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Question: 1

What are the major disadvantages of having an improvement team that is too large?

- I . Difficulty in having constructive input from the entire group.
- II . Difficulty in arriving at consensus.
- III . Difficulty in finding large meeting facilities.
- IV . Difficulty, on the part of the recorder, in keeping up with more paperwork.

- A. I only
- B. I and II only
- C. I, II and III only
- D. I, II, III and IV

Answer: B

Question: 2

Which of the following is NOT considered a prevention cost?

- A. Writing operating procedures.
- B. Training.
- C. Data acquisition and analysis.
- D. Calibrating test equipment.

Answer: D

Question: 3

An improvement in quality costs is MOST clearly indicated when:

- A. Appraisal and failure costs drop.
- B. Prevention costs increase.
- C. Total quality costs fall below 15% of total sales.
- D. Management objectives are met.

Answer: D

Question: 4

During the building phase of improvement team development, which of the following properly describes team activities?

- I . The team leader is usually directive.
- II . The team leader often delegates tasks.
- III . Team members prioritize and perform duties.
- IV . Team members are uncertain of their duties.

- A. II and III only
- B. I, II and III only
- C. I and IV only
- D. II, III and IV only

Answer: C

Question: 5

Benchmarking might be defined as any of the following EXCEPT:

- A. A process for rigorously measuring your performance versus the best-in-class companies.
- B. A standard of excellence or achievement against which other similar things must be measured or judged.
- C. Comparing the performance of one company to a set of standards and then to another's performance.
- D. The search for best industry practices that lead to superior performance.

Answer: C

Question: 6

Which of the following is the BEST method to developing materials for a training program on the gaps in performance?

- A. Secure a workshop trainer.
- B. Review a record of activities.
- C. Set up a one shot case study.
- D. Allocate employees for training.

Answer: B

Question: 7

In most cases, an improvement team facilitator will NOT normally:

- A. Be familiar with problem solving techniques.
- B. Provide feedback to the group.
- C. Function as the group leader.
- D. Summarize key ideas generated by the group.

Answer: C

Question: 8

The ideal results of a quality training effort would NOT include which of the following?

- A. Increased cost-of-quality results.
- B. Improved working methods and morale.
- C. Increased productivity and job satisfaction.
- D. Reduced defects and employee turn-over.

Answer: A

Question: 9

Information that is received by upper management, is often distorted. Which of the following actions is effective in countering this problem?

- I . Stop killing the messenger.
- II . Establishing an open door policy.
- III . Practice management by walking around.

- A. I only
- B. I and II only
- C. I and III only
- D. I, II and III

Answer: D

Question: 10

Which of the following quality gurus was very critical of merit-pay and individual bonuses?

He discouraged management by objectives and the ranking of employees by performance.

- A. Dr. Juran
- B. Dr. Deming
- C. Dr. Taguchi
- D. Dr. Feigenbaum

Answer: B

Question: 11

In order to implement a continuous improvement strategy, a company may institute a steering committee or improvement council. Which of the following would generally NOT be a task performed by this council?

- A. The development of a quality vision for the company.
- B. The combined development and implementation of the company improvement strategy.
- C. The definition of certain quality objectives for sections of the company.
- D. The development of quality education and communication modules for the organization.

Answer: A

Question: 12

A company is planning to completely change its employee performance, appraisal and reward system. Which of the following is NOT viable for consideration in the new system?

- A. Integrating subordinate, peer, customer, and self-evaluations with supervisory ratings.
- B. Using continuous improvement, quality and customer satisfaction as key criteria.
- C. Requiring work team or group evaluations that are equal in emphasis to individual evaluations.
- D. Requiring less frequent performance reviews, but utilizing many rating categories.

Answer: D

Question: 13

Any group, designing a quality information system (QIS) to collect product data, must consider which of the following items?

- I . How the results will be used.
- II . The frequency that results must be reported.
- III . The allowable data error variation.

- A. II only
- B. I and II only
- C. II and III only
- D. I, II and III

Answer: D

Question: 14

Which of the following are likely to be positive actions in obtaining a supplier's commitment to quality improvement?

- I . Involving the supplier early in the product development stage.
- II . Partially reimbursing the supplier, when the product is rejected.
- III . Establishing a firm schedule of required product quantities and dates.
- IV . Providing meaningful and timely quality performance feedback.

- A. I and IV only
- B. I, II and IV only
- C. I, III and IV only
- D. I, II, III and IV

Answer: C

Question: 15

A pre-award evaluation of a supplier's quality system capability should NOT include consideration of

- A. The supplier's product-quality history.
- B. The supplier's geographical location.
- C. The supplier's implementation of quality manual procedures.
- D. The supplier's skills in quality control techniques.

Answer: B