

d	1	<p>The decision-making authority delegated to lower management levels depends on:</p> <p>I. The situation  II. The extent of centralization or decentralization  III. Which people in the organization have the best information  IV. The complexity of the environment in which the organization functions</p> <p>I and III  II and IV  I, II, and IV  <b>I, II, III, and IV</b></p>
c	2	<p>Organizational culture is comprised of:</p> <p>Organization policy  Strategic plans  <b>Values, norms, and assumptions shared by the organization members</b>  Core competency of the organization</p>
b	3	<p>A leader derives her or his leadership role from:</p> <p>Her or his experience and training  <b>Acceptance of her or his direction by the followers</b>  Top management  Acceptance by the external customers and the public</p>
c	4	<p>Situational leadership is applicable when:</p> <p>I. One approach does not meet every situation  II. A new person on the job requires a lot of direction  III. A new process has been introduced  IV. The performer has mastered the task assigned</p> <p>II and III only  IV only  <b>I, II, III, and IV</b>  III only</p>
c	5	<p>Which of the following is not usually a role of a manager?</p> <p>Selects people to fill job vacancies  Mentors a potential candidate for management  <b>Determines the legality of a supplier–partnership agreement</b>  Organizes the work to be done</p>
d	6	<p>The most effective approach for initiating a breakthrough process reengineering effort would be to:</p> <p>Hire an external consultant to direct the planning and implementation of the process change  Form a cross-functional project team to carry out the process change  Appoint a change agent/sponsor, select a project manager, develop a preliminary plan (including feasibility analysis), obtain funds for detail planning, form a cross-functional project team, plan project details, obtain approval, and implement project. Retain an experienced external consultant as an advisor on issues where internal expertise may be lacking.  <b>Create an awareness of the need for change and communicate a vision of what the change will accomplish</b></p>

c	7	<p>An important benefit of using an internal change agent versus an external change agent is to: Guarantee reduction of the cycle time for quality improvement because the internal change agent already knows what needs to be done and how to do it.</p> <p>Set more goals for improvement because the internal change agent has a greater interest in the outcome.</p> <p>Gain greater support for change from a respected leader who understands the company's key business factors and the need for change.</p> <p>Better protect the needs of all stakeholders by providing feedback to top management that is nonthreatening and more objective.</p>
d	8	<p>Studies in the healthcare field have identified stethoscopes as one major cause of patient infections. To combat this cause, all healthcare professionals are urged to sterilize their stethoscopes before and after using with each patient. What approach would be best to ensure that this happens?</p> <p>Provide dispensers with sterilization pads at the entrance to all patient rooms, examining rooms, labs, and operating areas. Periodic unscheduled audits will be taken of the number of pads used. Praise or reprimand will be given based on audit findings.</p> <p>Same as A above except each wrapper includes a coupon for entering a weekly drawing for a prize of one's choice, and no audit will be conducted.</p> <p>Same as A above, except wrappers are saved and turned in to supervisor/department head at end of each shift and no audit will be conducted. Cooperating professionals will receive positive reinforcement for taking action, regardless of number of wrappers submitted.</p> <p>Professionals working in each unit will be allowed to design their own unit's nonmonetary incentive/reminder for participating in the stethoscope sterilization initiative.</p>
b	9	<p>Which of the following is not a type of organizational structure?</p> <p>Process</p> <p>Strategic</p> <p>Collateral</p> <p>Matrix</p>
d	10	<p>Which of the following are ways to promote quality and teamwork in organizations?</p> <p>I. Reducing hierarchies</p> <p>II. Creating steering committees</p> <p>III. Recognizing internal customers</p> <p>IV. Structuring the organization into teams</p> <p>I and III only</p> <p>II and IV only</p> <p>I, II, and III only</p> <p>I, II, III, and IV</p>
a	11	<p>Which of the following are good reasons for including workforce personnel on project teams?</p> <p>I. Provide subject matter expertise.</p> <p>II. Reduce the upper management time commitment.</p> <p>III. Increase worker participation in the improvement process.</p> <p>IV. Reduce the direct-labor allocation on over-budget product lines.</p> <p>I and III only</p> <p>II and IV only</p> <p>I, III, and IV only</p> <p>I, II, III, and IV</p>

b	12	<p>Which of the following best describes the differences between a departmentalized and a matrix organization structure?</p> <p>Departmentalized organizations are often temporary, whereas matrices are permanent</p> <p><b>Departmentalized organizations will more likely deal with specific functions, products, customer-types or geographical issues, whereas matrix organizations are usually focused on specific projects.</b></p> <p>Departments are internal groups within the organization whereas matrices are external groups.</p> <p>Departmentalized organizations usually consist of workers with technical skills, whereas matrix-type organizations usually consist of high-level functional executives.</p>
d	13	<p>Empowerment can be characterized by each of the following statements except:</p> <p>Employees are able to operate in a state of self-control.</p> <p>A partnership is formed between employees and management.</p> <p>Employees are able to make decisions affecting their work.</p> <p><b>Management relinquishes responsibility to employees.</b></p>
b	14	<p>In your former position of employment you helped develop a statistical software package that the company markets, and because of your position there you receive royalties on the sales. Your current employer needs to purchase some statistical software and has asked you to select the best available package. You believe that the one sold by your former employer best meets the criteria. You should:</p> <p>State that you cannot participate in the selection process because of your potential bias.</p> <p><b>Tell the company of your financial interest in the software selected, along with the reasons for selecting it as the best option.</b></p> <p>Simply purchase the software because you know it is the best based on the matrix you used for analysis of the various packages.</p> <p>Select another statistical software package to avoid any possible perception of bias.</p>
d	15	<p>A department has been asked to name two employees who will become part of a temporary team set up by an external customer to resolve a recurring problem. Which of the following is the least important criterion for selecting the two representatives?</p> <p>Strong interpersonal skills</p> <p>Problem-solving skills</p> <p>Negotiation skills</p> <p><b>Knowledge of the customer's product</b></p>
c	16	<p>You have been meeting every day for four days with the purchasing manager, trying to decide the relative responsibilities of the quality and purchasing departments for dealing with supplier problems. Which of the following would likely be least effective at helping reach agreement?</p> <p>Meet in a conference room rather than one of your offices.</p> <p>Wait several days before meeting again.</p> <p><b>Write a procedure outlining how you believe the process should work.</b></p> <p>Spend more time listening than talking, in order to understand the purchasing manager's viewpoint.</p>
b	17	<p>Managers who take shortcuts, push employees beyond their limits, eliminate training, and neglect equipment maintenance probably are:</p> <p>Dissatisfied with their current salaries.</p> <p><b>Evaluated against short-term results.</b></p> <p>Striving for a promotion.</p> <p>Tired and overworked.</p>

d	18	<p>A tool used to assess the readiness of the organization to embrace and institutionalize change is:</p> <p>Management review. Hoshin planning. Nominal group technique. <b>Force-field analysis.</b></p>
c	19	<p>Two employees separately submitted the same idea to a company's formal suggestion system on the same date. Under the rules of the system the employee who submits an idea is to receive a portion of the financial savings in the first year, which for this idea will be a very substantial amount. However, each employee claims to have come up with the idea and insists that the other stole it and submitted it after a conversation they'd had about a processing problem in their department. Neither wants to share the reward. The company should:</p> <p>Change the suggestion system to be available only to teams. Call in an arbitrator to settle the issue. <b>Insist that the two employees negotiate with each other until they reach an agreement.</b> Ask others in the department how they believe the reward should be distributed.</p>
d	20	<p>The leader of a team that had formerly worked together exceptionally well has noticed several disagreements between team members since two new people joined the team two weeks ago. The leader should:</p> <p>Meet with all team members except the new ones and try to come up with suggestions for resolving any problems. Have a one-on-one discussion with each of the new members and explain how the team used to avoid arguments. Ask a facilitator to attend the next few meetings to help reduce conflict. <b>Do nothing.</b></p>
d	21	<p>A facilitator notices that the team jumps to conclusions after only one or two members have stated their opinion. The facilitator should:</p> <p>Tell the team to have a nonbinding vote before beginning a discussion, which will make each person's view apparent. Ask the team to fill out a questionnaire rating themselves on effective group process. Tell the quiet members they need to speak out. <b>Ask what the impact will be on the team if they don't adequately discuss issues.</b></p>
d	22	<p>A company has been very reactive in dealing with quality since it was started 19 years ago and management wants to develop a more proactive organization. Which of the following actions by top management would be most useful at the beginning of the process of change?</p> <p>Change the reward system. Create a new position with the title "preventive action coordinator." Reorganize into "small business units" that have a line of sight for quality problems. <b>Define, communicate, and demonstrate proactive quality behaviors.</b></p>
b	23	<p>A team is frustrated by the difficulty of the project on which they're working, and has asked the sponsor to attend their next meeting. The sponsor should:</p> <p>Decline, since the team needs to own the process. <b>Attend with a clear vision of the importance of the project.</b> Try to identify resisting forces before attending the meeting. Attend and communicate a sense of urgency.</p>

a	24	<p>Which of the following process improvement teams' projects is likely to be regarded as most successful where on-time deliverables are critical?</p> <p><b>Deliverables were completed on time, but project incurred a one percent cost overrun.</b></p> <p>Project team worked well together and worked hard but lacked sufficient resources to complete project on time and within budget.</p> <p>Project required a reduction in scope in order to finish within planned time and cost and avoid a late penalty.</p> <p>Project completed deliverables a week late and incurred a cost overrun but provided unplanned added value.</p>
b	25	<p>As part of the continued evolution of their TQM philosophy, a company recently devised a sophisticated gain-sharing program that allows all employees to obtain financial rewards from improved organizational performance. Which of the following is true?</p> <p>The company will see increased enthusiasm for their TQM efforts.</p> <p><b>Management should ensure that the TQM effort also taps intrinsic motivation.</b></p> <p>The gain-sharing program probably gives a greater proportion of the rewards to employees at higher levels of the organization.</p> <p>Quality to the customer may drop as improvement efforts become more focused on financial results.</p>
a	26	<p>Which of these circumstances might reasonably prompt a reevaluation of an organization's policies and strategic objectives?</p> <p>I. The retirement of the CEO</p> <p>II. A merger with another company</p> <p>III. Divestiture of a major division</p> <p>IV. Obsolescence of a major technology</p> <p><b>I, II, III, and IV</b></p> <p>II, III, and IV only</p> <p>I, II, and IV only</p> <p>II and III only</p>
c	27	<p>A small chain of five retail stores has just completed its initial strategic planning and wishes to determine the effectiveness of its plans for the first year. They should track and measure:</p> <p>Results from action plans.</p> <p>Frequency of application of the quality policy.</p> <p><b>Attainment of the strategic objectives.</b></p> <p>Organization goals.</p>
a	28	<p>Three hospitals are located within the same metropolitan area. One hospital determined that both its cafeteria and its gift shop ranked lower in variety and convenience than the other two hospitals. Which of the following actions would be most appropriate?</p> <p><b>Normalize the data based on any significant differences in the customers being served (for example, economic strata).</b></p> <p>Subcontract the cafeteria and gift shop to outside sources that can provide greater attention to these nonmedical aspects of the hospital operations.</p> <p>Colocate the cafeteria and the gift shop in order to share resources, reduce costs, simplify access, and allow a greater investment in variety.</p> <p>Look at customer purchasing patterns and profit margins to maximize investment payback.</p>
c	29	<p>Strategic planning may include all but which of the following?</p> <p>A SWOT analysis</p> <p>Hoshin planning and deployment</p> <p><b>A seven-step problem-solving technique</b></p> <p>Scenario planning</p>

c	30	<p>During the development of company strategy, input should be sought from:</p> <p>Advertising agencies.  Competitors.  <b>Stakeholders.</b>  Public relations advisers.</p>
c	31	<p>To establish the direction an organization's first strategic planning initiative should take, the organization should first create:</p> <p>A mission statement  Organizational objectives.  <b>A vision statement.</b>  Action plans.</p>
d	32	<p>An organization's environmental scanning process has uncovered the following:</p> <ul style="list-style-type: none"> <li>• They have an underutilized core competency.</li> <li>• Their research and development capability is well recognized.</li> <li>• Retention of their best performers is a problem.</li> <li>• A new technology from another country can be employed in developing a whole new product family.</li> </ul> <p>What technique/tool was most likely used to categorize and analyze these and other similar data?</p> <p>Priorities matrix  Process map  Quality function deployment  <b>SWOT analysis</b></p>
a	33	<p>The role of the quality function in supporting strategic plans could include all but which of the following?  <b>Institute and enforce a quality policy across all organizational functions.</b>  Lead the implementation of an ISO 9001 QMS, as identified in the strategic plan.  Advise other functions in the setting of quality objectives that are linked to the organization's strategic plan.  Facilitate the deployment of the voice of the customer throughout the organization.</p>
c	34	<p>In preparation for strategic planning, organizations should look closely at their industry to determine:</p> <p>I. The amount of excess capacity.  II. Which competitors might join forces and become a greater threat.  III. How employees perceive competitor advertisements.  IV. What changes in regulatory requirements are likely to occur.</p> <p>I and II  II and III  <b>I, II, and IV</b>  I, II, III, and IV</p>
c	35	<p>Scenario planning is used for:</p> <p>Deciding which continuous improvement project recommendations to implement first.  Determining which method of financial analysis to use.  <b>Envisioning several alternative strategic viewpoints.</b>  Analyzing the results of a SWOT analysis.</p>
a	36	<p>The preferred technique/tool used to determine the strategies of organizations serving the same market as your own organization is:</p> <p><b>Competitive analysis.</b>  Benchmarking.  Industry trade association data research.  Survey of competitor's customers.</p>

d	37	<p>A stakeholder analysis would:</p> <p>Determine the appropriate dividend amount to be distributed to shareholders.</p> <p>Assess the feasibility of a partnership with a key supplier.</p> <p>Provide the basis to recommend the best strategy for dealing with pressure from a competitor.</p> <p><b>Delineate the outputs and outcomes needed by customers and regulatory agencies affecting the business.</b></p>
d	38	<p>Future technology advancements can affect:</p> <p>I. The services the organization provides.</p> <p>II. The speed of communications and the response time expected.</p> <p>III. The mass obsolescence of major existing products and processes.</p> <p>IV. The increased human competence required to design processes that effectively utilize the advanced technology available.</p> <p>I, II, and IV only</p> <p>II only</p> <p>I and IV only</p> <p><b>I, II, III, and IV</b></p>
a	39	<p>In developing a private college's balanced scorecard, which four of the following information categories would be best to consider?</p> <p>I. Alumni contributions</p> <p>II. Current student enrollments</p> <p>III. Percentage of students graduated</p> <p>IV. Faculty competence level</p> <p>V. Academic rating among competitors</p> <p>VI. Cash flow</p> <p>VII. New and/or updated programs under development</p> <p><b>III, IV, V, VI</b></p> <p>I, II, III, VI</p> <p>I, IV, V, VII</p> <p>II, III, V, VI</p>
a	40	<p>The most critical consideration in the deployment of strategic plans is:</p> <p><b>Sufficient resources can be made available to carry out the plans.</b></p> <p>The strategic goals do not exceed the present organization's capabilities.</p> <p>Middle management agrees with senior management that the strategic objectives are achievable.</p> <p>A process for tracking and measuring achievement of strategic goals is in place.</p>
c	41	<p>Of the following core values and concepts, which would be the most critical to apply to a newly mandated state emergency management agency?</p> <p>I. Visionary leadership</p> <p>II. Customer-driven excellence</p> <p>III. Agility</p> <p>IV. Focus on the future</p> <p>V. Focus on results and creating value</p> <p>VI. Management by fact</p> <p>VII. Managing for innovation</p> <p>I, III, V, VII</p> <p>II, V, VI</p> <p><b>I, III, IV, V, VI, VII</b></p> <p>V, VI</p>

b	42	<p>Knowledge and application of which of the following management theories and styles would be most useful to a manager dealing with an employee who is performing poorly?</p> <p>I. Maslow's hierarchy of needs  II. Herzberg's two-factor theory  III. McGregor's theory X and theory Y  IV. Kolb's experiential learning model  V. Behavior management—A–B–C analysis  VI. Hersey-Blanchard's situational leadership model  VII. Senge's systems thinking</p> <p>II, IV, VII  <b>I, II, V, VI</b>  I, III  IV, VII</p>
a	43	<p>Typical tools used as aids in selecting members for a process improvement team are:</p> <p><b>DiSC and MBTI.</b>  MBTI and process mapping.  Root cause analysis and fishbone chart.  Brainstorming and affinity diagram.</p>
b	44	<p>Organizational components that not only support other internal functions but also support external stakeholders are:</p> <p>Information technology and human resources.  <b>Finance and customer service.</b>  Engineering and R&amp;D.  Marketing and quality.</p>
c	45	<p>Two human resource functions that typically are shared with other organizational components are:</p> <p>Unemployment and relocation administration.  Union contract negotiation and OSHA compliance assessment.  <b>Staffing and training.</b>  Compensation and benefits administration.</p>
b	46	<p>Reasons for building an economic case for quality may include:</p> <p>I. The case expresses quality in the language of management.  II. The approach justifies quality initiatives in dollars and cents.  III. The Sarbanes-Oxley Act requires it.  IV. Quality is typically treated as a cost rather than as an investment.  V. The economic case for quality allows for comparison of it with other major investments or projects.</p> <p>III only  <b>I, II, IV, and V</b>  IV and V only  I and II only</p>
c	47	<p>Many budgets of internal staff and operations functions would not include figures for:</p> <p>I. Cash received.  II. Capital expenditures.  III. Short-term liabilities.  IV. Payroll expenses.</p> <p>IV only  III only  <b>I, II, and III</b>  I and III</p>

a	48	<p>Based only on the following data, which answer is correct?</p> <ul style="list-style-type: none"> <li>• Purchased 12 delivery trucks for a total of \$360,000</li> <li>• Estimated the payback from an ISO 9000 QMS project at \$1,200,000</li> <li>• Net income for the year is \$3,600,000</li> <li>• Spent \$400,000 on implementing the ISO 9001-based QMS</li> </ul> <p>ROI is \$3:1 RONA is \$10:1  ROI is 33% RONA is \$9:1  ROI is 30% RONA is \$10:1  ROI is \$3:1 RONA is \$9:1</p>
c	49	<p>Assessing and identifying exposure to risks should:</p> <ol style="list-style-type: none"> <li>I. Be done prior to investing in a major capital expenditure.</li> <li>II. Be a continual process.</li> <li>III. Be undertaken as part of the feasibility analysis prior to purchasing another business.</li> <li>IV. Include financial, physical, safety, security, health, product liability, and proprietary information risk exposures.</li> </ol> <p>I, III, IV only  I, III only  <b>I, II, III, and IV</b>  I only</p>
a	50	<p>Which of the following are methods for mitigating risks?</p> <ol style="list-style-type: none"> <li>I. Eliminate the condition that may cause a loss to occur</li> <li>II. Establish contingency plans</li> <li>III. Obtain insurance to cover some of the potential risk</li> <li>IV. Self-insure</li> </ol> <p><b>I, II, III, and IV</b>  I only  II, III, and IV only  I and II only</p>
a	51	<p>Knowledge management involves all but which of the following?</p> <p><b>Recording and storing all the tacit knowledge of all the employees.</b>  Documenting “lessons learned” from product development projects.  Determining what knowledge to record and store, and by whom and how it will be accessed and used.  Building and reinforcing an organization culture that supports and promotes reusing knowledge rather than reinventing knowledge.</p>
c	52	<p>Bottom-to-top communication techniques include all the following except:</p> <p>Employee suggestion boxes.  Quality circles.  <b>Performance reviews.</b>  Employee satisfaction surveys.</p>
d	53	<p>Which of the following is not generally a characteristic of communication in hierarchical organizations?</p> <p>Communication is constrained by chain of command.  Messages are distorted many times by different frames of reference.  Competitive opportunities might be missed because of time delays.  <b>Different functional departments communicate at a different pace.</b></p>

c	54	<p>All but one of the following represents good communicating skill. Which one does not?</p> <p>Body language and voice convey the same message.</p> <p>Use open-ended and closed questions at appropriate times.</p> <p>Since the brain works much faster than speaking, use the time while another person is speaking to plan your next comment or question.</p> <p>Use a paraphrasing technique to clarify your understanding of what was said.</p>
b	55	<p>As part of your preparation for a business trip to another country it would be wise to do all but one of the following. Which one would that be?</p> <p>Arrange for an interpreter to be available when you meet with your business contact, unless you are fluent in the language and knowledgeable of the culture and business customs of the country.</p> <p>Plan an elaborate visual presentation that you will make shortly after arrival, and follow that by quickly striving to reach an agreement or make the sale.</p> <p>Resolve to keep your political views and personal beliefs to yourself even though you have strong feelings about the political climate and beliefs prevalent in the country you will visit.</p> <p>Obtain and study information about the country before leaving for your trip.</p>
b	56	<p>Which of the following factors would be most critical to consider early when contemplating a conversion of a “brick and mortar” retail business to an e-business?</p> <p>I. What changes to the customer database are likely and what the ramifications of those changes are?</p> <p>II. What image our new faceless organization will provide to the buying public?</p> <p>III. Should IT be outsourced?</p> <p>IV. What internal impacts will the change from a personal service orientation to a transaction-processing orientation have on the workforce we employ and the technology approach we select?</p> <p>III only</p> <p>I, II, and IV</p> <p>I and IV only</p> <p>III and IV only</p>
d	57	<p>To gain a competitive edge, a commercial flower grower seeks a technology solution that will improve productivity, quality, customer satisfaction, and profits. Which of the following actions would provide the best results within one year?</p> <p>Contract with a call center to handle customer complaints.</p> <p>Set up an informational Web site to display flowers available.</p> <p>Implement a GIS mapping system to more effectively allocate growing space based on growth requirements of the flowers, soil conditions, sunlight, and irrigation channels.</p> <p>Provide field workers with portable devices for recording flower growth, quality factors, and yield—for downloading nightly to a program to compute productivity, quality status, and potential yield by type of crop and when it will be available for shipment.</p>
d	58	<p>In selecting among different projects, the time value of money is considered for which of the following reasons?</p> <p>I. To perform a cost–benefit analysis</p> <p>II. To prioritize investments</p> <p>III. To predict cash flow</p> <p>IV. To reduce operating costs</p> <p>I, II, and III only</p> <p>I, II, III, and IV</p> <p>III and IV only</p> <p>I and II only</p>

b	59	<p>An external risk factor that might need to be considered when conducting project planning is:</p> <p>Lack of resources.</p> <p><b>Regulatory requirements.</b></p> <p>Organizational rules.</p> <p>Technological capabilities.</p>
b	60	<p>Which of the following is the biggest problem in cost–benefit analysis?</p> <p>It is easier to accurately estimate benefits than costs.</p> <p><b>It is easier to accurately estimate costs than benefits.</b></p> <p>It is an elaborate tool requiring extensive computer support.</p> <p>It is too difficult to compute the time value of money.</p>
d	61	<p>Which of the following elements would be expected to be included in a good project plan?</p> <p>I. Cost–benefit analysis</p> <p>II. Timetable for completion</p> <p>III. Description of required resources</p> <p>IV. Statement of project deliverables</p> <p>I and II only</p> <p>II and III only</p> <p>I, III, and IV only</p> <p><b>I, II, III, and IV</b></p>
a	62	<p>Which of the following is not an advantage of a formal project report?</p> <p><b>They generally address a specific issue.</b></p> <p>They are suitable for long-term retention.</p> <p>They usually include additional background information.</p> <p>They are useful to individuals not closely involved with the project.</p>
c	63	<p>The most critical use for project portfolio analysis is to:</p> <p>Compare the net value of a new project relative to continuing previously approved projects</p> <p>Determine the best time to start a new project</p> <p><b>Assess the feasibility of starting a new project relative to the resources being allocated to existing projects as well as assessing the strategic fit of the new project</b></p> <p>Make room for a new project by canceling or postponing an existing project that will not produce as high an ROI as the new project</p>
d	64	<p>Given a four-week project involving 22 tasks, a budget of \$22,000, and a part-time team (project manager and two analysts), which project management tool will most likely be used to display project progress to management?</p> <p>Work breakdown structure</p> <p>Network diagram</p> <p>Budget variance report</p> <p><b>Gantt/milestone chart</b></p>
c	65	<p>The mission statement for a quality function would best focus on:</p> <p>Reducing defects.</p> <p>Assessing the performance of production workers.</p> <p><b>Companywide and departmental activities that collectively result in product and/or service quality.</b></p> <p>Leading small teams that break down barriers and reach higher organizational goals.</p>

c	66	<p>Which of the following is most likely to identify a specific quality system effectiveness problem to be addressed?</p> <p>Process map Balanced scorecard <b>Quality management system audit</b> Employee performance appraisal</p>
c	67	<p>The Baldrige Award performance excellence criteria address which types of performance?</p> <p>I. Procedural compliance II. Supplier related III. Customer related IV. Financial and marketplace I and IV only III and IV only <b>II, III, and IV only</b> III only</p>
a	68	<p>The purpose of the ISO 9001 standard is to:</p> <p>I. Provide confidence in quality management systems by offering a common basis for assessments. II. Provide confidence to customers and other stakeholders that the requirements for quality are being, or will be, met. III. Systematically pursue ever higher levels of overall company and human performance, including quality, productivity, and time performance. IV. Build loyalties and teamwork while encouraging and supporting initiative and risk taking. <b>I and II only</b> I, II, and IV only III and IV only I, II, III, and IV</p>
a	69	<p>Which of the following is true?</p> <p><b>Benchmarking should be an ongoing process contributing to continual improvement</b> Six Sigma methodology is only applicable to large problems causing variation in manufactured product A kaizen event is held in celebration of a significant process improvement The concepts of TQM are passé</p>
c	70	<p>Which of the following concepts may best exemplify a universal business rationale for improving quality?</p> <p>Crosby's "Do it right the first time" Ishikawa's "Total quality control" <b>Deming's "Chain reaction"</b> Juran's "Trilogy"</p>
d	71	<p>All but one of the following statements is true. Which one is not true?</p> <p>Cost and quality are complementary rather than conflicting objectives. The cost of quality is primarily the investment in obtaining and sustaining good quality. When production output is less than free of all defects, people are being paid to produce poor quality. <b>Nothing less than 100 percent inspection will suffice to ensure that good quality is produced.</b></p>

d	72	<p>The concept of self-control by a production worker includes:</p> <ul style="list-style-type: none"> <li>I. Knowing what the organizational goals are, what the job objective is, and the standard for performance.</li> <li>II. Knowing what the actual performance is.</li> <li>III. Notifying supervision whenever a non-conformance occurs.</li> <li>IV. Having the means for changing the performance when it does not conform to the goals, objectives, and standard.</li> </ul> <p>III only  I, II, and III only  I and II only  <b>I, II, and IV only</b></p>
b	73	<p>A new process improvement team has just flowcharted how a process currently works. The value to the team is to:</p> <ul style="list-style-type: none"> <li>Document and retain records demonstrating how work activities were performed at a specific moment in time.</li> <li><b>Gain consensus on how information and materials currently flow through the organization.</b></li> <li>Validate baseline performance data collected before a change is implemented.</li> <li>Assess the level of compliance against a quality standard.</li> </ul>
a	74	<p>An acute-care unit of a medium-size hospital wants to develop a standardized approach to root cause analysis to improve diagnostic effectiveness. What tools should they consider for their “toolbox”?</p> <ul style="list-style-type: none"> <li>I. Flowchart</li> <li>II. Check sheet and Pareto chart</li> <li>III. Fishbone chart</li> <li>IV. Five whys</li> <li>V. Histogram and scatter diagram</li> <li>VI. Control charts</li> <li>VII. DMAIC</li> </ul> <p><b>I, II, III, IV, V, VI, and VII.</b>  VII only  IV and VII only  II, III, IV, and VII only</p>
a	75	<p>A work team has identified three software packages that will help them dramatically improve a process and needs to decide which to purchase. Each package has some of the same and some different features and there are many different criteria that need to be used in making the decision. Which of the following tools is likely to be most valuable for helping the team decide?</p> <ul style="list-style-type: none"> <li><b>Priorities matrix</b></li> <li>Tree diagram</li> <li>Matrix diagram</li> <li>Activity network diagram</li> </ul>
a	76	<p>Brainstorming is a tool used primarily for:</p> <ul style="list-style-type: none"> <li><b>Generating new ideas.</b></li> <li>Analysis of data.</li> <li>Organization of a list of items.</li> <li>Deciding among a list of items.</li> </ul>

