

EXHIBIT A

(Description of Licensed Materials)

A. Green Belt, Champion & Executive Training Topics

1. Why Do Six Sigma
 - a) Six Sigma defined.
 - (i) Overview of business applications
 - (ii) Example Sigma Levels
 - (iii) Introduction to DPMO and cost as metrics.
 - b) Comparisons between typical TQM and Lean Six Sigma Programs.
 - c) Origins and Success Stories.
2. How to Deploy Six Sigma
 - a) Leadership responsibilities.
 - b) Description of the roles and responsibilities.
 - c) Resource allocation.
 - d) Data driven decision making.
 - e) Organizational metrics and dashboards.
 - (i) CTx Flow-down Model (Big Y's, Little y's)
3. Six Sigma Projects
 - a) Project Focus / Customer Focus
 - b) Selecting Projects.
 - c) Overview of DMAIC methodology.
 - d) Project Reporting.
4. Training & Personnel
 - a) Management Training
 - b) Champion Selection & Training
 - c) Black Belt Selection & Training
 - d) Green Belt Selection & Training
 - e) Ongoing Training
5. DEFINE: Project Definition
 - a) Project Charter development.
 - b) Work Breakdown Structure.
 - c) Pareto Diagrams.
 - d) Process Maps.
 - e) SIPOC.
6. DEFINE: Project Scheduling
 - a) Managing Project Schedules.
 - b) Critical Path / PERT Analysis.
 - c) GANNT Chart.

7. DEFINE: Goals & Metrics
 - a) CTQ Metrics: DPMO, Throughput Yield, Sigma Levels.
 - b) CTS Metrics: Cycle Efficiency, Velocity, OEE.
8. DEFINE: Change Management / Teams
 - a) Achieving Buy-In.
 - b) Team Formation, Rules & Responsibilities.
 - (i) Stages of Team Development.
 - (ii) Overcoming Problems.
 - c) Consensus Building
 - (i) Affinity Diagram.
 - (ii) Nominal Group Technique.
 - (iii) Prioritization Matrix.
9. MEASURE: Tools
 - a) Measure Stage Objectives.
 - b) Process Definition: Flowcharts.
 - c) Process Metrics (CTQ, CTC, CTS).
 - d) Establishing Process Baseline.
 - (i) Enumerative vs. Analytic Statistics.
 - (ii) Process Variation & Deming's Red Bead.
 - (iii) Benefits of Control Charts.
 - (iv) Requirements vs. Control / Tampering.
 - (v) General Control Chart Interpretation.
10. MEASURE: Green Belt Tools Workshop
 - a) Data Collection Workshop
 - b) MSA Analysis of Data
 - c) Control Chart Analysis of Data
 - d) Capability Analysis of Data
11. ANALYZE: Regression Analysis
 - a) Scatter Diagrams.
 - b) Linear Model.
 - c) Interpreting the ANOVA Table.
 - d) Confidence & Prediction Limits.
 - e) Residuals Analysis.
 - f) Overview of Multiple Regression Tools
 - (i) DOE vs. Traditional Experiments & Data Mining
12. ANALYZE: Value Stream Analysis
 - a) ANALYZE Stage Objectives.
 - b) Definition of Waste.
 - c) Value Stream Maps.
 - d) Lead Time Reduction Strategies.

- e) Level Loading and Batches.
- f) Setup Time Analysis.
- 13. ANALYZE DOE Basics
 - a) Terminology
 - b) DOE vs. Traditional Experiments
 - c) DOE vs. Historical Data
 - d) Design Planning.
 - e) Design Specification.
 - f) Selecting Responses.
 - g) Selecting Factors and Levels.
- 14.IMPROVE: Tools
 - a) Improve Stage Objectives.
 - b) Tools to Prioritize Improvement Opportunities.
 - c) Tools to Define New Process Flow.
 - (i) Lean Tools to reduce NVA and Achieve Flow.
 - (ii) Setup Time Reduction.
 - d) Tools to Define & Mitigate Failure Modes.
 - (i) PDPC.
 - (ii) FMECA.
 - (iii) Preventing Failures.
 - e) Reference to Tools for Defining New Process Levels.
- 15.CONTROL: Tools
 - a) Control Stage Objectives.
 - b) Control Plans.
 - c) Training.
 - d) Measuring Improvement.

B. Additional Black Belt Training Topics

- 16.DEFINE: Project Financials
 - a) CTC Metrics.
 - b) Quality Cost Classifications.
 - c) Quantifying Project Benefits.
- 17.MEASURE: Distributions.
 - a) General Probability Rules.
 - b) Description, usage, Excel/Minitab functions, & examples for:
 - (i) Binomial.
 - (ii) Hypergeometric.
 - (iii) Poisson.
 - (iv) Normal.
 - (v) LogNormal.

