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**THE  
MANAGER OF QUALITY  
ORGANIZATIONAL EXCELLENCE  
SOLUTION TEXT**

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## SECTION II

### LEADERSHIP - TEST QUESTIONS

2.13. What role is most needed for a change process to be successful?

- a. A catalyst
- b. A team leader
- c. A CEO
- d. A quality manager

Solution: The CEO does not necessarily have to be a key element in the change process. A quality manager is a distracter choice. One necessary key element is a catalyst. The catalyst assumes the responsibility for directing the change process. Although potentially helpful, there does not have to be a team environment or the need for a team leader.

**Answer a is correct.**

Reference: *CMQ/OE Primer*, Section II - 17/20.

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2.14. During the team building phase, which of the following best describes the actions of the team?

- a. The group is uncertain of their duties
- b. Members prioritize and perform tasks
- c. The team leader usually delegates
- d. The team functions run smoothly

Solution: This question requires some knowledge of team life cycles. Some authorities refer to the team life cycle phases as build, develop and optimize (or forming, storming, norming and performing). The building phase is an early one in which the group is uncertain of their roles and duties. During this period, the leader does not delegate responsibilities readily and the team members usually do not have the skills and experience for smooth performance.

**Answer a is correct.**

Reference: *CMQ/OE Primer*, Section II - 54/56.

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2.15. Which of the following methods would be the most effective method for a manager to motivate an employee to develop professionally?

- a. Encourage the completion of specific classes in order to get raises
- b. Criticize employees that don't take evening classes
- c. Post the employees names and the classes they have failed
- d. Provide a list of training courses that the employees must take

Solution: Criticism has negative effects and is the least effective of the choices given. The manager should work with employees to identify development needs and the opportunities to develop professionally to meet those needs. Answers **c** and **d** have some potentially negative aspects.

**Answer a is correct.**

Reference: *CMQ/OE Primer*, Section II - 12/14 and 31/36.

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## SECTION II

### LEADERSHIP - TEST QUESTIONS

- 2.16. Your company has been working on a new product, and as quality manager you are a member of the product development team. One of your best friends, who now works for a competitor, calls you and asks if the product has multitasking capabilities. You should:
- Confirm that it has, since it is common knowledge to everyone in the industry
  - Decline to comment, even though you feel this may hurt your friendship
  - Immediately report this phone call to your supervisor
  - Offer to send an advance copy of the marketing literature for the product

Solution: This question deals with professionalism, friendship, and an obvious conflict of interest. There is not enough information presented to assume that the new product is common industrial knowledge (answer **a**). Reporting the phone call to a superior (answer **c**) may not be required (in light of your friendship and dependent upon your other actions). Answer **d** may also represent an ethical or proprietary breach. Answer **b** is the proper choice.

**Answer b is correct.**

References: *CMQ/OE Primer*, Section II - 75/78. ASQ's Code of Ethics for Professional Conduct.

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- 2.17. As a rule, which of the following statements can be made regarding organizations that are tall and narrow?
- They are less bureaucratic than many other structures
  - Communication channels allow for the rapid dissemination of information
  - They are typical for many small organizations
  - Many companies are trying to flatten them

Solution: Many companies today are using restructuring of their organization as a way to reduce costs and to become more competitive. Tall and narrow organizations may be more, not less, bureaucratic. Communication channels in tall and narrow organizations are more subject to filtering; thus, slowing down information. Larger not smaller organizations tend to be more tall and narrow. Many large and intermediate sized companies are trying to flatten their organizations.

**Answer d is correct.**

Reference: *CMQ/OE Primer*, Section II - 2/7.

## SECTION II

### LEADERSHIP - TEST QUESTIONS

- 2.18. In this ever changing world, a change agent should be aware of which of the following descriptive terms?
- Permanent whitewater
  - Iceberg movement
  - Refreezing conditions
  - Thawing conditions

Solution: The question key phase is "ever changing." The iceberg movement (answer **b**) is a filler choice. Unfreezing (answer **d**) and refreezing (answer **c**) are parts of the classical change process. Permanent whitewater (answer **a**) describes rapid and ever changing conditions. This is the proper choice.

**Answer a is correct.**

Reference: *CMQ/OE Primer*, Section II - 18.