b	77	<p>The best tool for analyzing the relationship, over time, between quantitative data from two variables suspected to influence one another, is a:</p> <p>Pareto chart  <b>Scatter diagram</b>  Interrelationship digraph  Affinity diagram</p>
c	78	<p>Uses of a matrix-type chart include:</p> <p>I. Deploying the voice of the customer throughout the organization.  II. As a spreadsheet to allocate resources by type over time.  III. Analyzing a portfolio of projects against a set of criteria to determine relative priority of each project for implementation.  IV. Displaying the estimated time span of tasks within a project over the duration of the project.</p> <p>II, III, and IV only  II only  <b>I, II, III, and IV</b>  II and III only</p>
a	79	<p>In an insurance claims processing unit, which quality tool would be most useful to analyze the amount of variation in the process used to code claims for computer entry and in determining whether the process is stable prior to embarking on an improvement effort?</p> <p><b>Control chart</b>  Histogram  Process map  PDPC</p>
c	80	<p>All but one of the following tool sets could be used to help an educational institution identify the cause of excessive student tardiness. Which one could not?</p> <p>Brainstorming and an Ishikawa diagram  Five whys and a problem-solving model  <b>FMEA and DMAIC</b>  Check sheet and affinity diagram</p>
d	81	<p>Which of the following would be the best tool to use to understand the process linkage from supplier to customer?</p> <p>PDSA  DMAIC  FMEA  <b>SIPOC</b></p>
a	82	<p>One of the best tools for assessing the impacts of identified risks in the design of a hydroelectric dam and power station is:</p> <p><b>Failure mode and effects analysis</b>  Mean time between failure  Cost of poor quality  Reliability studies</p>
b	83	<p>A more accurate accounting of the costs to produce a product can be achieved with:</p> <p>Traditional cost accounting methods  <b>Activity-based costing</b>  Correctly distinguishing between internal and external failure costs  Correctly differentiating between prevention and appraisal costs</p>

a	84	<p>Data that is derived from counting is _____ data and data that is derived from measuring is _____ data.</p> <p><b>Attribute, variable</b></p> <p>Numeric, verbal</p> <p>Variable, attribute</p> <p>Quantitative, qualitative</p>
c	85	<p>Process analysis is to a flowchart as brainstorming is to a:</p> <p>Checklist</p> <p>Scatter diagram</p> <p><b>Mind map</b></p> <p>Pareto chart</p>
a	86	<p>Categorizing the cost of quality into failure costs, appraisal costs, and prevention costs is essential to be able to:</p> <p><b>Reduce the total cost of quality to as near zero as possible.</b></p> <p>Allocate efforts to effectively balance reduction of failures with detection of failures, as well as preventing failures.</p> <p>Substantially increase appraisal costs to detect failures before shipment.</p> <p>Virtually eliminate appraisal costs by adding to prevention efforts.</p>
d	87	<p>All except one of the following could be a process goal for a for-profit service organization. Which one?</p> <p>Ensure that the design of a service to customers follows industry safety standards.</p> <p>Ensure that the service delivered produces a profit.</p> <p>Dedication to continual process improvement.</p> <p><b>Discipline any employee who fails to meet the service standards of the organization.</b></p>
b	88	<p>A common approach to understanding and improving a process is to:</p> <p>Convene a focus group to study the process.</p> <p><b>Form a cross-functional ad hoc team to map the existing process, then after analysis, map the process as it might appear after improvement.</b></p> <p>Implement statistical process control.</p> <p>Audit the process to the ISO 9001 standard.</p>
a	89	<p>Lean tools are primarily focused on:</p> <p><b>Eliminating waste.</b></p> <p>Better workplace management.</p> <p>Increasing customer value.</p> <p>Reducing resources.</p>
b	90	<p>Takt time:</p> <p>Is a measure of the time between each operation in a cycle.</p> <p><b>Sets the pace of production to coincide with customer demand.</b></p> <p>Is another term for cycle time.</p> <p>Is the total sequential processing time to produce one item in a work cell.</p>

a	91	<p>Which of the following statements are essential to understanding the theory of constraints?</p> <p>I. The system, similar to a chain, is only as strong as its weakest link.  II. Not much improvement can occur until the weakest link is addressed.  III. Success or failure is dictated by the interaction of the process with the system.  IV. Once the weakest link is fixed, the system requires no further improvement.</p> <p>I, II, and III only  I, II, and IV only  I, II, III, and IV  I and II only</p>
c	92	<p>The Theory of Constraints is based on:</p> <p>Improving the steps in the process.  Identifying and eliminating all system bottlenecks through process capability analysis.  Following the flow of money in eliminating constraints.  The principles of process reengineering.</p>
a	93	<p>Looking at the following data (40, 20, 10, 20, 50, 90, 80, 30, 20, 40) the mean is ____, the median is ____, the mode is ____ :</p> <p>40, 35, 20  40, 20, 40  20, 40, 40  45, 70, 20</p>
b	94	<p>Disposition of a product using go/no-go data is based on what type of sampling plan?</p> <p>Variable  Attribute  Reduced  Tightened</p>
a	95	<p>The best technique for analyzing qualitative data is to:</p> <p>Designate meaningful categories and assign each response to a category, then sum the number of responses in each category as the indication of the category's importance to the population responding.  Assign a value rating to each response, then sum the ratings for all responses, and use the mean as representative of the responses of the total population.  Score each response according to personality type.  Search for keywords, significant to the research being done, in each response. Count the number of each keyword used and take the keyword usage totals as representative of the population studied.</p>

d	96	<p>A way to ensure a near 100 percent response rate for a survey is to conduct the survey with the group targeted for study at a time and place when everyone in the group is present and everyone is required to complete the survey. There may still be problems possible with this approach that could cause poor decisions to be made from false data, such as:</p> <p>I. Some persons may refuse to take the survey or they may intentionally corrupt their answers if they resent the method used.</p> <p>II. Some persons may find that the pressure of having to complete the survey without lagging behind most of the group may distort or inhibit clear thinking, and prevent a well-thought-through response.</p> <p>III. In their haste to get it over with, some respondents, without thought, may just randomly answer the questions.</p> <p>IV. Even though response documents may not show respondent identification, some respondents may feel they have to furnish the answers they think management wants to see.</p> <p>IV only  II and III only  I only  <b>I, II, III, and IV</b></p>
b	97	<p>Long-range trend analysis is typically done using which of the following activities?</p> <p>Control charting  <b>Management review</b>  Internal auditing  Design review</p>
d	98	<p>Which of the following correctly describes the sequence of events, from beginning to end, for reducing special causes of variation?</p> <p>I. Search for the cause.  II. Develop a long-term remedy.  III. Gather data to identify special causes.  IV. Put an immediate remedy in place to contain any damage.</p> <p>I, III, IV, II  IV, III, II, I  II, I, III, IV  <b>III, IV, I, II</b></p>
c	99	<p>Which of the following is true about the relationship between Cp and Cpk?</p> <p>I. Cp = Cpk when the process is centered.  II. Cpk is always less than or equal to Cp.  III. Cp is always less than or equal to Cpk.  IV. There is no direct relationship between Cp and Cpk.</p> <p>I only  IV only  <b>I and II only</b>  III and IV only</p>
c	100	<p>Which of the following techniques is most useful for measuring the test–retest reliability of a survey?</p> <p>Calculate Cronbach’s coefficient alpha.  Use differently worded items to measure the same attribute.  <b>Have the same respondents complete a survey at two different points in time.</b>  Conduct an organized review of the survey to ensure that it includes everything it should.</p>

c	101	<p>Management’s goal is to continually improve customer service and satisfaction. Their actions include the following. Which of these actions is least likely to help achieve the goal?</p> <p>Provide for positive reinforcement to employees who are trying to satisfy customers.</p> <p>Encourage and support cooperation and conformance to quality standards amongst internal customers.</p> <p><b>Establish an employee suggestion box system.</b></p> <p>Ensure that employees have the training, information, and physical things they need to do their jobs well.</p>
d	102	<p>At a distributor of plumbing supplies, which one of the following actions will have the most positive influence on employees to improve products, processes, and services?</p> <p>Provide rubber mats to relieve the fatigue of counter service personnel.</p> <p>Implement an inventory system that will ensure that all commonly ordered items are in stock when needed.</p> <p>Train all employees in the seven basic quality tools.</p> <p><b>Establish and support cross-functional process improvement teams to address processes where potential improvement is indicated.</b></p>
a	103	<p>Which of the following lists is most representative of “external customers” of the town’s public high school?</p> <p><b>Students, parents, colleges, potential employers, town school board, and community volunteer agencies</b></p> <p>Students, parents, teachers, potential employers</p> <p>Students, parents, colleges, potential employers</p> <p>Students, parents, town school board</p>
d	104	<p>Effective actions taken to improve products and service provided by a sports clothing manufacturer to the distributors of their athletic products could include:</p> <p>I. Conducting a survey of all end users</p> <p>II. Collecting and analyzing data on what type and quality of the manufacturer’s products appear to be in demand based on shipments in the past twelve months.</p> <p>III. Identifying patterns of sales by product, by geographic location, and by size of distributor.</p> <p>IV. Mutually identifying targets of opportunity beneficial to both manufacturer and distributors, setting improvement objectives, and planning the improvements</p> <p>I and IV only</p> <p>II and III only</p> <p>I, II, III, and IV</p> <p><b>II, III, and IV only</b></p>
d	105	<p>Segmentation of a teaching hospital’s patient database would be:</p> <p>I. Useful in allocating physical resources.</p> <p>II. Helpful in balancing staffing needs.</p> <p>III. Advantageous in the process of applying for additional funding to accommodate projected demands on facilities and staff.</p> <p>IV. Impractical because of the transient nature of the patient base.</p> <p>IV only</p> <p>I and II only</p> <p>III only</p> <p><b>I, II, and III only</b></p>
c	106	<p>A clustered-preference customer segment would be characterized by:</p> <p>Consumer preferences that vary a great deal.</p> <p>Consumers having roughly the same preferences.</p> <p><b>Competing products that would be dissimilar between clusters.</b></p> <p>Competing products that would be similar between clusters.</p>

a	107	<p>Which of the following should be accomplished first when implementing customer relationship management initiatives?</p> <p><b>Target key customers for relationship management.</b></p> <p>Appoint a manager to supervise the customer service representative.  Assign a relationship manager to each key customer.  Develop customer relationship management plans.</p>
d	108	<p>Which of the following are proactive sources of customer information?</p> <p>I. Claims/refunds  II. Technical services provided as part of the total product package  III. Monitoring of broad market trends  IV. Observing customers using the product or service</p> <p>II only  IV only  I and III only  <b>III and IV only</b></p>
c	109	<p>Which of the following is the most appropriate sequence of events for administering a customer satisfaction survey, from beginning to end?</p> <p>I. Prepare the survey instrument.  II. Administer the survey.  III. Report the results.  IV. Identify survey objectives.  V. Analyze the data.  VI. Organize the data.</p> <p>I, VI, IV, II, V, III  I, II, V, VI, III, IV  <b>IV, I, II, VI, V, III</b>  VI, I, II, V, IV, III</p>
d	110	<p>Which of the following is the most direct technique for measuring customer value?</p> <p>Focus groups  Market test  Trade-off analysis  <b>In-person interview</b></p>
d	111	<p>Quality function deployment looks at the relationship between all but which of the following components?</p> <p>Customer wants/needs  Company product/process characteristics  Competitor product performance  <b>Customer service training requirements</b></p>
c	112	<p>A focus group consisting of external customers would be useful to:</p> <p>I. Collect data that can be used to construct a customer survey.  II. Test the acceptability of a proposed new service.  III. Validate customer satisfaction across the entire customer base.  IV. Identify ways an existing service could be improved.</p> <p>I, II, III, and IV  IV only  <b>I, II, and IV only</b>  II and III only</p>

c	113	<p>Mystery shopping is a term that applies to:</p> <p>Use of random sampling to collect audit information.</p> <p>Management by walking around (MBWA) for the retail industry.</p> <p><b>Anonymous observation of customer service practices.</b></p> <p>Verification of accuracy and reliability of sales data.</p>
d	114	<p>The first step in a successful customer satisfaction program is to:</p> <p>Hire and train qualified staff and reward them based on performance.</p> <p>Get to know the customers' most pressing needs.</p> <p>Develop a strategic alliance/partnership with key customers.</p> <p><b>Get management commitment to a focus on customers.</b></p>
d	115	<p>A listening post is a:</p> <p>Physical place in the facility where employees gather to discuss comments heard from customers.</p> <p>Place where customer comments, pro and con, are posted for all employees to see.</p> <p>Practice whereby surveillance personnel periodically listen in to ongoing conversations between employees and customers for the purpose of identifying employee behavior that can be improved.</p> <p><b>Designated individual or group trained to listen carefully to customer comments, and record the comments in a process where the comments can be analyzed (trended) and actions taken to improve customer satisfaction.</b></p>
b	116	<p>In the development of a consumer appliance product survey which of the following data would likely aid the process?</p> <p>I. An analysis of customer complaints received</p> <p>II. Satisfaction data from a customer focus group</p> <p>III. Number of product defects detected prior to shipments</p> <p>IV. Warranty registration data</p> <p>I, II, and IV only</p> <p><b>I only</b></p> <p>I and II only</p> <p>I, II, III, and IV</p>
b	117	<p>To further improve customer loyalty, an investment service organization may effectively use which of the following strategies?</p> <p>I. A lost-customer analysis</p> <p>II. Free lessons for customers on how to make wise investments</p> <p>III. A customer panel to determine acceptability of a free quarterly newsletter highlighting the lives of long-term investors</p> <p>IV. Direct computer access to market information and investment analysis data for high-value customers</p> <p>I and III only</p> <p><b>I, II, III, and IV</b></p> <p>II, III, and IV only</p> <p>I only</p>
b	118	<p>The best use of the cost of lost banking customers is to:</p> <p>Compare this cost from one accounting period to another.</p> <p><b>Compare lost-customer costs with costs to obtain new customers, and if the cost of obtaining new customers is greater, refocus efforts on customer retention.</b></p> <p>Use these figures to reprimand employees responsible for lost customers.</p> <p>Justify an initiative to contact lost customers and entice them to come back.</p>

b	119	<p>One of the most important customer service principles to apply is:          “The customer is always right.”</p> <p>When dealing with a problem, thank the customer for bringing the problem to you and allowing you to help resolve the problem.</p> <p>State your organization’s policy regarding handling of such problems.          Be sure the customer realizes you are not responsible for the problem.</p>
d	120	<p>For a bookseller that sells entirely through a Web site, managing the diversity of customers would entail which of the following?</p> <p>I. Adopting lean techniques to reduce cycle time          II. Continually developing new service features to take the place of services that have become “musthaves”          III. Responding to the needs of a diverse customer base          IV. Understanding and working closely with multiple publishers</p> <p>III only          II and III only          II, III, and IV only  <b>I, II, III, and IV</b></p>
a	121	<p>Typical factors chosen as criteria for supplier selection would include all but:</p> <p><b>Quality award winner.</b>          Financial stability of supplier.          Capability to meet current and future demands.          Supplier’s track record for on-time delivery and incoming quality.</p>
d	122	<p>A condition under which a supplier appearing on the customer’s “OK to buy from” list would not be issued an order would be:</p> <p>I. Item needed is not available from any of OK’d suppliers.          II. Supplier’s quality rating has dropped below acceptable standards on last two shipments.          III. O.K.’d supplier does not have the capacity to fulfill the customer’s demands for the item needed.          IV. One or more factors from the selection criteria will not now be met by the supplier.</p> <p>I and III only          I and II only          I, II, and III only  <b>I, II, III, and IV</b></p>
b	123	<p>In medical device manufacturing and in pharmaceutical production, strict traceability is mandated by regulation. What type of actions may draw upon this requirement?</p> <p>I. Fulfillment of an unconditional guarantee          II. Replacement of failed product under warranty          III. A product recall that is needed to safeguard product users          IV. Analysis of problems leads to process improvement</p> <p>II, III, and IV only  <b>III and IV only</b>          I, II, and III only          I, II, III, and IV</p>
a	124	<p>An action of highest priority is for suppliers to:</p> <p><b>Implement a system that ensures that customers’ needs and the supplier’s terms of sale are mutually understood and agreed to.</b></p> <p>Emphasize that the purchase order is the legal contract between buyer and seller.          Be sure that the customer’s order form meets supplier’s specifications.          Automatically reject an order if the customer makes demands the supplier deems unacceptable.</p>

a	125	<p>Some metrics that could be used to measure performance of a commercial painting contractor are:</p> <p>I. On-time completion of a painting contract.  II. Quality rating resulting from customer's third-party on-site inspection.  III. Amount (time and cost) or rework required.  IV. Accuracy of billing.</p> <p>I, II, III, and IV  I and III only  I, II, and III only  I, III, and IV only</p>
d	126	<p>Facts pertaining to which of the following would be critical in developing a system of supplier performance measurement for an aircraft engine manufacturer?</p> <p>I. Amount of technical support provided by the supplier  II. Supplier Cpk  III. Defective product reworked before shipment  IV. MTBF of product after installation</p> <p>II and IV only  I, II, III, and IV  I and II only  I, II, and IV only</p>
a	127	<p>In planning the strategy for improving supplier performance, which of the following should be considered?</p> <p>I. How the supplier will receive performance feedback  II. How effective is the supplier's corrective and preventive action system  III. Whether the supplier's quality management system is certified to an industry-pertinent standard  IV. How much of this organization's resources will be needed to assist suppliers in improving performance</p> <p>I, II, III, and IV  III and IV only  I and IV only  II, III, and IV only</p>
b	128	<p>All except one of the following could be a benefit to a supplier in a partnership or alliance with a customer. Which one?</p> <p>Enabled to plan long-term production volume based on customer's forecast of demand  Eliminate legal risks  Win-win relationship  Sharing of resources</p>
a	129	<p>The role of supply chain management is to:</p> <p>Ensure that the right product/service, in the right quantity, of the right quality, gets to the right customer at the right time.  Control the performance of every organization involved in the supply chain.  Be totally responsible for the input from upstream suppliers to ensure that downstream customers receive outputs that conform to end users requirements.  Reduce inventory.</p>
c	130	<p>Which of the following is not a technique or practice involved in supplier logistics management?</p> <p>Buffer inventory  Kanban  Modular assembly  Ship-to-stock</p>

c	131	<p>The primary purpose of a supplier certification program is to:</p> <ul style="list-style-type: none"> <li>Reward excellent suppliers.</li> <li>Reduce the number of supplier audits.</li> <li>Shift costs of supplier management from appraisal to prevention.</li> <li>Transfer responsibility for supplier quality to the purchasing department.</li> </ul>
b	132	<p>Which of the following is the least effective technique for developing good relationships with suppliers?</p> <ul style="list-style-type: none"> <li>Establishing long-term contractual agreements.</li> <li>Using audits to gain leverage for change in supplier performance.</li> <li>Providing assistance to suppliers to help them meet performance requirements.</li> <li>Enhancing supplier knowledge of the company's near-term and long-term needs.</li> </ul>
a	133	<p>The primary goal of procurement management is to:</p> <ul style="list-style-type: none"> <li>Purchase goods that meet specified requirements.</li> <li>Form a partnership to recognize key suppliers.</li> <li>Foster sole-sourcing to reduce variation.</li> <li>Reduce new-product development cycle time.</li> </ul>
c	134	<p>Which of the following is the least desirable goal of the customer–supplier relationship?</p> <ul style="list-style-type: none"> <li>Maximize return on investment.</li> <li>Satisfy shared customers further along the customer–supplier chain.</li> <li>Prohibit less capable suppliers from entering the market.</li> <li>Ensure high levels of quality in incoming materials.</li> </ul>
b	135	<p>When there is a slippage in quality, just-in-time inventory systems affect:</p> <ul style="list-style-type: none"> <li>Product scrap rates.</li> <li>Production schedules.</li> <li>Incoming inspection efficiency.</li> <li>Materials usage variances.</li> </ul>
b	136	<p>Designing effective training approaches must take into account:</p> <ul style="list-style-type: none"> <li>I. The organization's work system.</li> <li>II. Organization needs.</li> <li>III. Individual employee needs.</li> <li>IV. Training assessment criteria.</li> </ul> <p>I, II, and III only  I, II, III, and IV  I and III only  I, III, and IV only</p>
c	137	<p>Which of the following statements are true about the differences between training and education?</p> <ul style="list-style-type: none"> <li>I. Training focuses more on doing, whereas education focuses more on thinking.</li> <li>II. Training is typically provided by employers, whereas education might be funded but not provided.</li> <li>III. Training teaches students to acquire new knowledge, whereas education teaches new skills.</li> <li>IV. Training is more job focused, whereas education is more theoretical.</li> </ul> <p>I and III only  II and IV only  I, II, and IV only  II, III, and IV only</p>

a	138	<p>From the following pairs, select the most critical factors relating to training:  <b>Support is derived from the strategic plan and the personal commitment and involvement of top management.</b>  Top management commitment and employee acceptance of the need for training.  What training is needed and when.  Who will deliver training and to whom.</p>
c	139	<p>In a time of financial stress, training is often one of the first functions to be discontinued, because:  I. Training is not considered part of the strategic plan.  II. Training is treated as a cost with no quantifiable benefits.  III. Management does not understand the connection between building and sustaining the organization's competencies and achieving profitability.  IV. The correlation between the function of training and the function of product realization has not been established.  I and II only  I, II, and III only  <b>I, II, III, and IV</b>  II and IV only</p>
d	140	<p>Which of the following is the primary purpose of training?  Improved technological capabilities  Improved human resource capabilities  Improved employee satisfaction  <b>Improved operational results</b></p>
d	141	<p>Training appears to be needed in all but one of the following situations. Which one?  A new law requires that training be done  A continual stream of terminations and new hires is occurring  A cell structure is being created and all employees within each cell must be able to do any task within the cell  <b>All employees must learn basic quality principles</b></p>
c	142	<p>A training needs analysis is:  An assessment of an organization's capability to meet customers' needs.  The action taken as a direct result of a training design deficiency.  <b>A gap analysis.</b>  The best measure of an organization's performance effectiveness.</p>
d	143	<p>All except one of the following is a technique used in assessing training needs. Which one is not?  Critical incident analysis  Focus group  Task analysis  <b>Performance problem analysis</b></p>
a	144	<p>Which of the following training delivery methods would be most effective in a situation with large employee populations, multiple sites needing concurrent delivery, and high turnover rates that require continuous training?  <b>Learner-controlled instruction</b>  Classroom instruction  Case studies  Coaching</p>

a	145	<p>Which of the following is true?</p> <p>Training to be delivered via an in-house intranet is likely to be more costly to develop than classroom-type training.</p> <p>Training embedded in a transaction-processing computer program is usually ineffective as well as annoying to operators.</p> <p>A printed training workbook serves only one purpose — documentation of textual content.</p> <p>OJT is how an “old hand” teaches a new hire how things are done — it involves no structure or instructional standards.</p>
a	146	<p>All but one of the following relates to how adults learn. Which one?</p> <p>Adults have learned to do what they are told to do, and therefore learn what they are told to learn.</p> <p>Adults need to know why they should learn something and have a need to self-direct their learning.</p> <p>Adults sense that it is time to learn when they experience a need to know or to be able to perform more satisfactorily.</p> <p>Adults are preconditioned before entering a learning situation, which affects their responsiveness to the learning experience — relative to both the process and the content.</p>
a	147	<p>Self-directed learning refers to:</p> <p>Self-paced learning in some combination of print material, computer-aided testing and simulations, CD-ROMs, and so on.</p> <p>The choice an individual has as to what he or she wishes to learn.</p> <p>Training always delivered without the presence of an instructor or advisor.</p> <p>Any training not delivered in a classroom setting.</p>
d	148	<p>All but one of the following is a job aid type instructional tool. Which one is not?</p> <p>A programmable electronic calculator with programmed formulas</p> <p>Embedded “help” screens in a computer program</p> <p>Preprinted instructions on a form</p> <p>A signal light indicating that an error has occurred</p>
d	149	<p>Which of the following sequences demonstrates the lowest-to-highest order for evaluating training effectiveness?</p> <p>I. What changes in behavior resulted? (Behavior)</p> <p>II. What are the tangible results of the program? (Results)</p> <p>III. What principles, facts, or techniques were learned? (Learning)</p> <p>IV. How well did attendees like the program? (Reaction)</p> <p>I, II, III, IV</p> <p>III, IV, II, I</p> <p>II, I, III, IV</p> <p>IV, III, I, II</p>
b	150	<p>In computing ROTI, which of the following would not be considered a training cost?</p> <p>Trainer’s travel and living expenses</p> <p>Employee turnover</p> <p>Computer purchased solely for the training</p> <p>Participants’ time away from their jobs</p>

1	<p>A hotel prides itself in the quality of its service. Which of the following best describes what its approach to quality should be?</p> <p><b>The hotel should anticipate customer needs in advance.</b></p> <p>The hotel should ensure all staff provides quality service with a smile.</p> <p>The hotel should strive to achieve 100-percent response rate on customer comment cards.</p> <p>The hotel should provide the customers with amenities the moment they are requested</p>
2	<p>A customer's definition of quality sometimes differs from a supplier's definition. A customer's primary expectation is:</p> <p>conformance to specification.</p> <p>low cost.</p> <p><b>fitness for use.</b></p> <p>the suppliers best effort.</p>
3	<p>Which of the following best defines the technical term quality?</p> <p><b>Meeting customer requirements.</b></p> <p>Waiving supplier requirements.</p> <p>Building parts according to supplier requirements.</p> <p>Repeating actions until requirements are met.</p>
4	<p>Quality is often expressed by which of the following characteristics?</p> <p>Reliability, maintainability, and profitability</p> <p><b>Reliability, maintainability, and availability</b></p> <p>Reliability, standardization, and availability</p> <p>Functionality, maintainability, and availability</p>
5	<p>A quality-focused retail store receives several complaints of long checkout lines. Which of the following actions would be the best first step towards immediately addressing the customers' concerns?</p> <p>Purchase additional cash registers.</p> <p><b>Increase the number of open and staffed checkout lanes.</b></p> <p>Assign a front-line supervisor to address issues.</p> <p>Increase the number of staff on duty.</p>
6	<p>A quality plan starts with establishing the project and identifying the customer. What is the next step in the quality planning process?</p> <p>Developing the product.</p> <p>Developing controls and transferring to operations.</p> <p>Developing the process.</p> <p><b>Discovering customer needs.</b></p>
7	<p>The three phases of organizational planning include strategic planning and tactical planning. Which of the following is the third phase?</p> <p><b>Operational planning</b></p> <p>Financial planning</p> <p>Process planning</p> <p>Quality planning</p>
8	<p>When developing a quality plan, who is responsible for properly allocating resources between short- and long-term requirements?</p> <p>Project facilitator</p> <p>Frontline workers</p> <p>Process owners</p> <p><b>Management</b></p>

