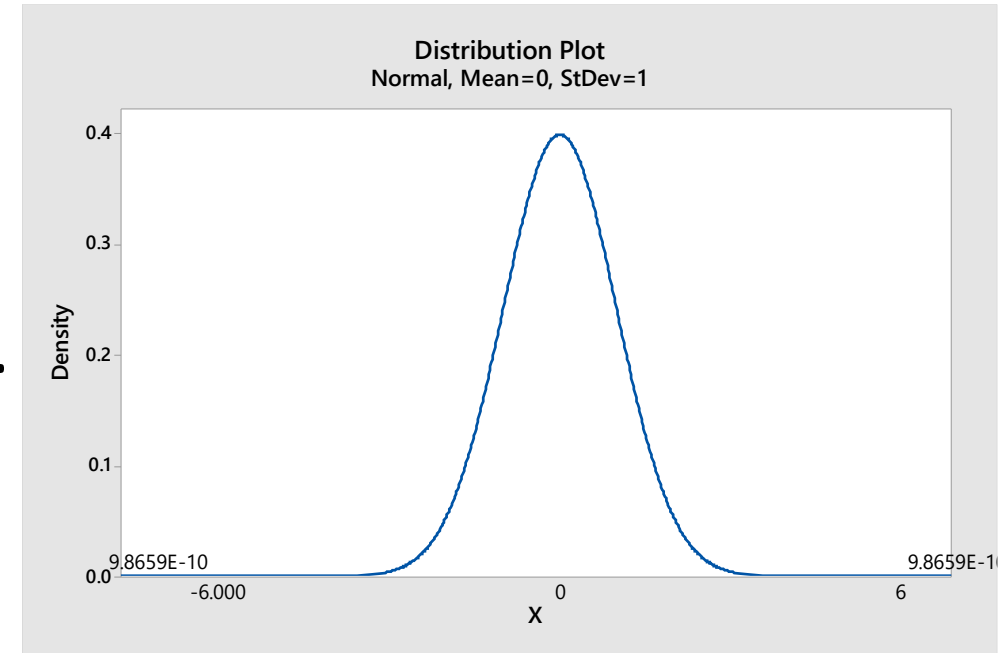
6 Sigma = 3.4 DPMO ... Why?

- ❖ Instead of plus minus 3 sigma, if the process is controlled in plus minus 6 sigma, what will be the DPMO?



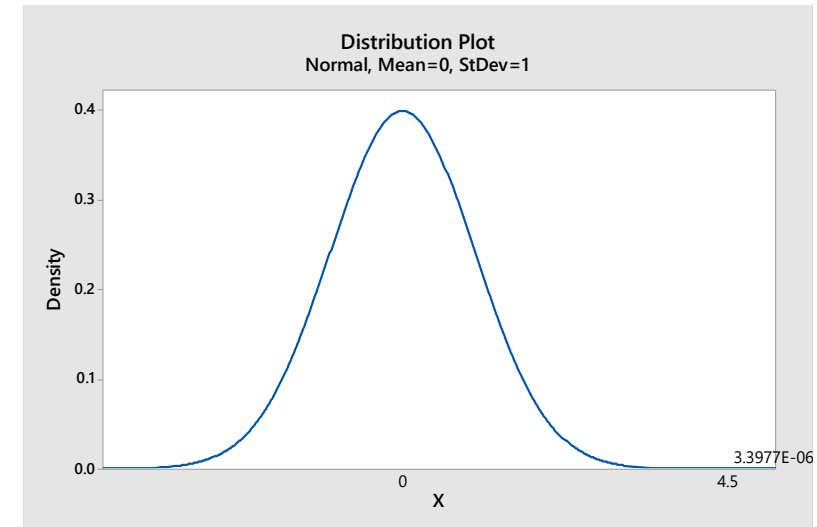
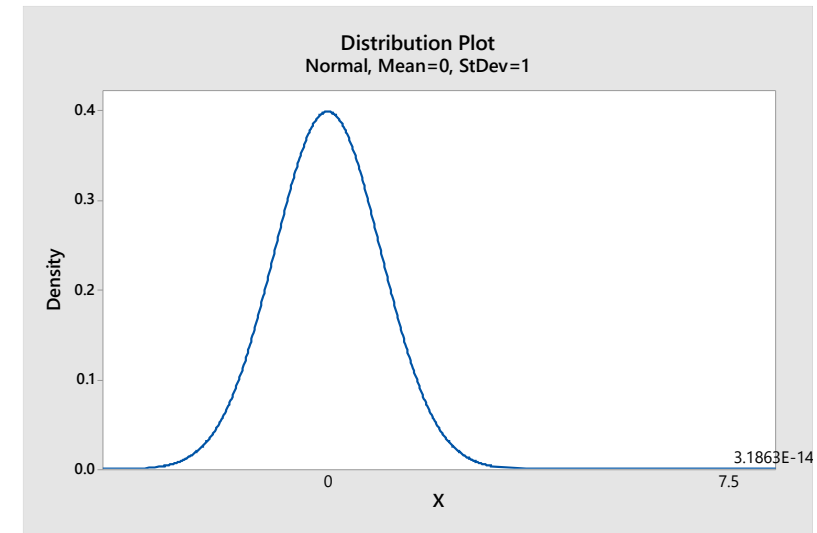
*Long-term
Sigma Shift*

- ❖ $2 \times 9.86 \times 10^{-10}$
- ❖ $2 \times 9.86 \times 10^{-4}$ per million
- ❖ 0.001972 DPMO
- ❖ But this should have been 3.4 DPMO ..
Why it is so low?
- ❖ The difference is because of 1.5 sigma shift allowed on long-term



Long-term Sigma Shift

- ❖ After 1.5 sigma shift, one side will be in 4.5 sigma and other side in 7.5 sigma.
- ❖ Rejections will be sum of
 - ❖ 3.397 DPMO
 - ❖ 3.186×10^{-8} DPMO
- ❖ Hence 3.4 DPMO



Long-term Sigma Shift