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- 2.19. The most common argument against improvement teams is:
- Management believes the idea is invalid
  - Workers do not have ideas worthy of consideration
  - Unions will not tolerate them
  - The belief that our industrial climate will not support them

Solution: This question is seeking the most valid negative response. Generally, management feels that quality teams have merit and that workers have worthy ideas. When presented properly, most USA unions have been supportive of this approach. Teams tend to develop the creative skills of their members and add to job security.

Many managers recognize that the USA has historically encouraged the John Wayne, rugged, individualistic approach which is somewhat at odds with the collective, consensus climate needed for effective team functionality.

**Answer d is correct.**

Reference: *CMQ/OE Primer*, Section II - 69/70.

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- 2.20. Employee satisfaction is important because it generates:
- Better productivity and quality
  - The elimination of organizational roadblocks
  - The groundwork for interest-based bargaining
  - The esteem needs of individuals

Solution: Employees play an important role in the performance of a company. Jack Welch of General Electric stated that employee satisfaction was a key to ensure greater productivity and quality. Answer **a** restates Welch's statement. Employee satisfaction will not eliminate organizational roadblocks. It does not necessarily result in interest-based bargaining or fulfillment of esteem needs.

**Answer a is correct.**

Reference: *CMQ/OE Primer*, Section II - 18, 34/35, and 43.

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## SECTION IX

### SUPPLIER MANAGEMENT - TEST QUESTIONS

9.24. In business partnerships, which of the following items would be expected?

- a. A small share of a partner's business
- b. An ability to supply competitor business
- c. The presence of joint task teams
- d. A restriction in critical information flow

Solution: There are positive benefits to a partnership. The results of a partnership should mean that: partners may give each other more business (answer **a** is incorrect), there are joint task teams working in both company locations (answer **c** is correct) and that there is sharing of critical information (answer **d** is incorrect). Suppliers will often not supply business to the customer's competitor (answer **b** is incorrect).

**Answer c is correct.**

Reference: *CMQ/OE Primer*, Section IX - 29/31.

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9.25. When should a supplier start a partnership with a customer?

- a. When the supplier searches for a customer and renders a proposal
- b. When the supplier is the low cost producer
- c. When the supplier has a Total Quality effort underway
- d. When the supplier has their operations in order

Solution: This question wants to know when a supplier should approach its customer to talk about a partnership arrangement. Usually, the customer approaches the supplier and makes partnership arrangements, but this is not an answer choice. The supplier must be very confident of their ability to deliver on promises. To search for a customer is only a fair choice (answer **a**). Even if the supplier is a low cost producer (answer **b**), how's their quality? If a Total Quality effort is underway, it may or may not be time to seek a partnership (answer **c**). Answer **d**, when operations are in order, is a very good choice.

**Answer d is correct.**

Reference: *CMQ/OE Primer*, Section IX - 29/34.

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9.26. Which of the following will most likely lead to corrective action and/or high cost?

- a. Employing highly competent employees
- b. Using automation when practical
- c. Dealing with a large number of qualified vendors for a given item
- d. Instilling a philosophy of low tolerance for error

Solution: Using automation (answer **b**), hiring competent people (answer **a**), and having a quality philosophy (answer **d**) are all progressive actions.

Buying from a large number of sources can increase product and process variation resulting in failures and higher costs.

**Answer c is correct.**

Reference: *CMQ/OE Primer*, Section IX - 28 (and other locations).

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## SECTION IX

### SUPPLIER MANAGEMENT - TEST QUESTIONS

- 9.27. The most common method of presenting supplier performance elements to both supplier and business customer management is:
- Cost of quality formats
  - Trend charting
  - Tabular tables
  - Control charting

Solution: Management, as well as other professionals, can digest graphical information easier than numbers. Trend analysis charting is customarily used to show positive, negative or static performance. Although widely endorsed by Dr. Deming and others, control charts are not widely used for management consumption.

**Answer b is correct.**

Reference: *CMQ/OE Primer*, Section IX - 15/18.

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- 9.28. When discussing the technical details of a fairly sophisticated product with a supplier, which of the following items would be important?
- Standardization of test methods and conditions
  - Details of payments and penalties
  - The overall cost of the product
  - Agreement on delivery related requirements

Solution: Since the question is directed at technical details, product cost (although important) would probably not be discussed. Payments and delivery details are normally managerial (not technical) items.

**Answer a is correct.**

Reference: *CMQ/OE Primer*, Section IX - 10/11.