	9	<p>Which of the following quality plan contributors would provide the product or service needs and expectations?</p> <p>Management Frontline workers Process owners <b>Customers</b></p>
	10	<p>What is the first step of quality planning?</p> <p><b>Establish the project.</b> Discover customer needs. Identify the customers. Develop the process.</p>
	11	<p>In addition to all internal departments being customers and suppliers, what other role do they play?</p> <p>Reviewer <b>Processor</b> Inspector Accountant</p>
	12	<p>Which of the following describes the difference between employee empowerment and employee involvement?</p> <p>Employee involvement has no boundaries. Employee involvement includes making decisions with no prior approval. Employee empowerment decisions always need management approval. <b>Employee empowerment includes making decision with no prior approval.</b></p>
	13	<p>A credit card company has implemented a new program that would allow managers and processors to work together on process and product improvement initiatives. Which of the following stakeholders will most benefit from the new program?</p> <p>Suppliers Community <b>Employees</b> Customers</p>
	14	<p>Which of the following conditions will help employees become empowered?</p> <p><b>Dedicated training and invitation to participate in projects.</b> Ensuring that employees are able to act within prescribed limits. A mission statement that supports employee empowerment. Managers who take action to respond to crisis situations.</p>
	15	<p>Which of the following best defines employee empowerment?</p> <p>Recognizing employees for their work and rewarding them for their accomplishments. <b>Employees have the authority to make decisions and are given the training and resources needed to do their jobs.</b> Allowing employees the option to develop new skills through cross-training. Expanding the variety of tasks performed by an employee.</p>
	16	<p>When establishing an employee involvement program, which of the following presents the greatest risk?</p> <p>Conflict among employees. Loss of productivity due to time wasted in meetings. <b>Management inaction on suggestions for improvement.</b> Employees making decisions on their own.</p>

17	<p>Which of the following elements must be present to empower employees?</p> <p>Management vision  <b>Authority</b>  Proof of competence  Performance</p>
18	<p>An organization has requested its employees participate in the planning and development of a new initiative. Which of the following terms best explains the organization's actions?</p> <p>Employee empowerment  Job enlargement  Job enrichment  <b>Employee involvement</b></p>
19	<p>Which of the following terms best explains multiple sets of interrelated or interconnected activities that transforms inputs into outputs?</p> <p>Procedures  Process  Product  <b>System</b></p>
20	<p>Which of the following SIPOC components would a dry cleaners measure to ensure the process is effective?</p> <p>Repeat customers  Invoices processed  New customers  <b>Clean and undamaged clothing</b></p>
21	<p>Which of the following is a basic component of all business system models?</p> <p>Corrective action  Controls  <b>Processes</b>  Management system certification</p>
22	<p>Businesses operate through a set of interrelated functions. Why are the relationships between functions vitally important to the success of the organization?</p> <p>So the business can accurately estimate order completion dates.  <b>So each department understands how its processes affect suppliers and customers.</b>  So the business understands what products it can and cannot deliver.  So teams are able to identify their strengths and weaknesses and improve their processes.</p>
23	<p>Once the SIPOC linkages have been identified, which component would management measure?</p> <p>Process  Suppliers  Customers  <b>Output</b></p>
24	<p>The measure of variation between the upper process limit and the lower process limit is necessary to determine what?</p> <p>The opportunity to focus on points (instances) that lie above or below the process.  <b>The range of natural variation in the process.</b>  Where there are opportunities for process improvements.  How well the process is performing.</p>

25		<p>Who is usually in the best position for detecting and eliminating special cause variation within a process?</p> <p>The inspector  <b>The operator</b>  The process owner  Management</p>
26		<p>Which of the following pairs of factors describes most special cause variation?</p> <p>Occurs chronically and is the result of the interaction between variables.  Occurs chronically and is the result of a single variable.  Occurs sporadically and is the result of the interaction between variables.  <b>Occurs sporadically and is the result of a single variable.</b></p>
27		<p>Which of the following statements best describes common cause variation?</p> <p>It can usually be detected and removed by the individuals operating the process.  <b>It requires management intervention to correct.</b>  It is easy to determine.  It is responsible for only 15 percent of the observed variation.</p>
28		<p>How can common causes of variation in a process be addressed?</p> <p>By training and retraining operators.  <b>By improving the process.</b>  Through quality control.  By fixing the variation.</p>
29		<p>Which scenario is an example of common cause variation?</p> <p>An accident on the main route causes a supplier to deliver a product 30 minutes late.  <b>Routine rush hour has increased scheduled delivery time by 20 minutes.</b>  A detour from the usual route causes a supplier to deliver a product 30 minutes late.  A supplier has departed its facility late resulting in a late delivery to the customer.</p>
30		<p>Which of the following events is relatively easy to detect and resolve?</p> <p>Chance occurrence  Common cause  Non-assignable cause  <b>Special cause</b></p>
31		<p>Within a SIPOC diagram, which of the following components would be listed to the immediate left of the process linkage?</p> <p><b>Detergent and cleaning instructions</b>  Clean clothes and invoices  The dry cleaner  The detergent vendor</p>
32		<p>Which of the following SIPOC components would a dry cleaners measure to ensure the process is effective?</p> <p>Repeat customers  Invoices processed  New customers  <b>Clean and undamaged clothing</b></p>

33		<p>Business functions managed through a systems organizational structure generally tend to create:          negative competition between business units.  <b>positive attitudes and behavior within the organization.</b>          positive competition with external business functions.          poor attitudes and behavior within the organization.</p>
34		<p>The use of quality tools and philosophies to establish the productive and profitable use of resources directly benefits which stakeholder?          Customers          Suppliers          Community  <b>Organization</b></p>
35		<p>An airline company provides a free flight to a loyal customer. What is the most important reason for it?          The customer will not complain about poor service because of the free ticket.          The airline company can recoup their funds by charging the customer more in their future purchase.  <b>It will cost more to go after a new customer.</b>          Other airlines have provided free flights to loyal customers.</p>
36		<p>Which of the following stakeholders usually receives a more immediate sense of accomplishment as a result of working with a quality organization?          The community          External customers          External suppliers  <b>Internal customers</b></p>
37		<p>The use of quality improvement efforts to increase profitability begins with which of the following actions?          Defining a team.          Training all levels of personnel.          Removal of waste.  <b>Setting new goals.</b></p>
38		<p>What is the benefit to a manufacturing facility that chooses to adopt a total quality management philosophy?          Ability to retrieve additional customer satisfaction data.          Ability to quickly change employee behavior.          Ability to increase inspections of quality product.  <b>Ability to improve competitive advantage.</b></p>
39		<p>Reduced costs in inspections may result from a quality organization's established partnership with which of the following stakeholders?          Internal suppliers          External clients  <b>External suppliers</b>          Internal clients</p>
40		<p>The quality professional drives improvement in his/her organization through the application and use of:          methodologies.  <b>quality tools.</b>          concepts.          production and service processes.</p>

41	<p>Quality best benefits the employees involved in producing high-quality products and services by:  obtaining third-party certification for their quality management system.  establishing quality incentive programs.  implementing a program to reduce chronic waste.  <b>strengthening the security of their position.</b></p>
42	<p>Quality benefits the supplier by doing which of the following?  Sales become more stable.  <b>Reducing inspection costs.</b>  Faster response to quality-related complaints.  Enhancing sense of accomplishment.</p>
43	<p>Which of the following is a prominent measure of customer satisfaction?  Customer scorecard  New York Stock Exchange (NYSE)  <b>American Customer Satisfaction Index (ACSI)</b>  Quality management system certification</p>
44	<p>Which of the following scenarios is the best example of improving fitness for use?  A retail store offers free assembly of products purchased.  <b>An auto manufacturer adds a five-star safety feature to new vehicle models.</b>  A restaurant offers customers a free punch card for every meal purchased.  An auto manufacturer adds built-in DVD players facing the back seat.</p>
45	<p>Organizations with focus on continuous improvement usually possess which of the following characteristics?  Well established quality control activities.  Large marketing departments.  Authoritarian management.  <b>Higher probability of survival.</b></p>
46	<p>Which of the following approaches should be part of a quality improvement initiative?  <b>Quality improvement should be built into the system.</b>  Quality improvement should be focused on manufacturing and service processes.  Quality improvement should be concentrated on areas requiring troubleshooting.  Quality improvement should be left solely to voluntary initiatives.</p>
47	<p>Why is it important for people involved in the quality function to be familiar with a variety of quality tools?  <b>To ensure the correct tool is used to achieve the desired result and that it is executed properly.</b>  Knowledge of how to use quality tools will help increase the volume of product produced in a given time frame.  Knowledge of quality tools is a requirement of ISO 9000.  Knowledge of how quality tools are used will make a person more promotable.</p>
48	<p>Benefits of quality improvement can be inhibited by several principal factors that include:  <b>lack of management support.</b>  market price pressures.  lack of a quality department.  customer complaints.</p>

49	<p>What does the phrase “higher quality costs more” mean?          To improve quality, technology must replace tasks.          Improvement requires high capital investment.          Resources required for improvement outweigh the gain.  <b>The way to improve quality is to increase inspection so fewer defects escape.</b></p>
50	<p>When conducting quality improvement projects a bulk of the measurable gains come from which of the following?          A mix of large and small projects.  <b>A minority of projects.</b>          Numerous small projects.          A single project.</p>
51	<p>Quality can benefit many organizational stakeholders. A feeling of accomplishment is a benefit for which stakeholder group?          Customers  <b>Employees</b>          Suppliers          Communities</p>
52	<p>Which of the following is an unwanted side effect of changes due to quality improvement?          Error-proofing.  <b>Possible loss of jobs or a change in job status that results in lower pay.</b>          Training for all levels of the organization.          Resource constraints.</p>
53	<p>Which of the following components must an organization possess to obtain a high rate of quality improvement?          Defining a budget.  <b>Personal participation by upper management.</b>          Redesign of products and services.          Training of all company personnel.</p>
54	<p>Upper management responds best when there is a:          current high level of success.  <b>major threat to the business.</b>          change in top management personnel.          new market opportunity.</p>
55	<p>What is a benefit to an organization that has a high quality image, positive reputation, and stature?          The organization is able to increase workload by 10 percent for each employee.  <b>It is easier to recruit new employees.</b>          The organization is able to lower costs.          It is easier to focus on reducing the backlog of projects to prevent damaging image.</p>
56	<p>Process improvement goals that are clearly defined and obtainable must also possess which of the following quality characteristics?          They must increase profit margins.          They must increase customer satisfaction.          They must be easy to implement.  <b>They must be measurable.</b></p>

57	<p>Which of the following is a well-defined goal statement that ensures the benefits of quality improvement are achieved?</p> <p>Increase on-time delivery from 85 to 95 percent.  On-time delivery will improve by 5 percent by the end of the current fiscal year.  <b>Increase on-time deliveries from 85 to 95 percent by the end of the current fiscal year.</b>  Improve on-time delivery over the next three years.</p>
58	<p>What quality tool can be used to select projects with the highest payback?</p> <p><b>Pareto analysis</b>  Ishikawa diagram  Process flow chart  Control chart</p>
59	<p>A high-quality organization that is able to focus on continuous improvement can assess its operations by looking at how well they:</p> <p>react to customer dissatisfaction.  focus on customer satisfaction.  react to problems.  <b>prevent bad products and/or services.</b></p>
60	<p>For a project to have a significant and noticeable positive impact upon the organization, the best criteria for project selection should include:</p> <p>the project's ability to quickly resolve problems facing the organization.  <b>the project's ability to align with the strategic objectives of the organization.</b>  the project's ability to reflect the manager's thoughts on how to resolve a problem.  the project's ability to reflect the process improvement ideas of individual managers.</p>
61	<p>Each month, a furniture manufacturer receives several product returns due to defects. In an effort to improve the outgoing product, the company should take which of the following actions?</p> <p><b>Establish a quality improvement process and implement it across the organization.</b>  Retrain the employees responsible for assembling the furniture.  Establish a quality monitoring team to track the defects.  Increase the number of inspections performed on the final product.</p>
62	<p>An intangible benefit of quality is:</p> <p><b>customer goodwill.</b>  increased company earnings.  decreased waste.  increased productivity.</p>
63	<p>What are the steps of the process improvement cycle developed by Walter Shewhart?</p> <p>Define, do, check, act  Plan, check, do, control  <b>Plan, do, check, act</b>  Plan, improve, check, do</p>
64	<p>What did Dr. Deming call the PDCA cycle?</p> <p>8D  DMAIC  <b>Shewhart cycle</b>  PDSA Cycle</p>

65	<p>Which of the following activities is addressed in the “do” phase of the PDSA cycle?  <b>Verifying the proposed process change will give the desired result by conducting a study.</b>  Identify the opportunity and create a plan to address it.  Analyze the results of the study conducted on the proposed changes and identify the key learnings.  If the change did not work based upon the study results, go back through the cycle. If the change produced the desired result, implement the change across all related processes.</p>
66	<p>“Modify implementation plan if necessary” is an activity of which PDCA phase?  Plan  <b>Check</b>  Do  Act</p>
67	<p>What is the goal of the Shewhart cycle?  Inherent reproducibility of the product turned out by a process.  <b>Continually look for a better method of doing things.</b>  Do things right the first time.  Capture the positive, negative, and interesting ideas presented.</p>
68	<p>“Drive out fear” is part of the 14 points of management developed by which of the following quality gurus?  <b>Deming</b>  Juran  Feigenbaum  Crosby</p>
69	<p>The four absolutes of quality are part of which quality guru’s contribution to the philosophy of quality?  Shewhart  Ishikawa  <b>Crosby</b>  Deming</p>
70	<p>Which of the following is a part of the “profound knowledge” system developed by Deming?  Theory of forecasting.  Appreciation of employees.  <b>The psychology of change.</b>  Knowledge about central tendency.</p>
71	<p>Deming wrote his 14 points of total quality management implementation. What was his reasoning behind point number 10, “Eliminate slogans, exhortations, and targets for the workforce.”?  These things have a negative impact on employee morale.  These things do not contribute directly to customer satisfaction.  Such things are too expensive and add little value.  <b>It’s not the people who make most mistakes; it’s the process they are working within.</b></p>
72	<p>Management commitment, education and training, measurements, cost of quality, quality awareness, corrective action, zero defects, goal setting, and recognition are steps to quality improvement proposed by which quality guru?  <b>Crosby</b>  Juran  Deming  Ishikawa</p>

73		<p>What are the universal processes that make up the Juran trilogy?  Quality planning, quality management, and quality improvement.  <b>Quality planning, quality control, and quality improvement.</b>  Quality planning, quality assurance, and quality improvement.  Quality analysis, quality planning, and quality assurance.</p>
74		<p>In Juran's trilogy, quality improvement is intended to drive chronic waste to a level far below the original level. Which of the following steps occurs during quality improvement?  Compare actual performance with quality goals.  <b>Identify the improvement projects.</b>  Evaluate actual performance.  Determine the needs of the customer.</p>
75		<p>Juran's trilogy is a road map for organizations to follow as they work to achieve quality objectives. The key components of the trilogy are quality planning, quality control, and:  accept zero defects as a standard of performance.  quality inspection.  On-the-job training.  <b>quality improvement.</b></p>
76		<p>The quality philosophy based on planning, control, and breakthrough (quality improvement) is associated with which person?  Dr. Phillip Crosby  Thomas Pyzdek  Dr. W. Edward Deming  <b>Dr. Joseph Juran</b></p>
77		<p>Which process of Juran's trilogy deals directly with the cost of poor quality?  Quality improvement  <b>Quality planning</b>  Quality control  Quality inspection</p>
78		<p>Who is credited with organizing the seven quality tools?  W. Edwards Deming  <b>Kaoru Ishikawa</b>  Armand V. Feigenbaum  Philip B. Crosby</p>
79		<p>Which of the following quality professionals developed the cause and effect diagram?  Dr. Edward Deming  Dr. Genichi Taguchi  Dr. Joseph Juran  <b>Dr. Kaoru Ishikawa</b></p>
80		<p>What is the purpose of the cause and effect diagram?  To establish priorities by dividing contributing effects into the vital few and the useful many.  <b>To organize and display the interrelationships of various theories of root cause of a problem.</b>  To chart the relationship between two variables to determine whether there is a correlation between them.  To represent a sequence of steps needed to produce some output.</p>

81	<p>Which of the following quality tools can be used to find and organize the causes of variation and identify possible relationships between them?</p> <p>Scatter diagram Pareto analysis <b>Ishikawa diagram</b> Histogram</p>
82	<p>A quality tool that can be used to identify possible causes of a problem or effect, and sort them into useful categories is called a:</p> <p>control chart. <b>fishbone diagram.</b> Pareto chart. scatter diagram.</p>
83	<p>How does Dr. Crosby define quality?</p> <p><b>Conformance to requirements.</b> Best for the customer use and selling price. Fitness for use. Meeting customer needs and wants.</p>
84	<p>To what concept is Crosby's book Quality Is Free devoted?</p> <p>Quality awareness Tracking cost of quality Quality without tears <b>Zero defects</b></p>
85	<p>Which of the following statements best explains Phillip B. Crosby's claim that "quality is free"?</p> <p>Customers delighted with quality will pay more for products and services. The total benefit to society of improved quality is more than the cost incurred in achieving it. Cost incurred in maintaining and improving quality can be reclaimed from suppliers. <b>Doing it right the first time is less expensive than cost incurred in detecting and dealing with defects.</b></p>
86	<p>Which quality guru wrote the book titled Quality Is Free?</p> <p>W. Edwards Deming Joseph M. Juran <b>Philip B. Crosby</b> Armand Feigenbaum</p>
87	<p>Crosby is known for the concepts of "do it right the first time" and:</p> <p>vital few <b>zero defects.</b> plan, do, study, act. statistical process control.</p>
88	<p>Which of the following situations would make the best use of a team?</p> <p>Solving personnel problems within a department. Brainstorming marketing strategies for a new product introduction. <b>Addressing business problems across multiple departments.</b> Providing a forum for improving social interaction.</p>

	89	<p>During an initial team meeting, a question is raised regarding reporting requirements and the level of management support the team will receive. Which of the following team documents should be referenced to answer the question?</p> <p>Team meeting minutes  <b>Team charter</b>  Project file  Work breakdown structure</p>
	90	<p>Which group would be the most appropriate team for addressing a drop in customer satisfaction metrics?</p> <p>A management group assembled based on internal processes.  A group of customers who have had problems.  <b>A group of customer contact employees from all functions.</b>  An ad-hoc group from all functions involved with order delivery.</p>
	91	<p>At the start of an improvement project, what is a sufficient timeframe to allow team members to develop their skills while building and maintaining management support for the program?</p> <p>More than 12 months.  Eight to 12 months.  Four to eight months.  <b>Two to four months.</b></p>
	92	<p>Which situation would be an appropriate project and goal for a team to consider?</p> <p><b>Reducing customer complaints by 30 percent over last year.</b>  Cutting the budget for training by 10 percent over last year.  Re-engineering the process for handling complaints.  Improving a product manufacturing process.</p>
	93	<p>Which of the following components must be included in a team charter?</p> <p><b>The task, scope, and boundaries under which the team will operate.</b>  A listing of team members, their qualifications, and purpose on the team.  Schedule and format for reporting progress to upper management.  Budget and other resources available to the team.</p>
	94	<p>A team is going through the storming stage and members are presenting opinions as facts. What should the facilitator do to get them back on track?</p> <p>Structure the discussion and promote equal participation.  <b>Question opinions and assumptions and ask for supporting data.</b>  Slow the process down and reinforce the need for data analysis.  Confront the individuals and reinforce the team operating guidelines.</p>
	95	<p>Company XYZ is interested in becoming a Baldrige organization but finds that 92% of the employees are unhappy with the technology provided to perform their jobs. Which type of team would be most appropriate for addressing the technology concern?</p> <p><b>A cross-functional team</b>  A quality circle  A natural team  A work group</p>

	96	<p>Your company needs to form a team to address a specific mail processing task. The team will be disbanded when the assignment is complete. Which of the following best describes this type of team?</p> <p>Natural work team  Self-directed team  <b>Ad-hoc team</b>  Six Sigma team</p>
	97	<p>Jenny, the plant quality assurance manager, has formed an on-site quality improvement team with members from accounting, production, and logistics. The team will perform a specific task with the final decisions being made by Jenny. What type of team is this?</p> <p><b>Cross-functional team</b>  Self-managed team  Natural team  Virtual team</p>
	98	<p>A department manager wishing to improve the work quality and productivity within his group should form which type of team?</p> <p>Management council  <b>Quality circle</b>  Process improvement team  Focus group</p>
	99	<p>A plastic cup manufacturer wants to increase the productivity of the extrusion operation. Which type of team should they implement?</p> <p><b>Process improvement team</b>  Steering team  Leadership team  Corrective action team</p>
	100	<p>Which type of team would best describe the human resource department of an organization?</p> <p>Virtual team  Project team  Improvement team  <b>Natural team</b></p>
	101	<p>A team leader is faced with creating a team that requires the coordinated efforts of associates who work in four separate states. Due to the inability of the members to travel to a common meeting location, the team leader should create which type of team?</p> <p>Process redesign team  Self-directed work team  Executive team  <b>Virtual team</b></p>
	102	<p>What problem would most likely be encountered with a team made up of all executives?</p> <p><b>Groupthink</b>  Waning management support  Scheduling problems due to crisis management  Conflicting goals</p>

103	<p>Other than successfully completing an assigned task, what would be an additional benefit of using a team?          Better utilization of employees reluctant to contribute individually.          Improved training and skills of management personnel.  <b>Improved attitudes of both management and team members.</b>          Increased competition among workers on opposing teams.</p>
104	<p>How can team activities benefit team members' personal development?          Team members receive appropriate reward and recognition for their effort.  <b>Skills acquired during team activities are transferable to other tasks.</b>          Working within the team helps to better understand company culture and politics.          Team members will advance in both position and pay.</p>
105	<p>Teams provide benefits to the organization that may not be possible working individually. Which of the following examples best describes the benefit of using a team?          Team members help compensate for each other's weaknesses.          Decisions are better when made by more than one individual.  <b>A team solution will likely be more broadly accepted than an individual one.</b>          The work is spread out among several individuals and gets done faster.</p>
106	<p>Which activity would be better accomplished using a cross-functional team approach?          Establishing metrics to monitor the customer service process.          Developing a training program for operators on a new process.          Planning a safety event for the entire facility.  <b>Improving and redefining a process that spans multiple departments.</b></p>
107	<p>What is the value of using a team?          Teams can approve disposition for nonconforming products within team members' areas.  <b>Teams can take on larger and more complex issues than individuals working alone.</b>          Teams can allow deviations to procedures for projects they are working on.          Teams can attend meetings during work hours without further authorization.</p>
108	<p>What is the responsibility of the team sponsor?          Communicate team progress to management.          Complete assigned tasks on time.          Provide assistance when an impasse is encountered.  <b>Approve objectives for the team and provide political support.</b></p>
109	<p>When a team encounters resistance from other functions when working on a project, how should the team sponsor help?          Assign additional resources to the team to meet the target finish date.          Allow the team to extend its target dates to account for the resistance.  <b>Work with top management to clarify objectives and remove barriers.</b>          Speak to functional managers to enforce cooperation.</p>
110	<p>A team's project requires permission to participate in confidential new-product discussions. Which team role should arrange the appropriate clearance?          Security advisor          Facilitator          Leader  <b>Sponsor</b></p>

	111	<p>A team is collecting data to justify a process improvement, but the process owner is reluctant to grant access to the financial data which includes sensitive information on employee labor rates. Who should help the team gain access to the required information?</p> <p>Department manager Human resource manager Finance manager <b>Team sponsor</b></p>
	112	<p>A team champion can be described as:</p> <p>the most skilled individual on the team. a member selected by a team vote. a consultant working with the team. <b>a member of management.</b></p>
	113	<p>A team determines that it needs additional training on a process to improve the process. Who should request and authorize the budgetary changes needed to train the team?</p> <p>Team leader and the facilitator <b>Champion and team leader</b> Facilitator and the sponsor Finance manager and department manager</p>
	114	<p>Which member of management is responsible for supporting the vision of the team?</p> <p><b>Champion</b> Team leader Finance manager Chief executive officer</p>
	115	<p>Who is responsible for defining objectives for the team?</p> <p>Team members Leader Facilitator <b>Sponsor or champion</b></p>
	116	<p>What is an important function of the team facilitator?</p> <p>Keep the team sponsors updated on the progress of the team. Teach the team statistical tools and techniques. <b>Focus on how decisions are made rather than what decisions are made.</b> Lead the team meetings and help the team come to correct decisions.</p>
	117	<p>As a team matures, how does the involvement of the facilitator change?</p> <p>Involvement decreases because the team needs to focus on the project. Involvement remains the same because the team process must be maintained. Involvement increases because the deadline is closer. <b>Involvement decreases because the team is now familiar with the team process.</b></p>
	118	<p>A process improvement team encounters a minor problem while trying to accomplish its goal. Which of the following roles is best positioned to solve the problem?</p> <p>The team's facilitator The team's sponsor The team's champion <b>The team</b></p>

119		<p>The employment of a dedicated facilitator on a team will likely increase the time required in which area?</p> <p>Team progression to high-performing team  Data analysis by team members  <b>Team planning activities</b>  Problem-solving</p>
120		<p>Every team must have a:</p> <p><b>leader.</b>  facilitator.  scribe.  timekeeper.</p>
121		<p>Who is responsible for assuring the team objectives are accomplished and communicating team progress to management?</p> <p><b>Leader</b>  Facilitator  Sponsor or champion  Team members</p>
122		<p>Who is typically responsible for staffing the team?</p> <p>Facilitator  Team member  Sponsor  <b>Team leader</b></p>
123		<p>What distinguishes a good team leader from other team members?</p> <p>A good team leader is interested in solving the problems for which the team was formed.  A good team leader works well with individuals and groups.  A good team leader assures that all assigned tasks are completed on time.  <b>A good team leader creates and maintains channels that enable team members to do their work.</b></p>
124		<p>Which attribute is most important when choosing team members?</p> <p>The amount of experience they have working with the targeted process.  The proximity to where the project meetings and other activities will take place.  <b>The ability to work with others and contribute to completing the mission.</b>  The ability to get along and avoid conflict with other members of the team.</p>
125		<p>A project team has been given three months to complete its assignment. Which of the following roles is responsible for making sure the project is completed by the established deadline?</p> <p><b>Team members</b>  Facilitator  Champion  Timekeeper</p>
126		<p>What is the most important role of a team member?</p> <p>Aligning individual goals with the team goals.  <b>Completing assigned tasks between meetings.</b>  Keeping information within the team confidential.  Attending and participating in team meetings.</p>