- (vi) Exponential.
 - (vii) Weibull.
 - c) Probability Plots.
 - d) Goodness of Fit tests (A-D & K-S).
 - e) Johnson Distributions.
- 18.MEASURE: X-Bar Charts
- a) Uses.
 - b) Construction & Calculations.
 - c) Assumptions.
 - d) Rational Subgroups.
 - e) Sampling Considerations.
 - f) Interpretation, including Run Test Rules.
- 19.MEASURE: Attribute Charts
- a) Uses.
 - b) Selection.
 - c) Construction & Calculations.
 - d) Sampling Considerations.
 - e) Interpretation, including Run Test Rules.
- 20.MEASURE: Process Capability
- a) Histograms.
 - b) Probability Plots.
 - c) Goodness of Fit Tests.
 - d) Capability & Performance Indices.
 - (i) Relative to Process Control.
 - (ii) Interpretation.
 - (iii) Estimating Error.
- 21.MEASURE: Individuals Data
- a) Uses.
 - b) Construction & Calculations.
 - c) Assumptions.
 - d) Sampling Considerations.
 - e) Interpretation.
 - f) Overview of Other Individuals Charts.
 - (i) Run Charts.
 - (ii) Moving Average Charts.
 - (iii) EWMA Charts.
- 22.MEASURE: Short Run SPC
- a) Uses.
 - b) Calculations.
 - (i) Nominals chart.

- (ii) Stabilized Chart.
- 23. MEASURE: Measurement Systems Analysis
 - a) Stability Studies.
 - b) Linearity Analysis.
 - c) R&R Analysis.
 - (i) Range Method Calculations.
 - (ii) Interpretation.
 - (iii) Using Control Charts.
 - (iv) Destructive Tests.
 - (v) ANOVA Method.
- 24. ANALYZE: ANOVA
 - a) Assumptions.
 - b) One-Way ANOVA
 - c) Two-Way ANOVA without interaction.
 - d) Two-Way ANOVA with interaction.
- 25. ANALYZE: Sources of Variation
 - a) Multi-vari Plots.
 - b) Confidence Intervals on Mean.
 - c) Confidence Intervals on Percent.
 - d) Hypothesis Test on Mean.
 - e) Hypothesis Test on Paired Mean.
 - f) Hypothesis Test on Mean of Two Samples.
 - g) Hypothesis Test on Variance.
 - h) Hypothesis Test on Variance of Two Samples.
 - i) Contingency tables.
 - j) Power & Sample Size.
 - k) Non-parametric Tests.
- 26. ANALYZE: Multiple Regression
 - a) Multivariate Models.
 - b) Interaction Plots.
 - c) Interpreting ANOVA Tables.
 - d) Model Considerations.
 - e) Stepwise Regression.
 - f) Residuals Analysis.
- 27. ANALYZE: DOE Introduction
 - a) Terminology
 - b) DOE vs. Traditional Experiments
 - c) DOE vs. Historical Data
 - d) Design Planning.
 - e) Design Specification.

- (i) Selecting Responses.
 - (ii) Selecting Factors and Levels.
- f) Complete Factorials.
- g) Fractional Factorials.
 - (i) Aliasing.
 - (ii) Screening Designs.
- 28.ANALYZE: DOE Analysis Fundamentals
 - a) Estimating Effects and Coefficients.
 - b) Significance Plots.
 - c) Estimating Error.
 - d) Extending Designs.
 - e) Power of Design.
 - f) Lack of Fit.
 - g) Tests for Surface Curvature.
- 29.ANALYZE: Design Selection
 - a) Desirable Designs.
 - b) Performance.
 - (i) Balance.
 - (ii) Orthogonality.
 - (iii) Resolution.
 - c) Other Design Models.
 - (i) Saturated Designs.
 - (ii) Plackett Burman Designs.
 - (iii) Johns 3/4 Designs.
 - (iv) Central Composite Designs.
 - (v) Box Behnken Designs.
 - (vi) Taguchi Designs (mention).
- 30.ANALYZE: Transforms
 - a) Need for Transformations.
 - b) Non-Constant Variance.
 - c) Box-Cox Transforms.
 - d) Calculated Parameters.
 - e) Taguchi Signal to Noise Ratios.
- 31.IMPROVE: Evolutionary Operation
 - a) Methodology.
 - b) Example.
 - c) Risks & Advantages.
- 32.IMPROVE: Response Surface Analysis
 - a) Objectives.
 - b) Applications.

- c) Sequential Technique.
- d) Steepest Ascent.
- 33.IMPROVE: Ridge Analysis
 - a) Graphical Method.
 - b) Analytical Method.
 - c) Overlaid Contours.
 - d) Desirability Function.
- 34.IMPROVE: Simulations
 - a) Applications.
 - b) Examples.
 - c) Applying Probabilistic Estimates.
- 35.CONTROL: Serial Correlation
 - a) Applications.
 - b) Estimating Autocorrelation.
 - c) Interpreting Autocorrelation.
 - d) Batch Control Charts.
- 36.CONTROL Time Series Models.
 - a) Components.
 - b) Multiplicative & Additive Models.
 - c) Decomposition.
 - d) Moving Average Model.
 - e) Exponential Smoothing.
 - f) ARIMA Models
- 37.Design for Six Sigma Overview
 - a) Methodology.
 - b) Tools for DFSS.
 - c) System, Parameter and Tolerance Designs.