127	<p>How can a team member fulfill his/her responsibilities to other team members?</p> <p>By actively participating in meetings and contributing ideas.  By covering up for weaknesses of the other team members.  <b>By being honest and fulfilling commitments made to the team.</b>  By speaking up to defend one's actions or department when necessary.</p>
128	<p>What is most critical to team success?</p> <p>A policy written by top management in support of teams.  A strong and decisive team leader.  Team members being trained on problem-solving tools.  <b>The active support of management.</b></p>
129	<p>Initiating a team should be based on which principle?</p> <p>The team must become self-directing.  <b>The team must be committed to the team objective.</b>  The team must report to top management.  The team must have individuals from different departments.</p>
130	<p>A risk analyst learns that his company's confidential records have been shared with a third-party vendor. An ad-hoc team is developed to find the source of the breach. Which of the following components must be present for the team to be successful?</p> <p><b>The team must have goals that are clearly defined and understood.</b>  The team must contain members from a single department within the company.  The team members must commit a minimum of three months to the research.  The team must have a regular place to meet and discuss findings.</p>
131	<p>What should be done prior to initiating a team?</p> <p>Clearly define the problem to be solved.  Authorize a budget to cover expenses.  <b>Obtain support from upper management.</b>  Select competent team members.</p>
132	<p>As a new team leader, you have been tasked with selecting members of your team from among all of the associates of a manufacturing facility. How should you base your selection decision?</p> <p>By the amount of free time each associate has.  <b>By stakeholder involvement.</b>  By lines of authority, making sure that supervisors and above are included on the team.  By including your boss on the team to keep him or her up to date on the progress of the team.</p>
133	<p>Which is most important in selecting members for a problem-solving team?</p> <p>Ability to work well in a group setting.  Years of experience in the organization.  Experience with the team process.  <b>Expertise on the relevant current processes.</b></p>
134	<p>Which factor is most important when determining team size?</p> <p><b>The complexity of the task that the team has to perform.</b>  The degree of urgency for the outcomes of the team's efforts.  The number of communication channels available.  The expected duration of the team's work.</p>

135	<p>How should team members be selected?</p> <p>By their success on past projects and similar issues.  <b>By their skills and expertise in the issue to be addressed.</b>  By their available free time to attend scheduled meetings.  By the preference of their direct supervisors or managers.</p>
136	<p>Describe the forming stage of a team's evolution.</p> <p><b>Members cautiously explore the boundaries of acceptable group behavior.</b>  Members reconcile competing loyalties and responsibilities.  Members begin diagnosing and solving problems.  Members become testy, blameful, or overzealous and don't collaborate.</p>
137	<p>Describe the norming stage of a team's evolution.</p> <p>Members cautiously explore the boundaries of acceptable group behavior.  This describes the performing stage of team evolution.  Members become testy, blameful, or overzealous and don't collaborate.  <b>Members reconcile competing loyalties and responsibilities.</b></p>
138	<p>Describe the performing stage of a team's evolution.</p> <p>Members cautiously explore the boundaries of acceptable group behavior.  Members reconcile competing loyalties and responsibilities.  Members become testy, blameful, or overzealous and don't collaborate.  <b>Members begin diagnosing and solving problems.</b></p>
139	<p>Describe the storming stage of a team's evolution.</p> <p>Members cautiously explore the boundaries of the acceptable group behavior.  Members reconcile competing loyalties and responsibilities.  <b>Members become testy, blameful or overzealous and don't collaborate.</b>  Members begin diagnosing and solving problems.</p>
140	<p>Which is an example of storming within the phases of team development?</p> <p>The team has achieved some harmony.  Team members want to be told what to do.  <b>Team members feel more comfortable expressing their opinions.</b>  Team members begin drawing upon their cumulative experiences and pulling together as a cohesive group.</p>
141	<p>Team expectations tend to be clarified and further elaborated and attention begins to shift toward obstacles standing in the way of team goals. This describes which stage in team development?</p> <p>Forming  Performing  <b>Storming</b>  Norming</p>
142	<p>How should a team leader handle groupthink?</p> <p>Sketching out possible scenarios using cross-functional process mapping.  Clarify the objective for the team.  Summarize the discussion in a storyboard format.  <b>Ensure that opposing views are fully considered.</b></p>

143	<p>Why do teams sometimes fail to become effective at problem solving despite having a committed group of process experts supported by management?</p> <p><b>Differences between individuals are not well understood and capitalized upon.</b></p> <p>The team is not rewarded for its accomplishment.  The team leader has failed to document its progress in meeting minutes.  The team's focus is on re-engineering rather than kaizen.</p>
144	<p>You are a facilitator on a team that moves into a consensus-building phase before all of the opposing views have been explored. What should you do to get the team back on track?</p> <p><b>Reinforce the need for analysis and exploring alternate solutions.</b></p> <p>Structure group participation and ask for supporting data.  Encourage active listening and provide clarity.  Reinforce team operating guidelines and slow the process down.</p>
145	<p>A team has been working together for weeks developing a solution when one member is transferred prior to full implementation. How should management proceed?</p> <p>Extend the deadline for project completion.  Appoint another team member.  <b>Let the remaining members complete the project.</b>  Increase the team's budget for completion.</p>
146	<p>Which describes the ideal decision-making model in a team environment?</p> <p>Selecting the solution supported by the most experienced team members.  Coming to the quickest decision that will be supported by management.  <b>Basing decisions on collected data and group consensus.</b>  Voting to determine which solution satisfies the most members.</p>
147	<p>Which is the best example of a consensus?</p> <p>A majority of the team agrees on a course of action.  One-third of the team is enthusiastically supportive of an idea and will do whatever it takes to implement it.  <b>Every team member can live with the current budget plan.</b>  Everyone except for the purchasing manager believes that auditing more suppliers is a great idea.</p>
148	<p>Which quality tool would best evaluate alternative solutions?</p> <p><b>Decision matrix</b>  Process decision program chart (PDPC)  Pareto chart  Decision table</p>
149	<p>Which decision-making style will a coach use to direct a team during a game?</p> <p>Voting  Consensus  <b>Authoritative</b>  Consultative</p>
150	<p>Which tool would a process improvement team use to generate a large number of ideas by utilizing an open, freewheeling technique that has little structure or order?</p> <p>Benchmarking  Pareto chart  Fishbone diagram  <b>Brainstorming</b></p>

151		<p>What aspect of the brainstorming technique contributes to a large number of ideas being generated?</p> <p>Immediately removing the bad ideas</p> <p><b>Letting ideas flow freely</b></p> <p>Recording only the best ideas</p> <p>Discussing ideas as they are presented</p>
152		<p>A quality technique used by teams to help generate new ideas on a particular subject is:</p> <p><b>brainstorming.</b></p> <p>multivoting.</p> <p>affinity diagram.</p> <p>Pareto chart.</p>
153		<p>Which of the following is a rule of brainstorming?</p> <p>Impractical ideas are discouraged.</p> <p>Only good ideas can be contributed.</p> <p><b>No idea is evaluated during the idea generation part of brainstorming.</b></p> <p>Only people who are involved with the process being brainstormed can contribute ideas.</p>
154		<p>A brainstorming session where anyone can call out an idea, in no particular order, until all ideas are shared, is which brainstorming technique?</p> <p>Round robin</p> <p><b>Popcorn</b></p> <p>Nominal group technique</p> <p>Brain writing</p>
155		<p>Within the plan, do, check, act (PDCA) cycle, which activity falls into the planning stage?</p> <p>Focus on the solutions that look most promising.</p> <p>Accomplish what you set out to do, and see what else needs to be done.</p> <p><b>Scope the activity so that you know where the task at hand starts and stops.</b></p> <p>See if you were able to meet your objectives.</p>
156		<p>Within the PDCA cycle which of the following would fall under the act phase?</p> <p><b>Standardize improvement action.</b></p> <p>Monitor performance.</p> <p>Determine necessary remedial action.</p> <p>Implement the corrective and preventive action.</p>
157		<p>The improvement process developed by Kaoru Ishikawa was named PDCA. This acronym stands for:</p> <p>Plan, do, check, analyze</p> <p>Plan, define, check, act</p> <p><b>Plan, do, check, act</b></p> <p>Plan, do, clarify, act</p>
158		<p>Testing a corrective action is done in which phase of the PDCA cycle?</p> <p><b>Do</b></p> <p>Act</p> <p>Check</p> <p>Plan</p>

	159	<p>Stan's Manufacturing has put a plan in place to correct a defective product. It verified the change was effective in eliminating the problem, then made the correction a permanent part of the manufacturing process. This is an example of:</p> <p>cause and effect.  root cause analysis.  variation.  <b>plan, do, check, act (PDCA).</b></p>
	160	<p>Which of the following quality management tools best helps teams to organize and summarize the natural grouping of a large number of ideas and issues?</p> <p><b>Affinity diagram</b>  Tree diagram  Interrelationship diagram  Activity network diagram</p>
	161	<p>What management tool categorizes ideas by similarities?</p> <p>Check sheet  Cause and effect diagram  Pareto analysis  <b>Affinity diagram</b></p>
	162	<p>Brainstorming is generally the first step when using which quality tool?</p> <p><b>Affinity diagrams</b>  Histograms  Scatter diagram  Pareto charts</p>
	163	<p>ABC management group has just finished brainstorming ideas for a new product line. What improvement tool is the best to use to group the diverse ideas?</p> <p>Pareto chart  <b>Affinity diagram</b>  Cause and effect diagram  Flowchart</p>
	164	<p>Which technique can help a team to organize and summarize a large number of ideas and issues into related groupings?</p> <p>Process decision program chart  Interrelationship diagram  Activity network diagram  <b>Affinity diagram</b></p>
	165	<p>Which technique can help a team to organize and summarize a large number of ideas and issues into related groupings?</p> <p>Process decision program chart  Interrelationship diagram  Activity network diagram  <b>Affinity diagram</b></p>
	166	<p>Which of the following cost of poor quality categories is the largest cost to incur?</p> <p>Cost to implement a receiving inspection system for outsourced parts.  <b>Cost to recall defective products from retail outlets.</b>  Cost to sort defective product produced on an assembly line.  Cost to redesign product to improve reliability.</p>

167	<p>Warranty claims are classified into which cost of poor quality category?</p> <p>Appraisal costs Internal failure costs <b>External failure costs</b> Prevention costs</p>
168	<p>Which cost of poor quality is aimed toward reducing the number of defects generated by a process?</p> <p>Appraisal costs Internal failure costs External failure costs <b>Prevention costs</b></p>
169	<p>Testing and inspections are examples of which type of cost of poor quality?</p> <p><b>Appraisal costs</b> Prevention costs Internal failure costs External failure costs</p>
170	<p>Costs of poor quality expended to assess and approve the suppliers of products and services are:</p> <p><b>appraisal costs.</b> external failure costs. internal failure costs. prevention costs.</p>
171	<p>A sales representative must re-process an order due to a technical system malfunction. This represents which cost of poor quality?</p> <p>Prevention costs <b>Internal failure costs</b> Appraisal costs External failure costs</p>
172	<p>Determining conformance or non-conformance is part of which step in the audit process?</p> <p>Report the results <b>Evaluate</b> Identify plans Follow-up</p>
173	<p>What is an effective tool for assessing the performance of a process being reviewed during an internal audit?</p> <p><b>Plan, do, check, act (PDCA)</b> Six Sigma DMAIC (define, measure, analyze, improve, control) Baldrige Performance Excellence Program (BPEP) ISO 9000</p>
174	<p>What type of audit is performed on an organization by its own people to help identify improvement opportunities while using techniques like first-hand observation and interviews?</p> <p>Third-party audit <b>First-party audit</b> Second-party audit Desk audit</p>

175	<p>Which stage of an audit includes the gathering, evaluation, and verification of information?</p> <p>Initiation stage Reporting stage <b>Performance stage</b> Completion stage</p>
176	<p>What is the primary purpose of an internal audit?</p> <p><b>Identify improvement opportunities.</b> Achieve ISO certification. Identify those responsible for processes not meeting objectives. Verify that the requirements of the quality management system are being met.</p>
177	<p>Which Six Sigma method allows a great deal of information to be analyzed through a minimum number of tests?</p> <p>Capability analysis Scatter plot Root cause analysis <b>Design of experiments</b></p>
178	<p>Which of the following quality tools provides a structured way to characterize processes?</p> <p>Failure mode and effects analysis (FMEA) <b>Design of experiments (DOE)</b> Total quality management (TQM) Cause and effect diagram</p>
179	<p>A trained project leader who spends a portion of his/her time working on Six Sigma process improvement projects is called a:</p> <p>Quality manager Lean project facilitator <b>Green belt</b> Black belt</p>
180	<p>In a Six Sigma project, which of the following tools is used in the define stage of DMAIC to identify customer needs and wants?</p> <p>Statistical process control (SPC) Capability studies <b>Suppliers-inputs-process-outputs-customers (SIPOC)</b> Quality function deployment (QFD)</p>
181	<p>In many large organizations, the people who are trained in the use of Six Sigma tools and work full time on process improvement projects are called:</p> <p>Quality managers Project champion Green belts <b>Black belts</b></p>
182	<p>What stage of the DMAIC process are you in if you are part of a Six Sigma process improvement team that is establishing baseline process performance?</p> <p><b>Measure stage</b> Control stage Improve stage Define stage</p>

	183	<p>A manufacturing process has been changed as a result of a particular project. The assigned Six Sigma team decides to implement a final product inspection procedure in the updated process. What stage of the DMAIC process are they in?</p> <p>Measure stage  <b>Control stage</b>  Define stage  Improve stage</p>
	184	<p>The primary goal of a Six Sigma project is to:</p> <p><b>reduce variation in a process.</b>  reduce process waste.  reduce start-up or change over time.  reduce product costs.</p>
	185	<p>In a lean manufacturing project, scrap, inefficient set-up times, and wait times are all examples of what?</p> <p>Process variation  <b>Waste</b>  Cost of quality  Value-added activities</p>
	186	<p>The objective of a lean project is to eliminate activities that add waste to the system and do not enhance the product or output. What tool can be used to identify these types of activities?</p> <p>Root cause analysis  <b>Value-added analysis</b>  SIPOC (supplier-input-process-output-customer)  Six Sigma</p>
	187	<p>A team is faced with a clear need to rapidly improve a production process and upper management has challenged the team to come up with a workable solution within a 48-hour timeframe. Which of the following concepts would be best applied to this situation?</p> <p><b>Kaizen-blitz</b>  Plan, do, check, act (PDCA) cycle  Trend analysis  Poka-yoke</p>
	188	<p>In a lean project, an example of visible waste would be which of the following?</p> <p>Engineering changes  <b>Scrap</b>  Queue times for work in process  Overproduction</p>
	189	<p>A lean tool that encompasses the idea that waste is hidden in dirt and clutter is called:</p> <p>Value-add analysis  Quality function deployment (QFD)  Process mapping  <b>5S</b></p>
	190	<p>The process of decreasing the amount of time it takes to complete a process from start to finish is known as which of the following?</p> <p>Process control  Process variation  Meeting zero defects  <b>Cycle time reduction</b></p>

191	<p>Which of the following methods is used to reduce excess inventory?</p> <p>Process capability study Plan, do, check, act <b>Just in time</b> DMAIC</p>
192	<p>Eliminating waste is the primary focus of which activity?</p> <p>ISO 9000 Six Sigma Benchmarking <b>Lean manufacturing</b></p>
193	<p>Functional benchmarking is best characterized as a comparison of similar practices:</p> <p>within your own organization. in a competitor's organization. within your department. <b>in another industry.</b></p>
194	<p>Comparing pricing, quality, or product features or characteristics with companies both inside and outside your industry is what type of benchmarking?</p> <p>Functional Strategic Competitive <b>Performance</b></p>
195	<p>Benchmarking is a structured approach for companies to:</p> <p>generate theories about the potential root causes of process problems. <b>examine similar process operations to identify best practices.</b> determine if variables in other organizations are affecting their own processes. monitor the progress of process improvement efforts.</p>
196	<p>What are the steps that make up the benchmarking process?</p> <p>Plan, do, study, act Define, measure, analyze, improve, control <b>Plan, collect, analyze, adapt</b> Plan, do, check, act</p>
197	<p>Researching external process improvement best practices for the purpose of achieving dramatic performance enhancements is described as which of the following?</p> <p>Process capability study <b>Benchmarking</b> Brainstorming Baselining</p>
198	<p>Which of the following terms is defined as "benchmarking between similar operations within an organization?"</p> <p>Functional benchmarking Generic benchmarking <b>Internal benchmarking</b> Competitive benchmarking</p>

199	<p>What is the goal of a benchmarking activity?</p> <p>Incremental process improvement Improved product quality <b>Breakthrough process improvement</b> Process standardization</p>
200	<p>What must be present before any quality improvement project can begin?</p> <p><b>Management commitment</b> Administrative supplies A person from accounting Six Sigma</p>
201	<p>What method would a company use if it wanted rapid, short-term, incremental improvements to decrease defects in its assembly department?</p> <p>Lean manufacturing <b>Kaizen-blitz</b> Benchmarking Six Sigma</p>
202	<p>Breakthrough improvement that is achieved by designing a new process without first determining how the present process operates is referred to as which of the following?</p> <p>Six Sigma <b>Process reengineering</b> Kaizen-blitz Plan, do, check, act (PDCA)</p>
203	<p>In addition to benchmarking, what is another accepted practice to achieve breakthrough performance?</p> <p><b>Process reengineering</b> Six Sigma Lean manufacturing Kaizen</p>
204	<p>What is process improvement that is achieved gradually and in small steps?</p> <p>Breakthrough improvement Reduction of variation <b>Incremental improvement</b> Process reengineering</p>
205	<p>What method would be used in a lean manufacturing environment to keep waste from returning over time as a part of a process?</p> <p>Level loading <b>Standardization</b> Preventive maintenance Single-unit processing</p>
206	<p>In what phase of the define, measure, analyze, improve, control (DMAIC) cycle are problems in the current process identified and their root cause determined?</p> <p><b>Analyze phase</b> Measure phase Define phase Improve phase</p>

207	<p>What symbol represents the continuation of a process flow from one page to another on a completed multipage process flowchart?</p> <p>The parallelogram figure  <b>A circle with a letter inside</b>  A diamond shaped figure  The oval shaped figure</p>
208	<p>What is the value to a new process improvement team in flowcharting how a process currently works?</p> <p>To document and retain records demonstrating how work activities were performed at a specific moment in time.  <b>To gain consensus on how information and materials currently flow through the organization.</b>  To validate baseline performance data collected before a change is implemented.  A conformance audit is the tool that is used to assess compliance to a standard.</p>
209	<p>What basic flowchart symbol would be most appropriate to signify a decision point in a process?</p> <p>Arrow  Oval  <b>Diamond</b>  Rectangle</p>
210	<p>What basic flowchart symbol is used to link one point in a flowchart to another?</p> <p><b>Line with arrow</b>  Diamond  Rectangle  Oval</p>
211	<p>What basic flowchart symbol is used to signify a step in the process?</p> <p><b>Rectangle</b>  Diamond  Arrow  Oval</p>
212	<p>A manufacturing process produces a part that specifies a length of 1", +/- 1/8". What quality tool would be used to show the range of product lengths produced in one month and their frequency of occurrence in 1/4" increments?</p> <p>Fishbone diagram  Control chart  <b>Histogram</b>  Trend chart</p>
213	<p>What does the vertical axis on a histogram represent?</p> <p>The lower specification limit  Range of values  Product variation  <b>Frequency of occurrence</b></p>
214	<p>What does a histogram that is noticeably skewed indicate?</p> <p>The distribution is normal and natural.  The distribution has been sorted.  <b>The distribution has shifted off target in one direction.</b>  The distribution has two processes at work.</p>

	215	<p>What quality tool would a manufacturing manager use to determine if the products produced in the prior week fell within the product specification range and whether they were being produced toward the upper range of the specification?</p> <p>A histogram Pareto chart Checklist Cause and effect diagram</p>
	216	<p>What quality tool would a manufacturing manager use to verify that three different operators running the same part on the same machine were running the process with the same consistency in terms of part length?</p> <p>A histogram Fishbone diagram Pareto chart Scatter plots</p>
	217	<p>A laboratory maintained a check sheet listing problems that caused delays in returning analyses to process engineering. The frequency data for 3 months was:</p> <ol style="list-style-type: none"> <li>1. Analyst error = 3</li> <li>2. Reagent shortage = 5</li> <li>3. Lab backlog = 6</li> <li>4. Data review process = 15</li> <li>5. Equipment problems = 20</li> </ol> <p>The first two categories in the Pareto chart are:</p> <p>5 and 4 1 and 2 3 and 2 4 and 3</p>
	218	<p>What quality tool could be used effectively to assist management to understand the most significant opportunities for improvement uncovered by a product quality audit?</p> <p>Time-series analysis Statistical process control (x-bar) chart Trend chart Pareto diagram</p>
	219	<p>What quality tool would an organization use to measure the relevance of three different types of processing errors to a total effect?</p> <p>Pareto chart Histogram Control chart Cause and effect diagram</p>
	220	<p>It is appropriate to use a Pareto diagram when you require which of the following:</p> <p>knowledge of the central location, shape, and spread of a given set of data. data ranked into categories and the frequency of occurrence of each category. understanding the cause and effect relationship that exists between factors. numerical data that is collected on factors in pairs.</p>
	221	<p>How is a Pareto chart created?</p> <p>By creating a table with data categories to track occurrences. By drawing an arrow to a problem and brainstorming causes by specific categories. By drawing a bar chart with values in descending order of frequency of occurrence. By plotting data against process limits.</p>

222	<p>What does a narrow band of points extending from the upper left to lower right on a scatter diagram represent?</p> <p>No correlation exists  Relationship varies; changing direction over range studied  <b>Negative correlation</b>  Positive correlation</p>
223	<p>A paper towel manufacturer knows that moisture can affect the strength of the product. The higher the moisture the lower the strength. It is believed that the temperature of the plant has an impact on moisture levels. The plant runs 24 hours a day and the temperature varies throughout the day. What tool could be used to understand the relationship between temperature and the strength of the paper towels?</p> <p>Stem and leaf plot  Control chart  Box plot  <b>Scatter diagram</b></p>
224	<p>A steel manufacturer knows that the carbon content of the steel it manufactures impacts the tensile strength of the steel. What tool would help him understand this relationship?</p> <p>Interrelationship diagram  Histogram  Cause and effect diagram  <b>Scatter diagram</b></p>
225	<p>A customer returned a recent shipment of cereal because the boxes did not contain enough cereal. The plant manager where the cereal was produced gathered a cross-functional team to solve the problem. What tool could the team use to identify the root cause for the wrong amount of cereal being in the box?</p> <p>Scatter plot  Statistically quantify data dispersion  Control chart  <b>Cause and effect diagram</b></p>
226	<p>A nail manufacturer is looking to improve its profits by applying lean concepts to its manufacturing process. What quality tool could be used to help identify waste in the process?</p> <p>Pareto chart  Histogram  <b>Flowchart</b>  Scatter diagram</p>
227	<p>How is a cause and effect diagram constructed?</p> <p><b>By drawing an arrow to a problem statement and brainstorming causes by category.</b>  By drawing a bar chart and sorting values in descending order.  By plotting data against process limits.  By creating a table with data categories to track occurrences.</p>
228	<p>What tool would a quality improvement team use to create a picture of the various contributing factors to the problem?</p> <p><b>Ishikawa (fishbone) diagram</b>  Matrix diagram  Scatter diagram  Box plot</p>

	229	<p>A manufacturer of men's shirts has gotten feedback from customers that the neck size is running too small. A cross-functional team was formed to investigate the issue and solve it. What tool could the team use to identify the reason the neck sizes are running small?</p> <p>Histogram Pareto diagram Scatter diagram <b>Fishbone diagram</b></p>
	230	<p>What quality tool will help a team understand the most frequent occurrence of an event?</p> <p><b>Pareto chart</b> Scatter diagram Histogram Fishbone diagram</p>
	231	<p>A pencil manufacturer has put together a crossfunctional team to solve the problem of producing pencils that are too short. To help understand the possible root cause of the problem, the team could elect to use which quality tool?</p> <p>Pareto chart <b>Cause and effect diagram</b> Flowchart Check sheet</p>
	232	<p>How is a check sheet constructed?</p> <p>By drawing an arrow to a problem and brainstorming causes. By drawing a bar chart with values in descending order. By plotting data against process limits. <b>By creating a table and recording how often the data categories occur.</b></p>
	233	<p>A company manufactures telephones in 20 different colors. To determine the most popular color of phone ordered, they pull customer orders for the last six months. What tool would be used to gather data to construct a Pareto chart?</p> <p>Trend chart Scatter plot Affinity diagram <b>Check sheet</b></p>
	234	<p>What is the best way to use a check sheet?</p> <p>To show the boundaries for process variation. To determine the possible relationship between two variables. <b>To record the frequency of occurrence of events.</b> To determine the root cause of a problem.</p>
	235	<p>As part of the manufacturing process, flanges for drive shafts are heat treated to achieve a specified hardness. These are processed in batches and then a representative sample from each batch is tested for hardness. Over the last six months, batches have been rejected at an unacceptable rate. This has not happened before and the plant manager wants to know what changed in the process. What tool could be used to help identify those changes?</p> <p>Scatter diagram Histogram <b>Control chart</b> Flowchart</p>

	236	<p>A company wanted to develop a mission statement and assembled a cross-functional team for that purpose. The team brainstormed ideas for what should be included in a mission statement and came up with more than 100 ideas. What tool could the team facilitator use to help turn all those ideas into usable information?</p> <p>Checklist Histogram Cause and effect diagram <b>Affinity diagram</b></p>
	237	<p>How is a control chart constructed?</p> <p><b>By plotting data against process limits.</b> By drawing a bar chart with values in descending order. By creating a table with data categories to track occurrences. By drawing an arrow to a problem and brainstorming causes.</p>
	238	<p>What type of histogram represents the normal distribution of data from a process?</p> <p>Truncated distribution Bimodal <b>Bell-shaped</b> Skewed</p>
	239	<p>What type of histogram represents the normal distribution of data from a process when impacted by a natural limit?</p> <p>Bell-shaped <b>Truncated</b> Bimodal Skewed</p>
	240	<p>What quality tool would a sales manager use to determine if product sales varied at different times of the year?</p> <p><b>Run chart</b> Control chart Flowchart Histogram</p>
	241	<p>A blower manufacturer is seeing an unusually large number of fan blade assemblies being too large in diameter. A preliminary investigation of the fan blade assembly process does not indicate anything unusual in the process. The manager of that department wants to know if the normal operation of the process will produce fan blades that are within or outside the specification. What quality tool will tell him that information?</p> <p><b>Control chart</b> Run chart Flowchart Histogram</p>
	242	<p>The use of the "mystery shopper" approach in the retail industry is geared toward understanding the experience of which kind of customers?</p> <p>Wholesale buyers <b>End-users</b> Intermediate customers Internal customers</p>

243	<p>Rank order, from first to last, the steps to improve processes and services:</p> <ol style="list-style-type: none"> <li>1. Ensure internal customer requirements support external customer requirements.</li> <li>2. Establish improvement goals and measurements.</li> <li>3. Establish internal customer requirements.</li> <li>4. Implement systems for tracking and reporting performance.</li> <li>5. Document service-level agreements between providers and receivers.</li> <li>6. Identify internal customer interfaces.</li> </ol> <p>6, 3, 1, 5, 2, 4  3, 1, 6, 5, 2, 4  3, 6, 1, 4, 5, 2  6, 3, 1, 4, 5, 2</p>
244	<p>The information technology (IT) department provides 5 supervisors with weekly employee production reports. Which of the following statements best explains the relationship of the supervisors to the IT department?</p> <p>The supervisors are internal suppliers to the IT department.  The supervisors are external customers to the IT department.  <b>The supervisors are internal customers to the IT department.</b>  The supervisors are external suppliers to the IT department.</p>
245	<p>A shopping mall purchases its cleaning service. What is the relationship of the shopping mall to the cleaning service?</p> <p>Internal supplier  <b>External customer</b>  Internal customer  External supplier</p>
246	<p>Which of the following statements best describes an external supplier?</p> <p>A design department that provides drawings to its development team.  <b>A third-party auditor contracted by an organization to audit employee performance.</b>  A human resources department that processes employee paychecks.  A person who purchases a used tablet.</p>
247	<p>The design and usability of a product's features can be influenced by which of the following external customers?</p> <p>Service buyer  <b>Retail buyer</b>  Discount buyer  Wholesale buyer</p>
248	<p>Which of the following statements best describes an internal supplier?</p> <p><b>A process improvement team that provides audit data to its senior quality engineers.</b>  A warehouse that packages the orders received from its call center.  A small painting company that is hired by a restaurant to provide a service.  An organization that purchases tape dispensers from an office supply store.</p>
249	<p>Prior to implementing a change within a process, the process engineer must do which of the following?</p> <p>Document the change in the process.  Notify the information technology (IT) department.  <b>Determine the upstream and downstream impact of the process.</b>  Notify quality control.</p>

250	<p>Which of the following terms best describes a car dealership that purchases vehicles directly from the manufacturers?</p> <p>Retail buyer  <b>Intermediate customer</b>  End-user  Service user</p>
251	<p>An original equipment manufacturer (OEM) purchases products and services from Design Supply Plus, an office supply distributor. What is the relationship of Design Supply Plus to the manufacturer?</p> <p>Internal supplier  Internal customer  External customer  <b>External supplier</b></p>
252	<p>What is the primary reason for most organizations to segment their customer base?</p> <p>To provide one product or service to every type of customer.  To obtain feedback from customers.  To determine what segments to discontinue serving.  <b>To better serve the needs of different types of customers.</b></p>
253	<p>Which of the following quality tools would be most useful in deploying the voice of the customer downward throughout the organization?</p> <p>Cost of quality (COQ)  <b>Quality function deployment (QFD)</b>  Quality loss function (QLF)  Plan-do-study-act (PDSA)</p>
254	<p>Which of the following groups can provide the best feedback regarding the quality of a final product?</p> <p>Internal supplier  <b>External customer</b>  Internal customer  External supplier</p>
255	<p>The marketing team provides survey results to the data analytics team. Which of the following best explains the role of the marketing team?</p> <p><b>The marketing team acts as an internal supplier.</b>  The marketing team acts as an external supplier.  The marketing team acts as an internal customer.  The marketing team acts as an external customer.</p>
256	<p>An organization has seen a decline in customer satisfaction ratings. Which of the following choices best explains the reason for the decline?</p> <p>The organization finds the customer's new demands to be unfeasible.  <b>Internal customers are unhappy with their work environment.</b>  The organization has begun auditing the external suppliers.  Internal suppliers are spending their time analyzing reports.</p>
257	<p>Which of the following describes a person or department that receives a product or service from another person or department within an organization?</p> <p>Internal supplier  External supplier  External customer  <b>Internal customer</b></p>

	258	<p>Customers have provided feedback on how to improve a specific process. The feedback has been gathered, analyzed, and distributed. Which of the following roles is in the best position to use the feedback and improve the process?</p> <p>Manager of the process  Internal customer to the process  <b>Operator of the process</b>  Internal supplier to the process</p>
	259	<p>An organization's management team finds that its employees are being uncooperative with its efforts to provide world-class service. How should the management team proceed?</p> <p>Implement a reward system for employees who are cooperative.  <b>Investigate and determine what needs of the employees are not being met.</b>  Implement a punish system for employees who are uncooperative.  Ensure employees understand the expectations.</p>
	260	<p>Which kind of customer has a limited choice of suppliers for a product or service?</p> <p>Service buyer  Retail buyer  Discount buyer  <b>Service user</b></p>
	261	<p>Product requirements are established by which of the following groups?</p> <p><b>External customers</b>  Internal customers  Internal suppliers  External suppliers</p>
	262	<p>Which customer feedback method collects data that is used to analyze the customer's purchasing decision?</p> <p><b>Product warranty registration cards</b>  Customer purchase order  Complaints  Lost customer analysis</p>
	263	<p>Product warranty registration cards, complaints, surveys, and transaction data are examples of:</p> <p>customer requirements  <b>customer feedback</b>  attribute data  audit results</p>
	264	<p>Which of the following customer feedback methods reflects only one side of the customer's acceptance curve?</p> <p><b>Complaints</b>  Surveys  Lost customer analysis  Control charts</p>
	265	<p>Which of the following statements provides the best definition of feedback?</p> <p>Complaints from a customer used to identify product issues.  Audit results used to improve a process.  Customer survey responses used to improve a product.  <b>Information used to improve a process or product.</b></p>

266		<p>Which kind of customer is most likely to complete a survey?</p> <p>A customer who is neither satisfied nor dissatisfied.</p> <p>A customer who has a problem.</p> <p>A customer who wants to place an order.</p> <p><b>A customer who is at the extremes of satisfaction or dissatisfaction.</b></p>
267		<p>What is the primary purpose for organizations to have processes in place that capture customer feedback and continuously improve their systems?</p> <p>To address customer complaints.</p> <p>To attract new customers.</p> <p>To determine and ensure customer satisfaction.</p> <p><b>To retain customers.</b></p>
268		<p>A field services manager is responsible for handling customer resolutions. Which type of customer will typically call to file a complaint?</p> <p>A customer who is dissatisfied with the service received.</p> <p>A customer who is neither satisfied nor dissatisfied.</p> <p><b>A customer who has a problem and wants it solved.</b></p> <p>A customer who wants to place an order.</p>
269		<p>Which form of feedback is often used at hotels, restaurants, and professional offices at the time of service?</p> <p>Surveys</p> <p>Interviewing</p> <p>Warranty registration cards</p> <p><b>Comment cards</b></p>
270		<p>In a customer-focused organization, which form of feedback usually stops with the person who receives it?</p> <p>Warranty registration cards</p> <p>Purchase orders</p> <p>Complaints</p> <p><b>Positive feedback</b></p>
271		<p>Which customer feedback method is typically the most expensive but provides great insights?</p> <p><b>In-person interview</b></p> <p>Telephone</p> <p>Mail</p> <p>Electronic</p>
272		<p>According to the Kano model, a car's cup holder is considered which type of product quality?</p> <p>"Exciters"</p> <p>"One-dimensional"</p> <p>"Delighter"</p> <p><b>"Must be"</b></p>
273		<p>When interest rates go down, the number of mortgage loans obtained goes up. According to the Kano model, this is an example of which kind of product quality?</p> <p>"Delighter"</p> <p>"Must be"</p> <p>"Exciter"</p> <p><b>"One-dimensional"</b></p>

274		<p>Which of the following quality methods is used to analyze customer satisfaction data?</p> <p>KJ method  Juran trilogy  Ishikawa diagram  <b>Kano model</b></p>
275		<p>Which of the following is a proactive method for obtaining customer feedback?</p> <p>Toll-free call centers  Warranty systems  <b>Telephone surveying</b>  Complaint monitoring</p>
276		<p>The marketing team at ABC Supply has randomly gathered eight external customers to discuss their likes and dislikes of a new product. Which of the following statements best reflects the marketing team's actions?</p> <p>The marketing team is using a customer council to obtain customer feedback.  The marketing team is holding an in-person, one-on-one interview.  <b>The marketing team is conducting a focus group to obtain customer feedback.</b>  The marketing team is using observation to obtain customer feedback.</p>
277		<p>Which survey method provides a great amount of insight while keeping costs to a minimum?</p> <p>Panel interviewing  <b>Phone interviewing</b>  Electronic surveys  In-person interviewing</p>
278		<p>Rank the following proactive methods for obtaining customer feedback from most insightful to least insightful:</p> <ol style="list-style-type: none"> <li>1. In-person interview</li> <li>2. Survey by mail</li> <li>3. Telephone interview</li> </ol> <p>1, 2, 3  3, 2, 1  3, 1, 2  <b>1, 3, 2</b></p>
279		<p>Which of the following statements best explains why obtaining customer feedback is a requirement for quality organizations?</p> <p><b>Customer feedback helps organizations to remain competitive.</b>  Customer feedback helps organizations determine when improvement efforts have been completed.  Obtaining customer feedback prevents the need for a complaint handling system.  Obtaining customer feedback can lead to guaranteed success.</p>
280		<p>An organization receives a 20% response rate for customer surveys recently sent out. What should the organization do with the customer feedback?</p> <p><b>Analyze and filter the data for accuracy and applicability.</b>  Accept all feedback as reliable and applicable.  Reject it as misperceptions made by the customer's lack of understanding.  Use the feedback to continuously improve the products, services, or processes.</p>

	281	<p>What is the primary purpose for obtaining customer feedback?  <b>Continuously improve products, services, and processes.</b>          Make sure the organization is doing a good job.          Show the customers that the organization cares.          Give customers an outlet.</p>
	282	<p>Before an organization can accept an order from their client, customer requirements should be clarified by:          the organization's auditor  <b>the organization</b>          the organization's customer          the organization's supplier</p>
	283	<p>A documented activity performed to verify, by examination and evaluation of objective evidence, that applicable elements of the quality system are designed and implemented to a prescribed standard for a supplier is a(n):  <b>systems audit.</b>          survey.          process audit.          inspection.</p>
	284	<p>An engineering firm orders a custom storage unit from its supplier. The unit is drawn, built, tested, and then shipped to the engineering firm. At which stage in the cycle does it cost the most to reject a product from a supplier?          During testing          During production  <b>During use by the end user</b>          During incoming inspection</p>
	285	<p>A customer has requested that their supplier provide a report containing information about a product's test parameters and results. This test report is which type of supplier feedback?          Questionnaires/assessments          Corrective actions          Delivery performance  <b>Product data</b></p>
	286	<p>Which of the following best explains the reason for establishing supplier performance metrics?          Allow the suppliers an opportunity to assess their relationship with the organization.          Track the supplier's ability to handle mass distribution.          Assess the supplier's ability to organize the processes used to develop products.  <b>Ensure the supplier's performance meets the organization's stated standards.</b></p>
	287	<p>Which of the following indices is used when a supplier's past performance history cannot be obtained?          Quality performance index          Supplier performance index          Past performance index  <b>Commodity performance index</b></p>
	288	<p>Which index should be used to track the performance of a supplier who provides several components to the organization?  <b>Supplier performance index</b>          Quality performance index          Delivery performance index          Past performance index</p>

289	<p>Detecting a defective product from the supplier at this stage has the least impact with respect to cost and quality of the final product:</p> <p>Testing stage  In use by the end-user  <b>Incoming inspection stage</b>  Production stage</p>
290	<p>Which feedback method is used by organizations to obtain insight on supplier's quality system design and plans for improvement?</p> <p>Product data  <b>Questionnaires</b>  Corrective actions  Complaints</p>
291	<p>Which of the following tools is essential in helping suppliers to improve their products, services, and processes?</p> <p>Complaints  Corrective actions  Compliments  <b>Feedback</b></p>
292	<p>What is the primary reason for providing a supplier with a formal request for corrective action?</p> <p>To show receipt of a part.  To request replacement for the defective part.  To file a complaint with the supplier regarding a defective part.  <b>To determine and address the cause of a nonconformity.</b></p>
293	<p>An auto repair shop needs to immediately replace a defective part received from their supplier. How should the auto repair shop handle the situation?</p> <p>Fill out a corrective action request.  File a complaint.  Fill out a satisfaction survey.  <b>File a warranty claim.</b></p>
294	<p>Which index measures supplier performance by comparing stated requirements to total number of days early and total days late?</p> <p>Past performance index  <b>Delivery performance index</b>  Quality performance index  Supplier performance index</p>
295	<p>Which of the following terms best describes a planned review that is used to verify the effectiveness of a supplier's quality program?</p> <p>Supplier corrective action requests  Supplier questionnaires  Supplier satisfaction surveys  <b>Supplier audits</b></p>
296	<p>Which of the following best describes the purpose of a supplier's corrective action request?</p> <p>To immediately correct a defective product or service.  Establish clear communication between supplier and purchaser.  <b>Allow the supplier to resolve a reported problem.</b>  Allow the supplier to assess the organization's performance.</p>

297	<p>Which of the following is a primary reason to assist suppliers with improving their products and services?  Defective material from suppliers can cause delays or require additional efforts to maintain the schedule.  <b>Material and services from suppliers can substantially impact the quality of the product, customer satisfaction, and profitability.</b>  Late material from suppliers can cause delays or require additional efforts to maintain the schedule.  Poor services from suppliers can impact customer satisfaction.</p>
298	<p>Which of the following assessments is used to evaluate a supplier's financial state as well as their continued ability to perform according to customer's expectations?  <b>Supplier business management</b>  Accuracy performance metric  Responsiveness performance metric  Warranty performance</p>
299	<p>A new online retailer is offering its customers free two-day shipping. When selecting its external supplier, which of the following primary performance factors should be considered?  Corrective actions  Order processing  Complaint resolution  <b>Delivery performance</b></p>
300	<p>What is the primary reason to measure a supplier's performance?  Improve the supplier's products and services.  <b>Improve the organization's products and services.</b>  Put poor performing suppliers on probation.  Provide exceptional suppliers with awards.</p>
301	<p>Which of the following terms is used to describe the number of faulty products received?  Returns  <b>Defects</b>  Warranty performance  Accuracy</p>

C	1	<p>The input component in the SIPOC system would typically include:</p> <p>Raw materials, electrical power, and human resources  Manpower, machines, materials, and methods  <b>Specifications, money, and data</b>  Kanban cards, takt time, and kaizen methods</p>
C	2	<p>Without prior approval, an employee spent \$500 of company money to purchase a device that simplifies work flow in his area. This is an example of:</p> <p>Management lack of control  Worker waste  <b>Employee empowerment</b>  Employee involvement</p>
C	3	<p>Which of the following quality guru's statement on quality is "conformance to requirements?"</p> <p>Dr. Deming  Dr. Juran  <b>Philip Crosby</b>  Dr. Covey</p>
B	4	<p>Which of the following best describes machine capability?</p> <p>The total variation of all cavities of all mold, or spindles of an automatic assembly line  <b>The inherent variation of the machine</b>  The total variation over a shift  The variation in a short run of consecutively produced parts</p>
B	5	<p>The first and most important quality planning step is:</p> <p>Securing resources  <b>Defining the objective</b>  Defining the specifications  Creating the flow chart</p>
A	6	<p>The involvement of the quality function during strategic management planning is usually:</p> <p><b>Beneficial to the planning process</b>  Counterproductive to efficient production  Not important in small organization  Advantageous in minimizing the need for audits</p>
B	7	<p>The "quality function" of a company is best described as:</p> <p>The degree to which the company product conforms to a design or specification  <b>The collection of activities through which "fitness for use" is achieved</b>  The degree to which a class or category of product possesses satisfaction for people generally  Where the quality department fits in the organizational chart</p>
C	8	<p>The best evidence of acceptable quality is:</p> <p>Complete compliance to design requirements  A low rejection rate  <b>A satisfied customer</b>  Long-term usefulness</p>

C	9	<p>The purpose of a quality manual is to:</p> <p>Provide a basis for every quality decision</p> <p>Standardize the methods and decisions of a department</p> <p><b>Optimize company performance and the effectiveness of the quality department</b></p> <p>Make it possible to handle every situation in exactly the same manner</p>
B	10	<p>A thorough cause-and-effect analysis of quality problems will usually indicate that a major percentage of the basic factors affecting poor quality performance are:</p> <p>Operator controllable</p> <p><b>Management controllable</b></p> <p>Union controllable</p> <p>Customer controllable</p>
A	11	<p>The principal purpose of a policy statement concerning quality is:</p> <p><b>It defines the company's interest in the quality of products and services</b></p> <p>It assigns major quality responsibilities</p> <p>It clarifies most quality related words and phrases</p> <p>It describes basic quality oriented operating procedures</p>
B	12	<p>Establishing the quality policy for the company is typically the responsibility of:</p> <p>The marketing department</p> <p><b>Top management</b></p> <p>The customer</p> <p>The quality manager</p>
B	13	<p>In planning for quality, an important consideration at the start is:</p> <p>The relation of the total cost of quality to the net sales</p> <p><b>The establishment of a company quality policy or objective</b></p> <p>Deciding precisely how much money is to be spent</p> <p>The selling of the quality program to top management</p>
C	14	<p>The company has a good SPC program in manufacturing, however, a customer has a product failure in his hands. The cause was a result of changing vendors. This would be a/an:</p> <p>Vendor cause problem</p> <p>Common cause</p> <p><b>Assignable cause</b></p> <p>Bad inspection procedure</p>
A	15	<p>From an organizational perspective what is the highest form of partnering with employees?</p> <p><b>Employee involvement</b></p> <p>Task teams</p> <p>Cost reduction projects</p> <p>Stock option plans</p>
A	16	<p>The single most important factor in establishing an effective company training effort is:</p> <p><b>Top management support</b></p> <p>Willingness of an employee to learn</p> <p>Immediate supervisor's support</p> <p>Good instruction and materials</p>

D	17	<p>In case of conflict between contract specifications and shop practice:  Company procedures normally prevail  Good judgment should be exercised  The customer is always right  <b>Contract specifications normally apply</b></p>
A	18	<p>Product quality is best described as:  <b>A composite of characteristics that meet an expectation</b>  A product characteristic which includes reliability  The summation of material and component quality  A product characteristic established by the designer</p>
A	19	<p>Any process of importance or complexity should have:  <b>A written documented procedure</b>  An established measurement of nonconforming product  A method of achieving corrective action  A connection to the organization's mission statement</p>
A	20	<p>A process flow chart is ideal for:  <b>Displaying both work and information</b>  Determining when parts are defective  Prioritizing problems within a work system  Determining if two or more variables are related</p>
C	21	<p>For employee involvement efforts to succeed, what may be needed?  Increased employee incentives  Increased basic training company wide  <b>Employee understanding of how they can make a difference</b>  The initiation of pilot projects</p>
C	22	<p>The advantage of a written procedure is:  It provides flexibility in dealing with problems  It handles unusual conditions much better  <b>It is a perpetual coordination device</b>  It minimizes coordination activities with other departments</p>
A	23	<p>A work instruction gives information about which of the following?  <b>The steps necessary to perform certain work</b>  Which specifications are not applicable  The identity of the person who does the work  The maximum set-up time</p>
A	24	<p>Which training needs are most effectively developed when:  <b>They consider the difference between an individual's desired and current abilities</b>  They concentrate on middle management instruction to ensure their cooperation  They are combined with incoming employee testing  They focus on what an individual must achieve for advancement</p>
B	25	<p>Which can be factually made regarding the following improvement options?  Changing company culture happens quickly  <b>Continuous process improvement is a never ending process</b>  Important quality projects take a long time to complete  Quality improvement takes precedent over productivity improvements</p>

A	26	<p>Quality training programs should be characterized by:</p> <p><b>An emphasis on real company quality problems</b></p> <p>A concentration on the special definitions in the quality control profession</p> <p>Strict compliance with written quality procedures</p> <p>Memorization of quality procedure requirements</p>
B	27	<p>Dr. Deming and Dr. Nelson have described a form of contribution to variation called: just like the last.”</p> <p>Where, within a company, would one be most likely to experience this phenomenon?</p> <p>In situations where barriers between departments exist</p> <p><b>In situations where worker trains worker, who trains worker</b></p> <p>Where business is awarded to the same supplier as in the previous year</p> <p>When more than 100% inspection is necessary to eliminate defects</p>
C	28	<p>Which of the following descriptors is most applicable to service quality?</p> <p>Performance</p> <p>Attractiveness</p> <p><b>Responsiveness</b></p> <p>Aesthetics</p>
A	29	<p>Juran would have recommended which of the following steps to institutionalize total quality in an organization?</p> <p><b>Establish a quality council</b></p> <p>Eliminate quality policies</p> <p>Improve quality only when necessary</p> <p>Create consistency of purpose</p>
A	30	<p>Consider the following statements about processes and systems. Which statement would be most correct?</p> <p><b>Processes are generally smaller in scope than subsystems</b></p> <p>Input is required for processes but not for systems</p> <p>A product or service can be the input data for a process</p> <p>Only the end customer can provide effective process feedback</p>
A	31	<p>Identify the process output factors from the following incomplete lists:</p> <p><b>Products, services, designs</b></p> <p>Designs, needs, money</p> <p>Orders, ideas, data</p> <p>Specifications, services, money</p>
C	32	<p>Enlightened organizations would be most likely to utilize which of the following techniques to empower their employees?</p> <p>Baldrige award participation</p> <p>Opinion surveys</p> <p><b>Quality of work life programs</b></p> <p>Approval and detection systems</p>
C	33	<p>Which of the following approaches has the highest empowerment impact?</p> <p>Understanding</p> <p>Awareness</p> <p><b>Ownership</b></p> <p>Commitment</p>

A	34	<p>When considering various quality of work life options, the job design that offers the greatest likelihood of success for technical employers would be:</p> <p><b>Job enlargement and enrichment</b>  Job simplification and information sharing  Job rotation and understanding  Job training and awareness</p>
D	35	<p>Which of the following quality planning process elements would be most likely to be measured?</p> <p>Vision statements  Quality principles  Mission statements  <b>Tactical quality goals</b></p>
B	36	<p>If you are reading this question you are a customer of QCI. Identify a QCI process output element from the list below:</p> <p>Binder manufacturers  <b>Solution texts</b>  Authors  Paper companies</p>
C	37	<p>Which of the following job enrichment terms indicates that an employee can schedule his/her own work?</p> <p>Task skill variety  Task identity  <b>Task autonomy</b>  Task significance</p>
D	38	<p>A twenty year veteran of the paint dip line explained to a rookie that the only way to get consistent thickness is to adjust the speed based on the last piece checked. This technique will have what effect on process variation?</p> <p>Minimize it  Reduce it  No effect  <b>Increase it</b></p>
A	39	<p>The Nelson funnel experiment demonstrates that:</p> <p><b>Adjusting a stable process often increases variation</b>  No system can be made stable  Management cannot affect system variation  Workers can reduce common cause variation</p>
B	40	<p>According to the Deming philosophy, common causes of faults:</p> <p>Are due to worker errors  <b>Are a result of the system</b>  Are less important than special causes  Are more costly than errors</p>
A	41	<p>Long-term quality objectives:</p> <p><b>May be grouped according to the maturity of the quality system</b>  Include Baldrige criteria in the case of large organizations  Are set for periods of five years or more in the future  Rarely consider external quality system requirements</p>

C	42	<p>Assigning an individual to assume the combined duties of what were formerly several different, but related, jobs is an example of:</p> <ul style="list-style-type: none"> <li>Job enrichment</li> <li>Job rotation</li> <li><b>Job enlargement</b></li> <li>Job simplification</li> </ul>
B	43	<p>Which of the following elements is generally considered an element of job enrichment?</p> <ul style="list-style-type: none"> <li>Adding more direct supervision</li> <li><b>Increasing task significance and the impact of the job on the firm</b></li> <li>Providing more salary and monetary rewards for the efforts expended</li> <li>Minimizing the variety of tasks, skills, and needed details</li> </ul>
C	44	<p>Which of the following is a commonly accepted type of variation?</p> <ul style="list-style-type: none"> <li>Piece-to-lot</li> <li>Stream-to-within piece</li> <li><b>Time-to-time</b></li> <li>Lot-to-time</li> </ul>
B	45	<p>The authoritative act of documenting compliance with agreed requirements is known as:</p> <ul style="list-style-type: none"> <li>Objective evidence</li> <li><b>Certification</b></li> <li>Sampling plan</li> <li>Quality control</li> </ul>
A	46	<p>A “failure to meet the specified requirement, supported by evidence” is best described as</p> <ul style="list-style-type: none"> <li><b>Discrepancy</b></li> <li>Rework</li> <li>Characteristic</li> <li>Deviation</li> </ul>
D	47	<p>The SIPOC process map stands for suppliers, inputs, process, outputs, and customers. It provides a view of the process that contains approximately how many steps?</p> <ul style="list-style-type: none"> <li>21-40 steps</li> <li>16-20 steps</li> <li>8-15 steps</li> <li><b>4-7 steps</b></li> </ul>
C	48	<p>Process inputs would include such items as:</p> <ul style="list-style-type: none"> <li>Products, services, and remedies</li> <li>Designs, solutions, and training</li> <li><b>Data, orders, and money</b></li> <li>Suppliers, customers, and feedback</li> </ul>
D	49	<p>The specific documented actions necessary to fabricate, inspect, or ship a customer order would be called:</p> <ul style="list-style-type: none"> <li>Flow charts</li> <li>Feedback forms</li> <li>Attribute charts</li> <li><b>Work instructions</b></li> </ul>

D	50	<p>Which of the following statements regarding systems is true?</p> <p>Flow charts are required for all procedures</p> <p>A work instruction is more important than a procedure</p> <p>A process transforms outputs into inputs with the objective of adding value</p> <p>A procedure includes details such as "who" and "where"</p>
C	51	<p>Giving individuals the authority to make decisions, contribute ideas, exert influence, and take responsibility is best described as:</p> <p>Awareness</p> <p>Involvement</p> <p>Empowerment</p> <p>Understanding</p>
B	52	<p>Which of the following statements is accurate?</p> <p>Tactical goals generally have longer timelines than do strategic goals</p> <p>Strategic quality goals address issues that are applicable across the entire corporation</p> <p>Departmental quality policies are the same across an organization</p> <p>Tactical goals can be independent from strategic goals</p>
C	53	<p>Believing that quality is just another management fad is an example of:</p> <p>Seiri</p> <p>Job rotation</p> <p>Empowerment barriers</p> <p>Deming's 7 deadly diseases</p>
C	54	<p>The amount of potential scrap for a normally distributed process will depend upon what three elements?</p> <p>The specification limits, the desired limits, and the control limits</p> <p>The centering of the process, the control limits, the sales price</p> <p>The process centering, the process spread, and the specification limits</p> <p>The specification limits, the process limits, and the cost of rework</p>
C	55	<p>Which document details specific quality practices, resources, and sequences of activities to ensure that customer requirements, needs, and expectations are met?</p> <p>Tactical plan</p> <p>Control plan</p> <p>Quality plan</p> <p>Strategic plan</p>
D	56	<p>Variation can be identified with:</p> <p>Histograms and checklists</p> <p>Control charts and cause-and-effect diagrams</p> <p>Flow charts and measles charts</p> <p>Control charts and histograms</p>
B	57	<p>A key to management understanding the system variation is their ability to distinguish the difference between:</p> <p>Material and non-material errors</p> <p>Common and special causes</p> <p>Environmental and procedural influences</p> <p>Routine and special processes</p>

A	58	<p>In many situations, the easiest means to achieve savings by minimizing rejected material is:</p> <p><b>Process centering</b>  Control charting  Kaizen  Seiri</p>
A	59	<p>One would say that the “I” in a SIPOC diagram relates to:</p> <p><b>The materials, services, or information provided to processes</b>  The action step that transforms inputs into outputs  The process or organization that receives output  The organization providing resources to processes</p>
C	60	<p>When considering the planning elements and timing for various corporate initiatives which of the following would be considered the most long term?</p> <p>Budgets and performance plans  Strategies and tactics  <b>Visions and business objectives</b>  Performance goals and related plans</p>
B	61	<p>When Deming encouraged the elimination of numerical quotas, he was emphasizing which of the following?</p> <p>Good workers already know what is expected  <b>Not to sacrifice quality for quantity</b>  That zero defects are unrealistic  A detection system adds to rework</p>
A	62	<p>In describing the Juran Trilogy® or quality trilogy, Dr. J. M. Juran often describes a parallel between this quality sequence and which of the following management processes?</p> <p><b>Financial</b>  Production  Auditing  Design engineering</p>
B	63	<p>Your company has implemented the current Baldrige National Quality Criteria and can demonstrate an excellent approach and deployment in the areas of leadership and strategic planning. There has been some weakness in the area of operations focus. Considering only these categories, you conclude that your company will obtain which of the following point totals?</p> <p>100  <b>235</b>  290  310</p>
D	64	<p>Which of the following quality concept is identified with W. Edward Deming?</p> <p>Quality comes from prevention  Zero defects  Quality is conformance to requirements  <b>Create constancy of purpose</b></p>

B	65	<p>Which of the following quality gurus was very critical of merit pay, individual bonuses, management by the numbers, management by objectives, and the forced ranking of employees by performance?</p> <p>Dr. Feigenbaum  <b>Dr. Deming</b>  Philip Crosby  Dr. Juran</p>
A	66	<p>Which two of the following quality gurus are most closely associated with the terms “total quality control” and “total quality management”?</p> <p><b>Feigenbaum and Ishikawa</b>  Ishikawa and Taguchi  Deming and Crosby  Juran and Taguchi</p>
A	67	<p>The relevant stakeholders in an important project would typically include which of the following?</p> <p><b>Hourly employees and stockholders</b>  Potential competitors and BNQA award winners  Potential suppliers and potential competitors  Owners and user terrorists</p>
D	68	<p>Internal customers are important to all organizations. Quality and other staff departments should adopt a philosophy of:</p> <p>We are an expert department  We have specialized skills  We develop projects for the line departments to implement  <b>We are a service department</b></p>
D	69	<p>Which of the following is a significant difference between the BNQA criteria and the Deming philosophy?</p> <p>The BNQA emphasizes customer focus and business results; whereas, Deming does not  The Deming philosophy contains a rating system; whereas, the BNQA does not  The BNQA has 7 categories; whereas, the Deming philosophy has 14 key points  <b>The BNQA has rating categories; whereas, Deming’s points are “all or nothing”</b></p>
B	70	<p>Community or society quality benefits would include which of the following?</p> <p>Shared beneficial information and future orders  <b>An enhanced ability to pay taxes and safe products to use</b>  Prestige and self-fulfillment  Job security and potential pay increase</p>
B	71	<p>Philip Crosby’s quality message is most clearly identified with which of the following perspectives?</p> <p>Technical  <b>Motivational</b>  Process  Statistical</p>
C	72	<p>Which of the following quality luminaries would be most clearly identified as a proponent of improvement and breakthrough projects?</p> <p>Ishikawa  Deming  <b>Juran</b>  Crosby</p>

A	73	<p>There are seven BNQP criteria areas. Which of the following have the heaviest weighting?</p> <p><b>Results &amp; Operations Focus</b>  Customer Focus &amp; Workplace Focus  Workplace Focus &amp; Strategic Planning  Knowledge Management &amp; Customer Focus</p>
D	74	<p>Which of the following is a Deming imperative?</p> <p>Quality means conformance to requirements  Quality comes from prevention  The quality performance standard is zero defects  <b>Drive out fear throughout the organization</b></p>
A	75	<p>Which of the following quality professionals is considered a folk hero in Japan and founder of the third wave of the industrial revolution?</p> <p><b>Dr. Deming</b>  Dr. Juran  Philip Crosby  Dr. Feigenbaum</p>
D	76	<p>Dr. Juran's Quality Trilogy® involves which of the following?</p> <p>Quality control, quality assurance, and quality goals  Quality design, quality control, and quality tools  Quality improvement, quality teams, and quality policies  <b>Quality planning, quality control, and quality improvement</b></p>
B	77	<p>The "next process is your customer" refers to:</p> <p>"Do it right" for the next operation  <b>Desire for better cooperation among departments</b>  "Zero defects" for the next process  Process efficiency is very important</p>
D	78	<p>Dr. W. Edwards Deming promoted and used which of the following techniques?</p> <p>Zero defects  The use of quality councils  Quality Trilogy  <b>Parable of the red beads</b></p>
D	79	<p>Which of the following quality gurus align with their corresponding basic orientation toward quality?</p> <p>Crosby: Technical  Deming: Motivational  Crosby: Process oriented  <b>Juran: Process driven</b></p>
D	80	<p>Which of the following events would most likely affect a company's outgoing quality immediately?</p> <p>Poor feedback to a supplier  Poor quality delivered to a competitor  Poor quality delivered to your company  <b>Poor internal company quality</b></p>

A	81	<p>Of all of an organization's stakeholder groups, which would be considered the most removed from internal processes?</p> <p><b>Society</b>  Stockholders  Suppliers  Customers</p>
D	82	<p>A world class company not only measures customer satisfaction but would also:</p> <p>Improve the rating index each year using continuous improvement methods  Meet or exceed a value of 99 percent satisfied customers  Collect data from multiple sources, using a variety of measurement media  <b>Have a system to listen to customers and keep current with changing needs</b></p>
C	83	<p>In today's society, which of the following is most likely to enjoy a short-term relationship with a product organization?</p> <p>Suppliers  Employees  <b>Stockholders</b>  Communities</p>
B	84	<p>Which of the following is contrary to Deming's profound knowledge and is violation of his obligations of top management?</p> <p>Understanding variation  <b>Putting forth 110% effort</b>  In-depth understanding of the company  Systems thinking</p>
A	85	<p>Philip Crosby suggests that management practice the "four absolutes of quality management." Which of these absolutes aligns most closely with Juran's cost of quality concepts?</p> <p><b>Quality measurement is the price of non-conformance</b>  Quality means conformance to requirements  Quality comes from prevention  The quality performance standard is zero defects</p>
B	86	<p>Why does Crosby emphasize quality improvement in terms of money to such a great extent?</p> <p>He believes that it would lower costs to the customer  <b>He believes that it will capture the attention of management</b>  He believes that it will prompt corrective action  He believes that it will require the creation of quality cost reports</p>
A	87	<p>The Baldrige National Quality Award application is divided into how many key categories of criteria?</p> <p><b>7</b>  19  20  24</p>
D	88	<p>Crosby defines quality as "conformance to requirements" and Juran defines quality as "fitness for use." Which of the following statements is correct?</p> <p>Juran means that a product does not have to conform to requirements  If a product conforms to requirements it will always be fit for use  Fitness for use is almost always a tougher standard than conformance to requirements  <b>These are good examples of beauty lying in the eye of the beholder</b></p>

B	89	<p>Dr. Deming stated that 94% of quality problems are the responsibility of management. What does he mean?</p> <p>Management makes 94% of the quality mistakes</p> <p><b>Only management can change the system</b></p> <p>Management makes decisions that can do more damages</p> <p>Only management buys supplies and materials</p>
B	90	<p>Why does Juran suggest that chronic waste in an organization will often go unnoticed by management ?</p> <p>Management is so engrossed in long term planning they lose touch with basics</p> <p><b>These wastes are built into the standards and become accepted</b></p> <p>Management is so concerned with control they fail to implement breakthrough projects</p> <p>Quality planning focuses on control items to the exclusion of improvement ideas</p>
C	91	<p>From an external customer's standpoint which of the following stakeholders is responsible for poor product quality?</p> <p>The stockholders of the producing company</p> <p>The suppliers of the producing company</p> <p><b>All employees of the producing company</b></p> <p>Society taken as a whole</p>
B	92	<p>A thorough review of the work of the major quality gurus would indicate which of the following to be the most effective way to create quality?</p> <p>Effective problem solving</p> <p><b>Continuous process improvement</b></p> <p>Modern statistical control techniques</p> <p>Benchmarking the best comparable processes</p>
C	93	<p>Which of the following would normally be considered an internal versus an external stakeholder concern?</p> <p>More energy efficient products</p> <p>The payment of all varieties of taxes</p> <p><b>An ability to weather tough economic times</b></p> <p>The protection of public health</p>
B	94	<p>The Baldrige award is open for competition among which of the following?</p> <p>Floral and decorating firms</p> <p><b>Small businesses and health care organization</b></p> <p>Religious and public service organizations</p> <p>Large and small legal firms</p>
A	95	<p>One would say that communications within an organization's stakeholder groups would most effectively be handled by which of the following mechanisms?</p> <p><b>Internal company processes</b></p> <p>Stockholder annual reports</p> <p>Internal newsletters and external reports</p> <p>Good relationships with customers and suppliers</p>
B	96	<p>If a company fails to meet their quarterly projected sales and profit forecasts, which of the following stakeholders groups would be immediately affected?</p> <p>Suppliers</p> <p><b>Stockholders</b></p> <p>Employees</p> <p>Society</p>

C	97	<p>A list of stakeholders of an organization's activities frequently fails to include which of the following:</p> <p>Employees Suppliers <b>Society</b> Stockholders</p>
C	98	<p>A company should optimize its profit margin primarily for the benefit of:</p> <p>All stockholder requirements Internal corporate entities and processes <b>All stakeholder requirements</b> Management and employees</p>
A	99	<p>Within the evaluation of the Baldrige Criteria for Performance Excellence, which of the following criteria categories carries the greatest profit value?</p> <p><b>Leadership</b> Process Management Customer Focus Strategic Planning</p>
B	100	<p>What quality pioneer is generally recognized as being the creator of the control chart?</p> <p>Deming <b>Shewart</b> Juran Ishikawa</p>
A	101	<p>Which of the following statements, if attributed to Philip B. Crosby, would be correct?</p> <p><b>Quality means conformance to requirements</b> The quality performance standard is less than 1% bad Quality comes from detection of defects The cost of quality includes only the price of conformance</p>
D	102	<p>Permanent improvement, according to Crosby, requires three phases, which he called:</p> <p>Awareness, goals, and measurement (including reporting) Plan, check, and act Quality councils, quality teams, and quality reports <b>Conviction, commitment, and conversion</b></p>
C	103	<p>Dr. Deming attributed what percentage of responsibility for quality related problems to management?</p> <p>28% 56% <b>94%</b> 100%</p>
C	104	<p>The current BNQP contains 7 categories and 17 elements with a total value of 1000 points. It is reported that companies scoring over 600 points in a paper audit will receive a plant visit by Baldrige examiners. This probably indicates that:</p> <p>Many U.S. companies overstate their achievements The BNQP criteria is difficult to achieve <b>Many U.S. companies have a long way to go</b> The annual criteria is confusing to many companies</p>

D	105	<p>According to Dr. Deming, responsibility for quality properly belongs where?</p> <p>In the hands of managers and supervisors  In the hands of the quality department  In the hands of the workers  <b>In the hands of everyone</b></p>
D	106	<p>Which individual pressed for quality improvements at a “revolutionary rate?”</p> <p>Shewart  Deming  Crosby  <b>Juran</b></p>
B	107	<p>Dr. Juran believes that the “last word” is:</p> <p>Replicating quality processes that have been used successfully elsewhere  <b>Moving a process to a better and improved state of control</b>  Accountability  Feedback</p>
D	108	<p>The quality management perspective, user perspective, and manufacturer’s perspective are respectively associated with:</p> <p>Juran, Deming, and Crosby  Deming, Crosby, and Juran  Deming, Juran, and Crosby  <b>Crosby, Deming, and Juran</b></p>
C	109	<p>The Baldrige National Quality Award:</p> <p>Is the American version of ISO 9001  Is awarded yearly to one deserving company in Europe  <b>Recognizes American companies for outstanding performance</b>  Is an award similar to the Deming Prize given by Japan</p>
A	110	<p>Deming Continuous Improvement Helix, Juran’s Quality Trilogy®, and Crosby’s PONC are:</p> <p><b>Forms of feedback mechanisms</b>  Conflicting process approaches  In disagreement on who determine quality  Focused on quality from the customer’s point of view</p>
B	111	<p>Deming wanted consistency of purpose for what end?</p> <p>Improvement of people and society  <b>Improvement of products and services</b>  Reduction of defects and bad attitudes  Reduction of costs and inspections</p>
A	112	<p>When a company ends the practice of awarding business on the basis of price tag, they are:</p> <p><b>Seeking the best value for the entire process</b>  Using only quality as the award criteria  Using multiple criteria for the award  Doing business only with established alliances</p>

C	113	<p>When Deming said “to drive out fear,” he meant:</p> <ul style="list-style-type: none"> <li>Enjoy your work</li> <li>Guarantee job security</li> <li><b>Encourage creativity</b></li> <li>Improve morale</li> </ul>
A	114	<p>The MBNQA was created by Public Law 100-107 in 1987. It is now called the BNQP (Baldrige National Quality Program). Which of the following statements is correct with regard to BNQP?</p> <ul style="list-style-type: none"> <li><b>U.S. businesses, education organizations, and health care organizations are eligible to apply</b></li> <li>Any U.S. or European company may apply</li> <li>Companies and organizations throughout the world may apply</li> <li>Non-profit organizations must apply through the Education category</li> </ul>
B	115	<p>Deming felt that slogans and exhortations should be:</p> <ul style="list-style-type: none"> <li>Used extensively, because they motivate people</li> <li><b>Eliminated, because they're meaningless</b></li> <li>Emotional, because they will have more impact</li> <li>Objective, because they will be better accepted</li> </ul>
D	116	<p>The internal customer can be helped through which of the following methods or practices?</p> <ul style="list-style-type: none"> <li>The silo effect</li> <li>Departmental competition</li> <li>Using only staff specialists to provide expert advice</li> <li><b>Effective communications between departments</b></li> </ul>
B	117	<p>Deming wanted a vigorous program of education and self-improvement because:</p> <ul style="list-style-type: none"> <li>It was cheaper than training</li> <li><b>It helped employees become better workers</b></li> <li>It reduced customer complaints</li> <li>It increased job retention</li> </ul>
A	118	<p>Short-term profits should be optimized for:</p> <ul style="list-style-type: none"> <li><b>All stakeholder requirements</b></li> <li>The largest financial returns</li> <li>Stockholder dividends</li> <li>Lowest operating costs</li> </ul>
A	119	<p>Quality control relies on:</p> <ul style="list-style-type: none"> <li><b>Feedback loops</b></li> <li>Seiton</li> <li>Formal audits</li> <li>Standards</li> </ul>
A	120	<p>A supplier to an organization:</p> <ul style="list-style-type: none"> <li><b>Is also a stakeholder of the organization</b></li> <li>Cannot be a stockholder of the organization</li> <li>Uses their stakeholder position to direct the organization’s activities</li> <li>Initiates the purchase contract for goods or services</li> </ul>

B	121	<p>An organizational steering committee is usually composed of:</p> <ul style="list-style-type: none"> <li>Randomly selected members of the workforce</li> <li>Upper management</li> <li>Middle management</li> <li>Team leaders and facilitators</li> </ul>
A	122	<p>Team support from upper management may include:</p> <ul style="list-style-type: none"> <li>Reviewing team progress</li> <li>Housekeeping items</li> <li>Preparing project reports</li> <li>Data gathering</li> </ul>
B	123	<p>To improve the effectiveness of the team process, upper management (or the steering committee) is generally responsible for:</p> <ul style="list-style-type: none"> <li>Delegating reviews of team progress</li> <li>Keeping the quality improvement process on track</li> <li>Recording the behavior of team members</li> <li>Completing assignments between meetings</li> </ul>
C	124	<p>Natural workteams share in common:</p> <ul style="list-style-type: none"> <li>Their attitudes and experiences</li> <li>Their motivation and training</li> <li>Their involvement in the problem to be addressed</li> <li>Their concern about the large issues of the organization</li> </ul>
A	125	<p>Quality improvement teams can:</p> <ul style="list-style-type: none"> <li>Tackle larger issues than individuals working alone</li> <li>Defend their individual positions on the problem</li> <li>Justify their achievements to win rewards</li> <li>Attend meetings at their convenience</li> </ul>
A	126	<p>Individual team members benefit from team work by</p> <ul style="list-style-type: none"> <li>Sharing ideas and being creative</li> <li>Forging stronger working relationships with management</li> <li>Implement widely held beliefs</li> <li>Receiving time off from day-today operations</li> </ul>
C	127	<p>Which of the following statements is considered true for many internal problem solving teams?</p> <ul style="list-style-type: none"> <li>The problem selects the team</li> <li>The team selects many problems for simultaneous solutions</li> <li>Management selects the team members</li> <li>Teams rarely understand the process to be improved</li> </ul>
A	128	<p>Each team member is most responsible for:</p> <ul style="list-style-type: none"> <li>Applying the steps of the improvement process</li> <li>Completing assignments at the meetings</li> <li>Encouraging dominant members</li> <li>Discussing ideas between meetings</li> </ul>

C	129	<p>Identify the factual statement from the choices below:</p> <p>The leader is always the boss</p> <p>The facilitator maintains the team's minutes and agendas</p> <p><b>The facilitator should have special training in improvement techniques</b></p> <p>Each team member is responsible for completing individual problems</p>
B	130	<p>A facilitator would most likely be considered:</p> <p>A team leader</p> <p><b>A catalyst</b></p> <p>A trainer</p> <p>A reformer</p>
B	131	<p>The installation of a new computer data collection system, plant-wide, would most likely require which two of the following team structures?</p> <p>Quality improvement and self-directed teams</p> <p><b>Project and cross-functional teams</b></p> <p>Self-directed and quality improvement teams</p> <p>Cross-functional and work area teams</p>
C	132	<p>The cross-functional team approach to quality improvement is effective because:</p> <p>Nobody is ultimately responsible for results</p> <p>"Finger pointing" gets sorted out once and for all</p> <p><b>The diversity of a team members brings wider process knowledge</b></p> <p>Problems are solved on the spot</p>
A	133	<p>A skilled facilitator will:</p> <p><b>Intervene when progress ceases</b></p> <p>Correct the group when their ideas are wrong</p> <p>Take sides when one side is correct</p> <p>Publish and distribute team meeting minutes</p>
D	134	<p>Which of the following would be considered the three most important team roles?</p> <p>Member, supervisor, manager</p> <p>Leader, member, timekeeper</p> <p>Facilitator, consultant, member</p> <p><b>Facilitator, member, recorder</b></p>
A	135	<p>The team champion has this position because:</p> <p><b>He or she is at a high level in the organization</b></p> <p>He or she has completed similar projects in the past</p> <p>His or her team have historically saved the most dollars</p> <p>The team members elected this individual</p>
D	136	<p>A team commissioned to design and install an automated part degreaser would be considered:</p> <p>A self-directed team</p> <p>An autonomous team</p> <p>An improvement team</p> <p><b>A project team</b></p>

C	137	<p>Which of the following is a team leader role?</p> <ul style="list-style-type: none"> <li>Recording meeting notes</li> <li>Advising of remaining time constraints</li> <li>Acting as a liaison with management</li> <li>Distributing meeting minutes</li> </ul>
C	138	<p>The leader on a self-directed team:</p> <ul style="list-style-type: none"> <li>Is a permanent position</li> <li>Changes among members at each meeting</li> <li>Has a voice equal to all other members</li> <li>Can override team decisions</li> </ul>
D	139	<p>A self-directed team is appropriate for which of the following activities?</p> <ul style="list-style-type: none"> <li>Implementing a new company-wide phone system</li> <li>Defining purchase order requirements</li> <li>Resolving labor union issues</li> <li>Solving a departmental procedural problem</li> </ul>
A	140	<p>The greatest value a team can provide to an organization is:</p> <ul style="list-style-type: none"> <li>Implementing solutions</li> <li>Having well planned meetings</li> <li>Identifying organization-wide problems</li> <li>Meeting at least once a week</li> </ul>
D	141	<p>Cross-functional membership would typically be used for which of the following?</p> <ul style="list-style-type: none"> <li>Cellular and area teams</li> <li>Project and cellular teams</li> <li>Departmental process improvement and natural work teams</li> <li>Quality improvement and project teams</li> </ul>
D	142	<p>According to Dr. Ishikawa, programs using a team approach will be successful if they are based upon a philosophy of:</p> <ul style="list-style-type: none"> <li>Minimizing the selection of discordant personalities</li> <li>Using people as expendable commodities</li> <li>Treating people in accordance with Theory "X"</li> <li>Building people as intellectual resources</li> </ul>
C	143	<p>The type of team that draws its members from a natural work area is generally called a:</p> <ul style="list-style-type: none"> <li>Cross-functional team</li> <li>Process improvement team</li> <li>Self-directed team</li> <li>Project team</li> </ul>
B	144	<p>The type of team in which the problem solution is team-directed is:</p> <ul style="list-style-type: none"> <li>A cross-functional team</li> <li>An improvement team</li> <li>A project team</li> <li>A task force</li> </ul>

B	145	<p>The responsibility for keeping improvement processes on track, for evaluating improvement progress, and for making mid-course corrections to improve the effectiveness of improvement processes rests with:</p> <p>Team members  <b>The steering committee</b>  The head of the quality department  Team leaders</p>
D	146	<p>A facilitator should provide personal judgment of team members' ideas or opinions:</p> <p>When team member discussion lags  When it appears that team discussion is getting off track  When the team leader's point of view appears to lack support  <b>At no time during a team meeting</b></p>
B	147	<p>The team member generally responsible for taking concise and understandable notes of the proceedings of the team is:</p> <p>The assistant team leader  <b>The recorder</b>  The facilitator  The timekeeper</p>
C	148	<p>One of a team's most important early responsibilities to management is to:</p> <p>Assess the suitability of the office spaces assigned the team  Set up a rewards procedure  <b>Develop and refine the team's objectives</b>  Attend the kickoff team meeting</p>
C	149	<p>Which of the following would be indicative of a poorly functioning team?</p> <p>Conflict is openly discussed  All team members participate in deliberations and meetings  <b>Goals of the team have been predetermined without negotiation</b>  Decisions are made by consensus</p>
A	150	<p>Who is responsible for defining a team's objectives?</p> <p><b>The sponsor</b>  The team leader  The facilitator  The whole team</p>
A	151	<p>Over the life of a team, the involvement of a facilitator generally decreases because:</p> <p><b>Team members' leadership capabilities increase over time</b>  The team tires of the facilitator's involvement  Team members' resentment of the facilitator increases over time  Resource hours become more costly as the team progresses</p>
B	152	<p>Poorly functioning teams rarely exhibit which of the following characteristics?</p> <p>Conflict  <b>Team identity</b>  Competition  Defensiveness</p>

D	153	<p>The most common management argument against improvement teams is:</p> <p>They believe that the teamwork concept is invalid</p> <p>They believe workers do not have worthy ideas</p> <p>They believe unions will not tolerate them</p> <p><b>They believe that the U.S. industrial climate will not support them</b></p>
D	154	<p>Which one of the following is the most important factor when problem solving in team meetings?</p> <p>Brainstorming</p> <p>Use of the cause-and-effect method</p> <p>Getting management's opinions about details</p> <p><b>Getting the facts about a problem</b></p>
C	155	<p>Team success is most dependent on which of the following?</p> <p>The team leader</p> <p>Team members having full knowledge of the fishbone technique</p> <p><b>Active support by mid-managers</b></p> <p>Policy support by top management</p>
A	156	<p>What usually represents the greatest problem in team meetings?</p> <p><b>Facilitator/leader conflicts</b></p> <p>Lack of ideas from team members</p> <p>Disinterest by facilitators</p> <p>Lack of time by team members</p>
A	157	<p>During the team building phase, which of the following best describes the actions of the team?</p> <p><b>The group is uncertain of their duties</b></p> <p>Members prioritize and perform tasks</p> <p>Members operate smoothly</p> <p>The team leader is usually a delegator</p>
A	158	<p>Excessive conflict within a work team:</p> <p><b>Has a negative effect on team members and should be avoided</b></p> <p>Has a positive effect on creating alternate solutions</p> <p>Most often results in win-win situations</p> <p>Allow team members to thrive and participate</p>
C	159	<p>Which of the following are typical descriptions of actions used in conflict resolution?</p> <p>Divergent, differential, discrepancy, disparity</p> <p>Interpersonal, intrapersonal, intergroup, intragroup</p> <p><b>Accommodating, avoiding, collaborating, compromising</b></p> <p>Forming, storming, norming, performing</p>
C	160	<p>What primary activities take place during most team meetings?</p> <p>Conflict between the leader and the team members</p> <p>Taking detailed minutes and publishing the information promptly</p> <p><b>Learning the teamwork process and improving the work process</b></p> <p>Consensus building and conflict resolution</p>

A	161	<p>Which of the following would be the most appropriate reasons for providing rewards and recognition to improvement teams?</p> <p>To provide positive reinforcement for correct behavior</p> <p>To share significant monetary gains with those who generated them</p> <p>To divide the company's financial gain</p> <p>To connect a material award with achievement</p>
D	162	<p>One would define team consensus as:</p> <p>Unanimity of position among team members</p> <p>A majority vote among team members</p> <p>Complete satisfaction by all team members</p> <p>A decision that all team members can support</p>
C	163	<p>In most cases, an improvement team receives the least control and direction from the team leader and/or facilitator during which of the following stages:</p> <p>Building</p> <p>Storming</p> <p>Performing</p> <p>Norming</p>
B	164	<p>The most difficult stage for any team to work through is:</p> <p>Norming</p> <p>Storming</p> <p>Performing</p> <p>Forming</p>
C	165	<p>The team's charter describes the team's:</p> <p>Leader, facilitator, recorder, and timekeeper</p> <p>Meeting dates, milestones, and targets</p> <p>Mission, scope, and objectives</p> <p>Members, sponsors, and facilitators</p>
A	166	<p>Initially, an ideal problem for a team is one that can be solved in:</p> <p>¼ months</p> <p>9/12 months</p> <p>12/24 months</p> <p>18/36 months</p>
C	167	<p>At which evolutionary stage would a team typically select a leader?</p> <p>Performing</p> <p>Storming</p> <p>Forming</p> <p>Norming</p>
B	168	<p>An "empowered" team is able to:</p> <p>Terminate employment of non-productive employees</p> <p>Request information from all organizational levels</p> <p>Represent the organization in legal affairs</p> <p>Purchase up to \$100,000 of incidental supplies</p>

A	169	<p>The team life cycle phase in which the leader exhibits a low task, high relationship style is called the:</p> <p><b>Develop phase</b>  Build phase  Optimize phase  Any of the above</p>
C	170	<p>When team members' desires for unanimity overrides a realistic appraisal of alternatives, this is called:</p> <p>Wanderlust  Bonding  <b>Groupthink</b>  Risky-shift</p>
C	171	<p>When two team members express strong opposite views, the remaining team members should:</p> <p>Ask both members to leave  Vote that the leader stop the discussion  <b>Have the two clearly state their positions</b>  Use the sponsor to clarify the situation</p>
C	172	<p>Conflicts within a team:</p> <p>Should be dealt with decisively  Are resolved by sponsor intervention  <b>Can have positive consequences</b>  Are usually negative to team performance</p>
B	173	<p>Groupthink is:</p> <p>Beneficial to evaluating ideas  <b>An impediment to appraising alternatives</b>  Enhancing to independent critical thinking  An inability to pressure dissenters</p>
D	174	<p>When a team is unsure of their spending limits, without management approval, they are lacking:</p> <p>Skills  Sanctions  Initiative  <b>Ground rules</b></p>
A	175	<p>To empower a team, management should provide which of the following?</p> <p><b>Information and resources</b>  Their constant input  A management developed charter  Additional outside personnel</p>
C	176	<p>A six person team has analyzed the data and is working on solving the problem, when one of the members is transferred to another state. Management should:</p> <p>Appoint a replacement team member  Extend the team's deadline date  <b>Let the five people complete the project</b>  Add an expert consultant to the team</p>

B	177	<p>To discourage a team from selecting an expensive problem solution, which is not cost effective, team members should be trained to ask the question:  Why not do it this way, since it is only a “drop in the bucket?”  <b>If this were my money, would I spend it on this solution?</b>  Is this what a “world-class” company would do?  Since the organization has a large amount of resources, can we solve it more quickly?</p>
A	178	<p>Initial projects selected by teams should:  <b>Show a fairly rapid benefit and success outcome</b>  Be a learning exercise with negligible intended impact  Require few, if any, resources  Be closely controlled by management</p>
A	179	<p>An endorsed team charter should:  <b>Authorize expenditures of corporate resources</b>  Leave boundaries of the project subject to later resolution  Specify detailed metrics for completion  Require approval by the facilitator</p>
A	180	<p>Material rewards to team members should always:  <b>Be the same for all members of the team</b>  Be individualized for each team member within an established value range  Be something with the company’s logo on it  Clearly distinguish those who made significant contributions</p>
D	181	<p>The proper sizing of a team is:  Something that senior management should determine in the team charter  Best based upon including representatives of all affected parties  A straightforward management decision  <b>A complex balancing of considerations of inclusion and manageability</b></p>
B	182	<p>The key attribute for individual team members is:  That they are able to work alternative work schedules to accommodate activities  <b>That they value teamwork in the problem solving process</b>  That they have extensive experience within the organization  That they understand the full scope of the problem at hand</p>
B	183	<p>Divided member loyalties, having personal confrontations, thinking individually, and learning team members roles are indicators that a team is in which evolutionary stage?  Forming  <b>Storming</b>  Performing  Norming</p>
C	184	<p>Most of the power that a team enjoys comes from:  The team’s charter  The team’s control over their own performance  <b>The organization’s management</b>  Access to resources</p>

D	185	<p>In order to be a member of a team, a person should have which of the following prerequisites?</p> <p>An emotional interest in the problem  No reason to work on the team  Little acceptance of interdependency  <b>An acceptance of team values</b></p>
C	186	<p>A problem in the arc-welding group will impact a vital shipment that must leave the plant within the next two hours. The foreman should:</p> <p>Tell management and request an extension to study the problem  Form a team of workers involved and make a decision  <b>Seek input from the workers involved and make a decision</b>  Identify who's to blame and recommend disciplinary action</p>
A	187	<p>An improvement team must make their final recommendation for improving the paperwork flow in the finance department. Three of the five members want to recommend one option and the remaining two another option. What should the team do at this point?</p> <p><b>Keep working to reach consensus</b>  Keep working until there is unanimity among the team members  Divide the difference so everyone has something of what they wanted  Go with the majority vote</p>
C	188	<p>When the team is creating their guidelines, the issue of what information will be shared outside the team is called:</p> <p>Brainstorming  Conflict resolution  <b>Confidentiality</b>  Emphatic listening</p>
B	189	<p>As a team leader, the most important thing you can do to ensure effective meetings is to:</p> <p>Start on time  <b>Develop and use an agenda</b>  Use visual aids whenever possible  Critique meeting effectiveness periodically</p>
A	190	<p>Keeping records of team meetings is important because:</p> <p><b>Single meeting progress may be slow</b>  Time must be justified  Rewards will be based on them  Participation is encouraged</p>
C	191	<p>When rewarding a team, it is best to:</p> <p>Give money to each member in proportion to their share of the work  Give each member a unique reward  <b>Reward everyone the same</b>  Select one member to receive the entire reward</p>
C	192	<p>Group cohesion develops during the:</p> <p>Forming stage  Storming stage  <b>Norming stage</b>  Performing stage</p>

A	193	<p>Team conflict is:  <b>Often negative, but it can also be positive</b>          Best if avoided          The result of common objectives          Caused by the relative power of the parties involved</p>
B	194	<p>The team has brainstormed two viable options for correcting a problem. The best way to select one over the other is:          Have the numbers vote with the majority winning  <b>Present pros and cons for each idea and have team discussion</b>          Implement both and use PDCA to determine the best one          Require the team leader to select the best solution</p>
D	195	<p>Which of the following techniques is the preferred team problem resolution option?          Voting          Multi-voting          Nominal group technique  <b>Consensus</b></p>
A	196	<p>When an organization confers recognition and rewards for a team's excellent performance, it should be given to:  <b>All team members</b>          The leader          The team champion          The team sponsor</p>
A	197	<p>The conflict resolution technique that is considered intermediate in both assertiveness and cooperativeness is considered to be:  <b>Compromising</b>          Collaborating          Avoiding          Accommodating</p>
B	198	<p>Identify the facilitation technique that would most likely result in team conflict:          Multi-voting  <b>Voting</b>          Consensus          Nominal group technique</p>
C	199	<p>Optimal team performance occurs when:          All team members have similar backgrounds and experience          Representatives from each organizational level are on each team  <b>The team is comprised of a diversity of knowledge and skills</b>          Each team member is from a different ethnic, religious, and social group</p>
D	200	<p>When a team has a tendency to jump immediately to problem solutions, a facilitator should take which of the following actions?          Speed the process up          Supply additional data          Strive for quicker decision making  <b>Ask for alternate solutions</b></p>

C	201	<p>In the traditional concept of costs:  Profit and indirect labor are generally excluded from the quality cost categories  Fixed and miscellaneous expenses are considered part of selling costs  <b>The cost of goods produced includes both direct and indirect labor and material costs</b>  The cost of goods sold includes profit</p>
A	202	<p>The purpose of quality system auditing is to:  <b>Examine the effectiveness of management directed control programs</b>  Provide a problem prioritization program  Counter the effects of a decrease in employee morale  Discover the root causes of problems</p>
D	203	<p>Affinity diagrams are best classified as:  A conflict resolution technique  A problem tracking technique  A cost reduction technique  <b>A grouping technique</b></p>
A	204	<p>Why is the PDCA cycle so readily accepted by most American teams and individuals?  <b>It is the natural way that most people already approach problems</b>  It was promoted by Dr. Deming who has a wide American following  It was successful in Japan and American companies adapted it  It requires much less work than comparable improvement techniques</p>
C	205	<p>Which of the following is part of the cost of goods produced? (Assume all items mentioned are relevant to the products/services produced.)  Company profit  Payments for support design consultant services  <b>Shipping costs for arriving raw materials</b>  Advertising and related selling expenses</p>
C	206	<p>The most expansive audit category is which of the following?  Product audit  Internal audit  <b>System audit</b>  Process audit</p>
C	207	<p>Modifying or redesigning a product would most likely occur during which two PDCA phases?  Plan and Do  Check and Act  <b>Do and Act</b>  Plan and Act</p>
D	208	<p>Design review costs, training costs, safety reviews, and housekeeping costs are all considered what type of cost category?  External failure  Internal failure  Appraisal  <b>Prevention</b></p>

B	209	<p>In an audit, who is responsible for documenting observations, communicating and clarifying audit requirements, and maintaining confidentiality of the audit?</p> <p>The lead auditor  <b>All auditors</b>  The client  The auditee</p>
A	210	<p>The party that makes the final decision on the scope of an audit is:</p> <p><b>The client</b>  The auditee  The lead auditor  The entire audit team</p>
B	211	<p>Costs of checking for conformance to product specifications, costs of disposing of a non-conforming product, and costs of production equipment maintenance are respectively classified as what cost categories?</p> <p>Prevention costs, failure costs, and appraisal costs  <b>Appraisal costs, failure costs, and prevention costs</b>  Appraisal costs, prevention costs, and failure costs  Prevention costs, appraisal costs, and failure costs</p>
B	212	<p>If a team were trying to generate ideas on the most effective way to lay out a new inventory control system, what tool would be their best choice?</p> <p>A quality audit  <b>An affinity diagram</b>  A Pareto diagram  A scatter diagram</p>
A	213	<p>Which of the following statements about a quality cost reporting system is accurate?</p> <p><b>It does not suggest specific actions</b>  It prevents short-term mismanagement  It does not provide emphasis on doing each job right the first time  It ensures that all important costs are included</p>
C	214	<p>If a company were to evaluate why some customers refused to purchase a newly released product, what Deming cycle phase would apply?</p> <p>Plan  Do  <b>Study</b>  Act</p>
D	215	<p>The primary purpose of affinity diagrams is to:</p> <p>Limit common variation  Prioritize errors by significance  Identify special causes  <b>Group similar thoughts or ideas</b></p>
D	216	<p>A team would be operating in which phase of the Shewart cycle if it were in the process of conducting a pilot program test activity?</p> <p>Plan  Act  Check  <b>Do</b></p>

C	217	<p>Using PDCA process to design a customer survey while implementing a customer feedback and improvement process is an example of:</p> <p>The critical path method  A customer driven company  <b>A PDCA process within a PDCA process</b>  A reactive versus proactive approach</p>
B	218	<p>Overhead costs consist of which of the following?</p> <p>General and administrative costs  <b>Fixed and miscellaneous costs</b>  Direct labor  Direct materials</p>
C	219	<p>An important tool to control the cost of quality in the organization is:</p> <p>Work breakdown structure  Control charts  <b>Quality cost reports</b>  Pareto charts</p>
B	220	<p>A supplier has wanted that there may be bad material in an incoming shipment. The costs for the required 100% incoming inspection should be charged to:</p> <p>Prevention costs  <b>Appraisal costs</b>  Internal failure costs  External failure costs</p>
C	221	<p>When first starting a quality cost program, it is not unusual to see:</p> <p>Appraisal costs decrease  External failures increase  <b>Internal failures increase</b>  Total failures decrease</p>
B	222	<p>A quality cost system will:</p> <p>Include all important costs  <b>Identify processes for improvement</b>  Solve quality problems  Match improvement efforts with accomplishments</p>
A	223	<p>The preparation of the audit plan is the responsibility of:</p> <p><b>The lead auditor</b>  The client  The auditee  The plant manager being audited</p>
C	224	<p>A group has brainstormed many ideas for the upcoming company picnic. One way to organize the ideas is by use of a (an):</p> <p>Pareto diagram  Cause-and-effect diagram  <b>Affinity diagram</b>  Scatter diagram</p>

B	225	<p>The purpose of quality auditing is to:</p> <ul style="list-style-type: none"> <li>Identify processes or procedures that can be eliminated</li> <li><b>Examine the effectiveness of management systems</b></li> <li>Define an organization's mission and vision statements</li> <li>Correct deficient areas</li> </ul>
A	226	<p>One means of creating consistency and uniformity in audits is by:</p> <ul style="list-style-type: none"> <li><b>Using an audit checklist</b></li> <li>Using the same person as lead auditor</li> <li>Using the services of an external auditor</li> <li>Holding management responsible for selecting the audit team</li> </ul>
C	227	<p>Brainstorming is best used as a technique when:</p> <ul style="list-style-type: none"> <li>Many highly intelligent people have ideas to solve a problem</li> <li>A company needs additional money to develop new technologies</li> <li><b>Creative ideas are needed and the solution is not obvious</b></li> <li>Team members have little or no knowledge about the problem at hand</li> </ul>
B	228	<p>Most costs associated with correcting work are invisible because:</p> <ul style="list-style-type: none"> <li>No one is held accountable</li> <li><b>Most companies budget for healthy amounts of waste</b></li> <li>They are hidden in overhead expenses</li> <li>The customer pays for the additional work anyway</li> </ul>
C	229	<p>Assume that the cost data available for a certain period is limited to the following:</p> <ul style="list-style-type: none"> <li>\$20,000 – final test</li> <li>\$50,000 – field warranty costs</li> <li>\$170,000 – re-inspection and retest</li> <li>\$45,000 – inventory reduction</li> <li>\$4,000 – vendor quality surveys</li> <li>\$30,000 – rework</li> </ul> <p>The total of quality cost is:</p> <ul style="list-style-type: none"> <li>\$619,000</li> <li>\$621,000</li> <li><b>\$574,000</b></li> <li>\$576,000</li> </ul>
C	230	<p>In order to lower overall quality costs, a company would be best served to invest money in:</p> <ul style="list-style-type: none"> <li>Redesign activities</li> <li>Appraisal activities</li> <li><b>Preventive activities</b></li> <li>Customer complaint activities</li> </ul>
C	231	<p>To ensure success of a quality audit program, the most important activity is:</p> <ul style="list-style-type: none"> <li>Setting up audit frequency</li> <li>Maintenance of a checking procedure to see that all required audits are performed</li> <li><b>Getting corrective action as a result of audit findings</b></li> <li>Checking that the audit procedure is adequate and complete</li> </ul>

D	232	<p>Prevention costs are increased to pay for engineering work in quality control, which causes a reduction in the number of product defects. This action produces a reduction in:</p> <ul style="list-style-type: none"> <li>Appraisal costs</li> <li>Operating costs</li> <li>Quality costs</li> <li><b>Failure costs</b></li> </ul>
D	233	<p>What is the purpose of a quality audit program?</p> <ul style="list-style-type: none"> <li>Catch defects missed by inspection</li> <li>Ensure that people follow procedures</li> <li>Provide a super continuous improvement system</li> <li><b>Measure and report the effectiveness of the control functions</b></li> </ul>
D	234	<p>The percentages of total quality cost are distributed as follows: prevention 12%; appraisal 28%; internal failure 40%; and external failure 20%. From this information, one can conclude:</p> <ul style="list-style-type: none"> <li>More money should be invested in prevention</li> <li>Expenditure for failure are excessive</li> <li>The amount spent for appraisal seems about right</li> <li><b>Nothing</b></li> </ul>
A	235	<p>A vendor quality survey:</p> <ul style="list-style-type: none"> <li><b>Is used to predict whether a potential vendor can meet quality requirements</b></li> <li>Is an audit of a vendor's product for a designated period of time</li> <li>Is always conducted by quality control personnel</li> <li>Eliminates the need for receiving inspection of the surveyed product</li> </ul>
A	236	<p>Which of the new quality management tools is used to organize facts and data about an unfamiliar subject or problem?</p> <ul style="list-style-type: none"> <li><b>An affinity diagram</b></li> <li>The header technique</li> <li>Benchmarking</li> <li>A matrix diagram</li> </ul>
C	237	<p>Analysis of quality costs consists of</p> <ul style="list-style-type: none"> <li>Reviewing manpower utilization against standard costs</li> <li>Establishing management tools to determine net worth</li> <li><b>Examining each cost element in relation to other elements and the total</b></li> <li>Providing an accounting mechanism to spread costs over serviced areas</li> </ul>
C	238	<p>What other problem solving tool is customarily used to compliment the fishbone diagram?</p> <ul style="list-style-type: none"> <li>Scatter diagrams</li> <li>Pareto diagrams</li> <li><b>Brainstorming</b></li> <li>Force field analysis</li> </ul>
C	239	<p>The basic objective of a quality cost program is to:</p> <ul style="list-style-type: none"> <li>Identify the source of quality failures</li> <li>Interface with the accounting department</li> <li><b>Improve the profit of a company</b></li> <li>Identify quality control department costs</li> </ul>

B	240	<p>The principal advantage of having recorded brainstormed ideas in a visible fashion is which of the following?</p> <p>So the ideas will not be forgotten</p> <p><b>So that additional thoughts might be elicited from others</b></p> <p>So that time will not be wasted with similar ideas from others</p> <p>So that the ideas can be reviewed critically at the end of the session</p>
A	241	<p>TPM in relationship to the lean enterprise system means:</p> <p><b>Total productive maintenance to maximize equipment usage</b></p> <p>Total preventive maintenance to reduce total cost</p> <p>Total process management to manage process cost</p> <p>Total preventive maintenance to minimize downtime</p>
A	242	<p>The term "reengineering" most closely aligns with which of the following?</p> <p><b>Completely rethinking the way in which a process is accomplished</b></p> <p>The modification of a process to reduce costs and waste</p> <p>The elimination of non-value added steps in a process</p> <p>The same thing as the continuous improvement of a process</p>
B	243	<p>The major reason for benchmarking a process or project would be to:</p> <p>Understand both your practices and those of your benchmark partner</p> <p><b>Use the information gained to improve performance</b></p> <p>Compare current practices with a better benchmark</p> <p>Determine the recognized leader in the area needing change</p>
A	244	<p>Which of the following statements is most applicable to trend analysis?</p> <p><b>Experience is required for proper interpretation</b></p> <p>Bar charts are more informative than run charts</p> <p>Most applications should be reflected in an improvement percentage</p> <p>An improving trend is an indication of corporate survival</p>
B	245	<p>A lowered rejection rate following corrective action:</p> <p>Gives a positive indication that performance has improved</p> <p><b>May be unrelated to the corrective action</b></p> <p>Indicates that the corrective action was directly related to the problem</p> <p>Has no significance</p>
A	246	<p>Which of the following actions or activities is the most short-term?</p> <p><b>Containment actions</b></p> <p>Temporary actions</p> <p>Continuous improvement</p> <p>Preventive actions</p>
C	247	<p>Which of the following actions or techniques is used to determine the original fundamental cause of a product or process non-conformance?</p> <p>Continuous improvement</p> <p>Pareto analysis</p> <p><b>Root cause analysis</b></p> <p>Preventive action</p>

C	248	<p>Which of the following is the most legitimate management concern when a floor level operator performs a permanent corrective action?</p> <p>The operator may not have the technical knowledge to implement the improvement</p> <p>The operator lacks the ability to effectively coordinate the improvement on all shifts</p> <p><b>The operator may potentially be addressing a symptom of a problem, not the true cause</b></p> <p>The operator represents only one solution opinion and could be wrong</p>
C	249	<p>It's obvious that a corrective action requires follow-up attention when the result is unsatisfactory. Which of the following is the best reason for follow-up when the result of the corrective action is very satisfactory?</p> <p>To recognize the CAT (corrective action team) for their achievement</p> <p>To assign the CAT members to future difficult problems</p> <p><b>To make the most of the solution by extending the fix to other areas</b></p> <p>To develop standardized approaches to solving all future problems</p>
B	250	<p>The main difference between traditional kaizen and the kaizen blitz approach is:</p> <p>The number of people involved</p> <p><b>The pace of the change effort</b></p> <p>The amount of floor space saved</p> <p>The commitment level of management</p>
D	251	<p>Process improvement is necessary for most companies to survive in a competitive climate. What type of improvement is often radical involving large investment in technology or equipment?</p> <p>Evolutionary process improvement</p> <p>Upward trend improvement</p> <p>Breakthrough improvement</p> <p><b>Revolutionary breakthrough improvement</b></p>
B	252	<p>The act of identifying systems or processes with the same or similar problem, and then applying a proven corrective action, is which of the following?</p> <p>Root cause analysis</p> <p><b>Standardizing corrective actions</b></p> <p>Mistake proofing</p> <p>Reengineering</p>
B	253	<p>What is root cause analysis?</p> <p>The act of providing intervention to catch mistakes</p> <p><b>The act of determining the primary cause for a process non-conformance</b></p> <p>The act of identifying systems or processes with similar problems</p> <p>The act of rethinking and radical design of business processes</p>
C	254	<p>What does the Japanese concept of poka-yoke mean?</p> <p>Root cause analysis</p> <p>Standardizing corrective actions</p> <p><b>Mistake proofing</b></p> <p>Reengineering</p>
B	255	<p>The practice of comparing current projects, methods, or processes with the best practices and using this information to drive improvement is called:</p> <p>Flow charting</p> <p><b>Benchmarking</b></p> <p>Auditing</p> <p>Control charting</p>

A	256	<p>Why has six sigma been so successful for many organizations?</p> <p><b>Bottom line results are enhanced</b></p> <p>A <math>\pm 1.5</math> sigma shift is included</p> <p>An undisciplined approach is used</p> <p>Sound statistical approaches are eliminated</p>
A	257	<p>If breakthrough improvement produces such dramatic results, what is the best reason that incremental improvement should be used by organizations?</p> <p><b>It allows a wider group of people to participate in the improvement process</b></p> <p>The steps necessary for breakthrough improvement may be too difficult</p> <p>Incremental improvement uses considerable capital</p> <p>Most companies can't accommodate big changes</p>
A	258	<p>In CFM, the time per operation is based on:</p> <p><b>The takt time</b></p> <p>Line balancing</p> <p>The existing constraint</p> <p>Machine capacity</p>
D	259	<p>Which of the following approaches maintains and improves working standards by small, gradual, evolutionary improvements?</p> <p>PDCA</p> <p>Taguchi's Loss Function</p> <p>Poka-yoke</p> <p><b>Kaizen</b></p>
C	260	<p>Which of the following operations would benefit most from a kanban system application?</p> <p>One-of-a-kind production operations</p> <p>Service operations</p> <p><b>Repetitive production plants</b></p> <p>Hospital emergency centers</p>
A	261	<p>Which of the following actions would most likely result in breakthrough improvement?</p> <p><b>Reengineering and six sigma</b></p> <p>Kaizen and ergonomic design improvement</p> <p>PDCA and mistake proofing</p> <p>Concurrent engineering and kaizen</p>
B	262	<p>What can be wrong with one department making a small improvement in a process without advising others in the organization?</p> <p>The change may go unnoticed and top management might not recognize their effort</p> <p><b>The small departmental improvement might cause increased difficulties in another department</b></p> <p>There would be a lost opportunity for sister departments to benchmark the change</p> <p>Others in the organization might really see how the small improvement can be expanded</p>
A	263	<p>A departmental work team would be best equipped to undertake which improvement technique?</p> <p><b>Incremental improvement</b></p> <p>Breakthrough improvement</p> <p>Revolutionary improvement</p> <p>Design innovation</p>

A	264	<p>Lean and six sigma share in common which of the following attributes:</p> <p><b>They both focus on continuous improvement</b></p> <p>Neither requires top management commitment</p> <p>They both focus on internal customers</p> <p>They both require long learning curves</p>
B	265	<p>The best, simplified, definition of Kaizen is:</p> <p>Error cause identification</p> <p><b>Continuous improvement</b></p> <p>A system of cards associated with material flow</p> <p>Breakthrough improvement</p>
C	266	<p>Six sigma is which of the following?</p> <p>A labor relations tool to achieve workforce "rightsizing" with minimum disruptions</p> <p>A long-term strategy to qualify suppliers</p> <p><b>A management strategy to use statistical tools and project work to achieve gains</b></p> <p>A short-term strategy to assess customers' definitions of quality</p>
D	267	<p>Kaizen improvements generally:</p> <p>Mean rapid, unending improvement</p> <p>Involve people at the manager level</p> <p>Seek out large, significant, short-term improvements</p> <p><b>Require little expense</b></p>
A	268	<p>A Japanese word referring to the seven classes of waste is:</p> <p><b>Muda</b></p> <p>Mela</p> <p>Muesli</p> <p>Mikado</p>
B	269	<p>The Japanese word "seiri," in reference to workplace organization, means?</p> <p>Timeliness</p> <p><b>Proper arrangement</b></p> <p>Cleanup</p> <p>Orderliness</p>
D	270	<p>A company wishing to focus on product price and technical features would most likely undertake what type of benchmarking activity?</p> <p>Process</p> <p>Strategic</p> <p>Project</p> <p><b>Performance</b></p>
A	271	<p>Improving processes little by little, on a continuous basis, is:</p> <p><b>Kaizen</b></p> <p>Revolutionary improvement</p> <p>Reengineering</p> <p>Breakthrough improvement</p>

B	272	<p>The abbreviation for the steps in a typical six sigma program are:</p> <p>PDCA  <b>DMAIC</b>  PDSA  SMED</p>
C	273	<p>An example of muda is:</p> <p>Poka-yoke  Kaizen  <b>Overproduction</b>  Reengineering</p>
D	274	<p>When engaging in seiton in the workplace, one would be:</p> <p>Increasing the level of cleanliness  Increasing personal discipline  Reducing the amount of equipment  <b>Reducing chaos</b></p>
C	275	<p>The “five why’s” method is used to:</p> <p>Identify all of the problem’s effects  Identify who’s to blame for the problem  <b>Identify what is the real cause of the problem</b>  Verify customer survey results</p>
A	276	<p>Of the following, which task is value added?</p> <p><b>An appropriate product development process</b>  Reworking parts to meet customer requirements  Material review board meetings  Efficient material handling of customer returns</p>
B	277	<p>One weakness of kaizen is:</p> <p>Costs associated with this process can be substantial  <b>It does not produce breakthrough improvements</b>  The process must be halted while changes are being made  Changes typically involve the purchase of expensive new technology</p>
D	278	<p>Performing two or more activities at the same time is an example of:</p> <p>Shitsuke  Kaizen  Reengineering  <b>Concurrent activities</b></p>
A	279	<p>Wrist watches have changed from windup (mechanical) systems to digital (electronic) systems. This is an example of:</p> <p><b>Breakthrough improvement</b>  Kaizen  The five Ms and E  Poka-yoke techniques</p>

C	280	Using unique connectors for each input/output on a personal computer is an example of: Kanban PDCA Poka-yoke Work simplification
D	281	Ishikawa diagrams are also referred to by which of the following? Hierarchy diagrams, 5M diagrams, and cause-and-effect diagrams 5M and E diagrams, check sheets, and flow charts Cause-and-effect diagrams, scatter diagrams, and 5M and E diagrams Fishbone diagrams, cause and effect diagrams, and 4M diagrams
D	282	If 87 data observations from a process were to be plotted on a histogram, the rule of thumb would suggest using which number of intervals across the range of the data? 19 4 12 9
A	283	A normal histogram with almost all of the points inside of a bell-shaped curve would demonstrate which of the following? Common cause variation Special cause variation Assignable cause variation Special or assignable cause variation
B	284	A process that has a normal statistical distribution with a mean "mu" and a standard deviation "sigma" will contain what percentage of its data points within three sigmas of each side of mu? 99.99% 99.73% 68.26% 96.46%
B	285	In constructing a Pareto diagram and drawing the cumulative distribution curve, the category "all others" should be placed where? There should be no "all others" category At the final end of the categories axis At the beginning end of the categories axis Wherever it falls on the axis according to the number of data points
C	286	A process represented by a control chart in which all the observations fell between the UCL and LCL is said to be: Unpredictable Demonstrating special cause variation In control Requiring management intervention
C	287	The most powerful statistical tool to analyze variation in most processes is a: Flow chart Pareto chart Control chart Fishbone diagram

C	288	<p>If the data plotted on a scatter diagram lies in a straight line that is not horizontal, then the data indicates:</p> <p>A strong cause-and-effect relationship between the two variables  Insufficient evidence to draw a conclusion  <b>A high correlation between the two variables</b>  No correlation between the two variables</p>
A	289	<p>In control charting attribute data from a process, which of the following would be appropriate?</p> <p><b>u, np, or p chart</b>  X-bar and R charts and median charts  np, X-bar and S charts, and run charts  p, n, or MX bar and MR charts</p>
A	290	<p>Upper and lower control limits on X-bar and R charts are set where?</p> <p><b>Plus and minus three standard deviations from the mean X-bar</b>  Wherever the customer calls for them to be set  Anywhere, as long as there are 3S between the two limits  UCLs and LCLs are not used on X-bar and R charts</p>
B	291	<p>Which of the following would be expected to result in a shift in process level on an X-bar and R chart?</p> <p>Friction increasing due to buildup of debris on a machine  <b>A new operator taking over a production machine</b>  An operator getting tired while running a machine  A machine operator's safety glasses gradually fogging due to high humidity</p>
B	292	<p>Average (X-bar) and range (R) control charts show a process to be in control if:</p> <p>The X-bar chart is in control but the R chart is out of control  <b>Both the X-bar chart and the R chart are in control</b>  Both the X-bar chart and the R chart are out of control  The R chart is in control but the X-bar chart is out of control</p>
A	293	<p>The term that describes the degree of association between two variables is:</p> <p><b>Correlation coefficient</b>  Scatter factorial  Mean time between failures or defects  Permutation number</p>
A	294	<p>If an average and range set of control charts are both out of control, it indicates which of the following?</p> <p><b>The process average and spread fluctuate unpredictably</b>  The process average fluctuates unpredictably but the process range varies predictably  The process average varies predictably and the process range varies predictably  The process range fluctuates unpredictably but the process average varies predictably</p>
A	295	<p>The most sensitive attribute chart is the:</p> <p><b>p chart</b>  u chart  np chart  c chart</p>
B	296	<p>In flow charts, the diamond symbol is used to represent:</p> <p>A process step  <b>A decision point</b>  The start of a process  A continuation</p>

A	297	<p>A team has been tasked to improve the small purchase process in your company. They decide to create a flow chart of the existing process because it will:</p> <ul style="list-style-type: none"> <li>Visualize the process</li> <li>Identify delays</li> <li>Prioritize delays</li> <li>Rank costs</li> </ul>
C	298	<p>If the number of deaths from cholera in a city is plotted on a map, one is creating a:</p> <ul style="list-style-type: none"> <li>Recording check sheet</li> <li>Cause-and-effect diagram</li> <li>Measles chart</li> <li>Scatter diagram</li> </ul>
B	299	<p>Which of the following are examples of check sheets?</p> <ul style="list-style-type: none"> <li>A security sign-in log and scatter diagrams</li> <li>A grocery list and an attendance sheet</li> <li>An attendance sheet and a histogram</li> <li>An X-bar and R charts and a Pareto diagram</li> </ul>
D	300	<p>A team decides that it will need a histogram of process XYZ's output performance. To create the histogram, the team would use information from a:</p> <ul style="list-style-type: none"> <li>Scatter diagram</li> <li>Pareto chart</li> <li>Affinity diagram</li> <li>Tally sheet</li> </ul>
A	301	<p>A team has collected 25 data points. Someone suggests the team create a histogram and everyone agrees a histogram would be useful. What would you recommend?</p> <ul style="list-style-type: none"> <li>That the team collect more data</li> <li>That the histogram have five frequencies</li> <li>That the number of frequencies should be even</li> <li>That each frequency has at least three points</li> </ul>
B	302	<p>Which of the following statements is true about correlation?</p> <ul style="list-style-type: none"> <li>The dependent variable drives the independent variable</li> <li>There can be a possible cause-and-effect relationship between two variables</li> <li>The dependent variable is easier to adjust</li> <li>Correlation implies a linear relationship</li> </ul>
B	303	<p>A process improvement team is assigned the project of improving the quality of plastic shelfholders. The team has identified variation in the holder length as a significant factor. Which tool should the team use first to study the variation?</p> <ul style="list-style-type: none"> <li>A scatter diagram</li> <li>A control chart</li> <li>A Pareto chart</li> <li>A cause-and-effect diagram</li> </ul>

C	304	<p>A control chart for the weight of 16 pound bowling balls has shown random variation for three months. The machine operator has noticed that for the last 10 plotted averages charted, all of the values are below the chart centerline. What conclusion can be made?</p> <p>The recent data continues to show normal variation  The low average readings are due to a reduction in average range values  <b>This is indicative that the process has shifted</b>  The operator should note this as a “recurring cycle” on the chart</p>
C	305	<p>When analyzing a complex problem that has many possible sources of effects, the relationships can be presented in a:</p> <p>Scatter diagram  Histogram  <b>Fishbone diagram</b>  Z value distribution</p>
C	306	<p>When attempting to use pressure to control part weight in a molding operation, which variable would be plotted on the scatter diagram vertical axis?</p> <p>The variable identified as X  Pressure  <b>Part weight</b>  The independent variable</p>
A	307	<p>Long-term users of X-bar and R charts recommend attacking rule violations in the range chart first. Why would they make this suggestion?</p> <p><b>If variability is predictable, the process can usually be controlled</b>  It’s generally easier to accomplish  It dramatically affects the average chart  It may require outside engineering help</p>
A	308	<p>At the operator level, what is the best purpose for a checklist?</p> <p><b>It serves as a memory aid</b>  It greatly minimizes poor quality  It gives the operator more self-control  It reduces union-management friction</p>
A	309	<p>When establishing control charts in an organization for the first time, a large number of rule violations can be encountered. What is the most logical reason for this condition?</p> <p><b>Most processes are out of control</b>  Most operators calculate control limits improperly  Most floor level personnel have not been trained  Most quality department personnel like to find fault</p>
A	310	<p>The tabulation of the number of times a given quality characteristic measurement occurs, within a product sample, is called a:</p> <p><b>Histogram</b>  Normal distribution  Control chart  Random function</p>

B	311	<p>Pareto diagrams are used to:</p> <ul style="list-style-type: none"> <li>Determine a cause and effect relationship between variables</li> <li><b>Focus attention on problems in priority order</b></li> <li>Generate a large number of ideas</li> <li>Display causes in a non-graphical manner</li> </ul>
A	312	<p>A scatter diagram is a problem solving tool, which helps to:</p> <ul style="list-style-type: none"> <li><b>Determine a cause-effect relationship between two or more variables</b></li> <li>Focus attention on problems in priority order</li> <li>Generate a large number of improvement ideas</li> <li>Determine where non-conformance exists</li> </ul>
B	313	<p>There is a problem on the manufacturing line and all of the factors that might be contributing to the problem must be discovered. Which of the following problem solving tools would be the best choice?</p> <ul style="list-style-type: none"> <li>Pareto diagram</li> <li><b>Fishbone diagram</b></li> <li>Histogram</li> <li>Control chart</li> </ul>
B	314	<p>There is a need for each shift to keep track of the number of defective labels being printed. The production rate varies from shift-to-shift and the customer is demanding that a control chart be implemented. What would be the best tool to keep track of the number of defective units?</p> <ul style="list-style-type: none"> <li>Histogram</li> <li><b>p chart</b></li> <li>c chart</li> <li>X-bar and R chart</li> </ul>
B	315	<p>Which of the following statements can be safely made about Pareto diagrams?</p> <ul style="list-style-type: none"> <li>They have little application outside of the quality area</li> <li><b>They reflect an observation of fact</b></li> <li>They are bound by a universal set of laws</li> <li>They have no validity for discrete data</li> </ul>
C	316	<p>It has been determined that a control chart must be kept on the total number of defects found in each sample of plastic film. The sample size is fixed at 1,000 units. Which control chart would be the appropriate choice?</p> <ul style="list-style-type: none"> <li>p chart</li> <li>np chart</li> <li><b>c chart</b></li> <li>u chart</li> </ul>
C	317	<p>The problem solving step that includes finding all possible causes and potential solutions is called:</p> <ul style="list-style-type: none"> <li>Investigate the problem</li> <li>Identify the problem</li> <li><b>Analyze the problem</b></li> <li>Solve the problem</li> </ul>
D	318	<p>Check sheets are appropriate tools to be used in which problem solving steps?</p> <ul style="list-style-type: none"> <li>Investigating, identifying, and defining the problem only</li> <li>Identifying, investigating, and confirming the problem results only</li> <li>Defining and solving the problem only</li> <li><b>All problem solving steps</b></li> </ul>

D	319	<p>From a customer's perspective, identify the events that are considered universally undesirable?  A single, downward, process trend  Variation that's very consistent  <b>Increasing process variability</b></p>
C	320	<p>When using a cause-and-effect diagram to solve plant problems, a session is customarily divided into three parts. Which of the following would be included?  Prioritizing, formulating, and problem solving  Process mapping, SIPOC, and PDCA  <b>Brainstorming, prioritizing, and action plan development</b>  Action plan development, project assignment, and project completion</p>
B	321	<p>For a business that manufactures brake pads for cars, which of the following would be considered an impacted party?  Auto parts distributorship  <b>Pedestrians</b>  Neighborhood auto repair shop  Automobile owner</p>
A	322	<p>On average, what percentage of dissatisfied customers will actually let the organization know their feeling?  <b>4% - 10%</b>  25%  1%  45%</p>
A	323	<p>An employee who follows the rules and fully satisfies the requirements of the job could best be described as demonstrating which of the following states?  <b>Compliance</b>  Commitment  Reluctance  Enrollment</p>
D	324	<p>A public commitment to satisfy the customer best describes which of the following?  Displaying customer comment cards  Having an established consumer complaint process  Displaying a toll-free phone number  <b>Warranties and guarantees</b></p>
D	325	<p>The fact that some companies treat a limited number of customers in a very special manner would indicate the impact of which of the following concepts?  The Abilene paradox  The Chebyshev inequality  The Heisenberg principle  <b>The Pareto rule</b></p>
D	326	<p>Albrecht's hierarchy of customer expectations is (from lowest to highest):  Basic, unanticipated, desired, expected  Desired, expected, basic, unanticipated  Basic, desired, expected, unanticipated  <b>Basic, expected, desired, unanticipated</b></p>

C	327	<p>The phrase “voice of the customer” refers to which of the following?</p> <p>House of features Fishbone diagram <b>QFD</b> Customer survey cards</p>
D	328	<p>Discussions of documented reporting requirements, actions expected of the supplier, and formalization of necessary communication channels would be indicative of what type of joint planning meeting between customer and supplier?</p> <p>Conflict resolution Economic Technological <b>Managerial</b></p>
C	329	<p>The term indicating that joint parties in a common business have an equal standing with each other is which of the following?</p> <p>A venture An alliance <b>A partnership</b> A team</p>
C	330	<p>Forecasting, scheduling, inventory cost control, and freight expense controls are indicative of which of the following?</p> <p>STS SCM <b>JIT</b> RFP</p>
D	331	<p>The root of the house of quality represents what?</p> <p>Benchmarked target values for design features Ranking of customer’s needs Relationship between competitors’ performances against customer needs <b>Interrelationships between design features</b></p>
C	332	<p>An interaction with an actual or potential customer by an employee is called:</p> <p>A transaction A customer-employee interaction <b>A moment of truth</b> An interface</p>
C	333	<p>The primary reason for an organization to sponsor training for its employees is to:</p> <p>Improve employee satisfaction Help the employees deal with stress <b>Help the employees do their job better</b> Improve an employee’s safety</p>
C	334	<p>Identification of the external customer is important because:</p> <p>It eliminates wasted advertising It produces more profit per customer <b>It helps identify the customer’s needs</b> It permits easier product recalls</p>

D	335	<p>An example of an end user is:</p> <p>An airline buying meals from a catering service</p> <p>A bank buying check order forms</p> <p>An auto parts store buying brake pads</p> <p><b>A homeowner buying a replacement door</b></p>
B	336	<p>The proper way to sort customers is:</p> <p>Consumer and business</p> <p><b>There is no single correct way</b></p> <p>High-profit and low-profit</p> <p>High-risk and low-risk</p>
D	337	<p>Customer feedback is important for which of the following reasons?</p> <p>Changing customer's needs</p> <p>Lowering quality priorities</p> <p>Assigning responsibility for the failure</p> <p><b>Providing opportunities for improvement</b></p>
A	338	<p>Properly designed surveys should:</p> <p><b>Ask specific questions</b></p> <p>Ignore nonresponses</p> <p>Use improper sampling techniques</p> <p>Use a large number of questions</p>
A	339	<p>The majority of customers, who leave a company, do so because of:</p> <p><b>Service quality</b></p> <p>Product quality</p> <p>Lack of product availability</p> <p>Cost considerations</p>
C	340	<p>A key indicator of a company's attitude toward customer service is:</p> <p>Management's return policy</p> <p>Guarantees offered to consumers</p> <p><b>Promptness in answering telephones</b></p> <p>Customer surveys</p>
D	341	<p>There is a disagreement with a customer. By trying to emphasize areas of agreement and seeking a joint problem solving approach, you are attempting to resolve conflict by:</p> <p>Avoiding</p> <p>Compromise</p> <p>Changing perceptions</p> <p><b>Smoothing</b></p>
A	342	<p>What type of expectation is met when a product has attributes that are worthwhile, but not necessarily expected?</p> <p><b>Desired</b></p> <p>Expected</p> <p>Basic</p> <p>Unanticipated</p>

D	343	<p>Internal customers of a retail store generally are:</p> <ul style="list-style-type: none"> <li>People who shop inside a store instead of using internet or drive-up windows</li> <li>Buyers that receive special parking discounts</li> <li>Purchasers of the goods who buy in bulk or volume lot sizes</li> <li><b>Store employees who are next in the processing sequence</b></li> </ul>
D	344	<p>Customer complaints are good because they:</p> <ul style="list-style-type: none"> <li>Result in opportunities for competitor companies</li> <li>Maintain job opportunities for people to track and correct the problems</li> <li>Show an organization that they are not perfect and can make mistakes</li> <li><b>Provide feedback and give the opportunity to make improvements</b></li> </ul>
D	345	<p>A company that manufactures kitchen stoves has decided to use product registration cards as their primary customer satisfaction source. This decision is:</p> <ul style="list-style-type: none"> <li>An excellent one since survey costs will be low and the information valuable</li> <li>A good one because it provides consumers an easy feedback channel</li> <li>A fair one since some people may not wish to add the postage to send the card</li> <li><b>A poor one because responses will only be from a small percentage of users</b></li> </ul>
A	346	<p>Commonly used metrics used to assess supplier performance, relative to products or services, are:</p> <ul style="list-style-type: none"> <li><b>Quality and delivery</b></li> <li>Engineering and support</li> <li>Cost and availability</li> <li>Design and reliability</li> </ul>
B	347	<p>Certification of suppliers results in:</p> <ul style="list-style-type: none"> <li>A list of suppliers that no longer require audits</li> <li><b>A minimum requirement to be eligible to provide goods or services</b></li> <li>Avoidance of receiving inspection requirements</li> <li>Ship-to-stock or ship-to-dock material ordering</li> </ul>
A	348	<p>Just-in-time (JIT) procurement is a good option when:</p> <ul style="list-style-type: none"> <li><b>No lots have been found containing defects in six months</b></li> <li>The quality level is either very good or quite poor</li> <li>A single defective component causes critical defects in the product</li> <li>Receiving inspection is accepting about 90% of the lots as good</li> </ul>
C	349	<p>The most effective means for communicating problems with a supplier is:</p> <ul style="list-style-type: none"> <li>Immediately call them on the telephone and tell them</li> <li>Demand their sales representative visit your facility immediately</li> <li><b>Send a written list of the issues and circumstances</b></li> <li>Cancel all orders and return any existing inventory</li> </ul>
C	350	<p>What is service recovery?</p> <ul style="list-style-type: none"> <li>Maintain the company position of perfection</li> <li>To seek the root cause of the problem</li> <li><b>To get things back in order</b></li> <li>Seek assistance from the supervisor</li> </ul>

A	351	<p>The outstanding service company performs which activity first:</p> <p><b>Treats employees as external customers</b></p> <p>Trains employees extensively in customer service skills</p> <p>Gives communication skills training</p> <p>Provides good recovery skills training</p>
A	352	<p>The benefits of market segmentation include:</p> <p><b>Spotting marketing trends</b></p> <p>Finishing a consistent marketing plan</p> <p>Providing uniform product manufacturing</p> <p>Generating high volume, low cost production</p>
D	353	<p>The primary reason for evaluating and maintaining surveillance over a supplier's quality program is to:</p> <p>Perform product inspection at the source</p> <p>Eliminate incoming inspection costs</p> <p>Motivate suppliers to improve quality</p> <p><b>Make sure the supplier's quality program is functioning effectively</b></p>
A	354	<p>The most desirable method of evaluating a supplier is:</p> <p><b>A history evaluation</b></p> <p>A survey evaluation</p> <p>A questionnaire</p> <p>Discussion with the quality manager on the phone</p>
C	355	<p>Supplier performance, based on subjective measures:</p> <p>Cannot be included due to bias in the rating</p> <p>Is permitted by Fair Trade Laws in the United States</p> <p><b>Includes responsiveness to technical issues</b></p> <p>Is normally reported in terms of ppm defect opportunities</p>
B	356	<p>In consumer products, the complaint rate is most directly a measure of:</p> <p>Product quality</p> <p><b>Customer satisfaction</b></p> <p>Market value</p> <p>Rejection rate</p>
A	357	<p>A key characteristic of a business partnership is:</p> <p><b>Sharing of critical business information</b></p> <p>Limited access to human resources</p> <p>Special company audits are performed</p> <p>Only plant managers agree on agendas</p>
B	358	<p>As one works through a conflict situation with a customer:</p> <p>There is no conflict, the customer is always right</p> <p><b>The process should not embarrass either party</b></p> <p>The company should maintain its position</p> <p>All steps and procedures are strictly followed</p>
B	359	<p>Technical service to suppliers is:</p> <p>A great public relations gesture when personnel are available</p> <p><b>A greater benefit to the company than it is to the supplier</b></p> <p>A support feature for which suppliers are normally charged</p> <p>An optional luxury which is not a company responsibility</p>

C	360	<p>Business partnering results in:</p> <ul style="list-style-type: none"> <li>Easy access to new technology</li> <li>Access to wider markets</li> <li><b>Pooling of resources for improvement</b></li> <li>Use of other company's personnel</li> </ul>
B	361	<p>Communication with vendors on quality problems:</p> <ul style="list-style-type: none"> <li>Should be initiated by the vendor's quality control department</li> <li><b>Should be initiated by the vendee's purchasing department</b></li> <li>Should be initiated by the vendee's engineering department</li> <li>Can be resolved only through personal visits between vendor and waste</li> </ul>
C	362	<p>Which of the following will most likely lead to corrective action and/or higher costs?</p> <ul style="list-style-type: none"> <li>Employing highly competent employees</li> <li>Using automation when practical</li> <li><b>Dealing with a large number of qualified vendors for a given item</b></li> <li>Instilling a philosophy of low tolerance for error</li> </ul>
D	363	<p>The organization's customer service program can be enhanced in many ways. One of the ways would be to:</p> <ul style="list-style-type: none"> <li>Provide better procedures for customer service personnel</li> <li>Restrict access to customer data</li> <li>Have supervisors available to answer more questions</li> <li><b>Utilize employee involvement</b></li> </ul>
C	364	<p>What is a concern even if there are high customer satisfaction numbers on surveys?</p> <ul style="list-style-type: none"> <li>Customer satisfaction</li> <li>Customer service</li> <li><b>Customer loyalty</b></li> <li>Product quality satisfaction</li> </ul>
D	365	<p>Which of the following techniques has proven useful in translating customer needs into product design features?</p> <ul style="list-style-type: none"> <li>Changing perceptions</li> <li>Customer service principles</li> <li>Confrontation and problem solving</li> <li><b>Quality function deployment</b></li> </ul>
D	366	<p>Having an in-depth knowledge of an industry, makes the manager an expert in customer needs and desires. To win in the marketplace he/she should:</p> <ul style="list-style-type: none"> <li>Authorize a new product soon</li> <li>Start with a new marketing plan fitting customer needs</li> <li>Develop a strategic plan for the new product</li> <li><b>Ask for help, because he/she doesn't really know the customer</b></li> </ul>
B	367	<p>Your company has recently started using the house of quality approach to customer satisfaction. When using this technique, what is normally shown in the roof area?</p> <ul style="list-style-type: none"> <li>Customer needs</li> <li><b>Interrelationships of design features</b></li> <li>The design features to meet customer needs</li> <li>Comparison of customer priorities</li> </ul>

C	368	<p>A study on best customer satisfaction practices suggests which of the following principles?</p> <p>Use proper sampling methods to collect data  Use consultant designed survey forms  <b>Use multiple instruments to collect data</b>  Use good equipment for sampling</p>
A	369	<p>There is only one repair center in the US for Brand R watches, and it is located in New York City. A watch needing repair must be mailed to this repair center. This seems on the surface to be a major customer disadvantage. Why has there been minimal sales impact?</p> <p><b>Brand R watches rarely break</b>  The turn-around time is terrific  The company doesn't repair any watches; they replace them  The watch itself is so inexpensive the customer doesn't mind</p>
D	370	<p>In a service operation called "a computer manufacturer's order fulfillment desk" which of the following could be termed an external customer?</p> <p>Accounts receivable desk  Production manufacturing line  Shipping department  <b>The office superstore</b></p>
B	371	<p>In examining customer retention, which of the following statements is accurate?</p> <p>Obtaining a replacement customer costs about the same as retaining a customer  <b>Bad experiences are relayed more often than good experiences</b>  Good customer experiences are rarely related to others  Most unhappy customers will complain</p>
B	372	<p>In listening to customers, which of the following statements is most accurate?</p> <p>Management traditionally has the best understanding of true customer needs  <b>There are a number of proven ways to resolve conflicts</b>  Most emphasis should be placed on end user customers  Survey cards are the most effective means of capturing customers' views</p>
D	373	<p>Joint supplier communication areas, as categorized by Juran, are:</p> <p>Deviations, corrective action, and training  Quality, delivery, cost, service, and compliance  Problem solving, mistake proofing and corrective action  <b>Managerial, technological, and economic</b></p>
B	374	<p>Supplier certification may:</p> <p>Prevent JIT procurement  <b>Lead to STS activities</b>  Precede supplier selection  Precede supplier approval</p>
A	375	<p>Which of the following considerations are important in employee training programs?</p> <p><b>Training should help employees do their jobs better</b>  Train employees only in general skill areas  Train part-time and temporary employees differently  If times are tight, cut back on training</p>

A	376	<p>Which of the following customer service statements is accurate?</p> <p>About 70% of customers who leave a company do so because of poor service</p> <p>Customers will pay only about a 2% premium on the same product for good service</p> <p>Only about 40% of dissatisfied customers over file complaints</p> <p>Customer-contact personnel really have very little effect on customer satisfaction</p>
D	377	<p>In conflict resolution, ignoring an issue or putting it off to allow time for investigation and for people to cool off would be classified as which of the following?</p> <p>Confrontation and problem solving</p> <p>Smoothing</p> <p>Forcing</p> <p>Avoiding</p>
B	378	<p>One could argue that the most important people in any business enterprise are:</p> <p>Employees</p> <p>Customers</p> <p>Managers</p> <p>Leaders</p>
B	379	<p>Appropriate ways to type customers who pay for a product or service include:</p> <p>Internal, external, intermediate</p> <p>External, end user, intermediate</p> <p>Intermediate, internal, end user</p> <p>End user, internal, intermediate</p>
A	380	<p>Direct users of an organization's product or service are called which of the following?</p> <p>Customers</p> <p>Regulatory agencies</p> <p>Local governments</p> <p>Neighborhoods</p>
B	381	<p>A team has been asked to find ways to improve the marketing of a specific product. A customer survey will be conducted with the responses sorted by customer characteristics. Typical segmentation would include:</p> <p>Basic</p> <p>Demographic</p> <p>Expected</p> <p>Desired</p>
D	382	<p>Your sister works in the complaint department of a variety store. She handles five complaints a week. Approximately how many dissatisfied customers would you estimate the variety store truly has per week?</p> <p>20</p> <p>32</p> <p>64</p> <p>125</p>
D	383	<p>Which of the following can be used to collect customer feedback?</p> <p>Upper management input</p> <p>Quarterly sales figures</p> <p>Quality function deployment</p> <p>Competitive shoppers and focus groups</p>

B	384	<p>The only type of organization that seems to continually dissatisfy its customers, but continues to operate is:</p> <ul style="list-style-type: none"> <li>Non-for-profit groups</li> <li><b>Government agencies</b></li> <li>Sole proprietorships</li> <li>Large incorporated firms</li> </ul>
A	385	<p>When a customer has made a demand that the supplier considers unreasonable, the supplier should:</p> <ul style="list-style-type: none"> <li><b>Compare the cost of meeting the demand with the cost of losing the customer</b></li> <li>Fulfill the demands if the customer agrees to a three year blanket order</li> <li>Discontinue all shipments to the customer until open invoices have been paid</li> <li>Do everything possible to meet the demand</li> </ul>
B	386	<p>The ultimate purpose of customer satisfaction survey is to:</p> <ul style="list-style-type: none"> <li>Fix problems in defective products</li> <li><b>Drive continuous improvement activities</b></li> <li>Show customers the organization listens to their voice</li> <li>Win the J.D. Powers award</li> </ul>
C	387	<p>When a business customer does not receive the expected goods or services, the problem can probably be traced to:</p> <ul style="list-style-type: none"> <li>The customer properly stating requirements</li> <li>The supplier being able to deliver ordered items</li> <li><b>The customer-supplier communications</b></li> <li>The supplier understanding specifications</li> </ul>
A	388	<p>A rental car that's full of gas and runs properly, fills which customer expectation level?</p> <ul style="list-style-type: none"> <li><b>Basic</b></li> <li>Expected</li> <li>Desired</li> <li>Unanticipated</li> </ul>
B	389	<p>Which of the following are business customers?</p> <ul style="list-style-type: none"> <li>Individuals that buy QCI materials</li> <li><b>Training companies that buy QCI materials</b></li> <li>Girl Scout cookie buyers</li> <li>Individuals that buy ASQ materials</li> </ul>
A	390	<p>The consumer market has which of the following characteristics?</p> <ul style="list-style-type: none"> <li><b>A large number of customers</b></li> <li>Specific knowledge about the product</li> <li>Detailed purchase transactions</li> <li>Large purchase amounts</li> </ul>
A	391	<p>In business partnerships, which of the following conditions would be typical?</p> <ul style="list-style-type: none"> <li><b>A large share of the partner's business</b></li> <li>An ability to supply the partner's key competitors</li> <li>Joint management teams</li> <li>A sharing of critical patented technology</li> </ul>

A	392	<p>Consumer partnerships have which of the following characteristics?</p> <p><b>Generosity between partners</b></p> <p>Potentially conflicting goals</p> <p>Concern over the details of fairness</p> <p>Clear and precise modes of operation</p>
A	393	<p>Which are good source of information on internal customer satisfaction?</p> <p><b>Company employees</b></p> <p>Suppliers</p> <p>Upper management</p> <p>External customers</p>
B	394	<p>What is the most important consideration for customers who stay with a company?</p> <p>Product quality</p> <p><b>Service quality</b></p> <p>Prompt service</p> <p>Courteous technicians</p>
A	395	<p>Which of the following is the best method for collecting and interpreting external customer service data?</p> <p><b>Customer surveys and visits</b></p> <p>Internal surveys</p> <p>Interviewing the executive manage team</p> <p>The number of incoming orders</p>
D	396	<p>A negative report about a potential supplier can result from which of the following?</p> <p>A thorough quality control plan</p> <p>Suitable equipment</p> <p>Evidence of equipment calibration</p> <p><b>Poor past performance</b></p>
B	397	<p>A technical assessment of an organization would be conducted to:</p> <p>Ensure conformance to specifications</p> <p><b>Identify strengths and weaknesses of the company</b></p> <p>Survey every process for possible improvement opportunities</p> <p>Assess those management responsibilities that can be eliminated</p>
B	398	<p>What works best in starting a customer-driven program?</p> <p>Standardized training for all employees</p> <p><b>A customized approach to customer satisfaction</b></p> <p>Bring in a consultant to start and teach training classes</p> <p>Follow one of the quality guru's prescribed programs</p>
C	399	<p>Which of the following is the weakest source of information on customer satisfaction?</p> <p>Internal customers</p> <p>Suppliers</p> <p><b>Upper management</b></p> <p>Customers</p>

C	400	You purchased a new personal computer. The technician helped you to get familiar with the PC and provided some special hints on maintaining it. The attributes of this transaction could be described as: Basic Expected <b>Desired</b> Unanticipated
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