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- 9.29. In the evaluation of an outside manufacturing process, which of the following would be LEAST desirable?
- Prior product performance
  - Process capability analysis
  - A quality system review
  - ISO/TS 16949 certification

Solution: Note that a negative response is requested. Juran lists answers **a**, **b**, and **c** as important. ISO/TS 16949 implies a form of quality system review but this standard may or may not be applicable to the product or process under consideration.

**Answer d is the correct, incorrect, choice.**

Reference: *CMQ/OE Primer*, Section IX - 3 (and logic).

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## SECTION IX

### SUPPLIER MANAGEMENT - TEST QUESTIONS

- 9.30. If one were to plot a supplier's delivery rating against the same supplier's quality rating, one would have:
- An incomprehensible rating system
  - A graphical depiction of performance
  - A cost index rating system
  - A comprehensive performance rating technique

Solution: There is no reference to cost in the question so answers **c** and **d** can be eliminated. The two performance features can be combined to form a graphical representation of supplier performance.

**Answer b is correct.**

Reference: *CMQ/OE Primer*, Section IX - 4/5.

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- 9.31. What is unique about ship-to-stock procurement methods?
- Incoming inspection is minimized
  - Record retention is eliminated
  - Configuration management requirements are reduced
  - System audits are virtually eliminated

Solution: One of the advantages of STS programs is the near elimination of incoming inspections. System audits are normally conducted on an annual basis. Record retention and configuration controls remain in place.

**Answer a is correct.**

Reference: *CMQ/OE Primer*, Section IX - 32/34.

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- 9.32. ISO 9001 requires the preservation of product. This provision applies to:
- The validation of design and development
  - The exercise of normal care with customer property
  - The identification, packaging, and storage details
  - The verification activities to ensure attainment of requirements

Solution: All of the answer choices are addressed in some fashion in ISO 9001 but preservation of product relates to identification, handling, packaging, storage, and protection provisions.

**Answer c is correct.**

Reference: *CMQ/OE Primer* Section IX - 6/8.

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## SECTION IX

### SUPPLIER MANAGEMENT - TEST QUESTIONS

- 9.33. In the buyer/supplier relationship which of the following is most clearly a responsibility of the buyer:
- Sample submissions as requested
  - An explanation of quality seriousness classifications
  - Record retention for produced product
  - Inspection and testing reports

Solution: Note that the question relates to a buyer responsibility. The determination and explanation of quality seriousness classifications rest with the buyer. Answers **a** and **c** are clearly supplier responsibilities. Inspection and testing reports could be generated by either buyer or supplier. However, these reports could easily be required of the supplier and be optional on the part of the buyer.

**Answer b is correct.**

Reference: *CMQ/OE Primer*, Section IX - 12.

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- 9.34. Supplier assessment metrics that emphasize JIT (just in time) performance would include which of the following?
- Percent of orders over and under quantity
  - Percentage of reported versus required quality information
  - Percentage of supplied versus required certifications
  - Percent of rejected product out of total delivered product

Solution: Answer **a** is a delivery (or timeliness) metric. Answer **d** is a quality metric, which could be easily translated into a cost metric. Answers **b** and **c** are compliance metrics.

**Answer a is correct.**

Reference: *CMQ/OE Primer*, Section IX - 16/17.

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- 9.35. Which of the following would be considered a subjective supplier rating metric?
- Percentage of late deliveries
  - Thoroughness of technical assistance
  - Percentage of required certifications submitted over some time interval
  - Lots rejected versus lots accepted

Solution: Answer **b** is a subjective rating metric. Answer **a** is a timeliness metric. Answer **C** is a compliance metric. Answer **d** is a quality metric. Answers **a**, **c**, and **d** are considered objective because they can be specifically measured.

**Answer b is correct.**

Reference: *CMQ/OE Primer*, Section IX - 16/17.

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## SECTION IX

### SUPPLIER MANAGEMENT - TEST QUESTIONS

9.36. There are two major supplier surveillance approaches. These are:

- a. Witnessing key operations and inspections
- b. Observing testing and production operations
- c. Program auditing and in-process surveillance
- d. Witnessing and performing critical characteristic inspections

Solution: Juran lists the major approaches as program auditing and in-process surveillance. Answers **a**, **b**, and **d** are various forms of in-process surveillance.

**Answer c is correct.**

References: *CMQ/OE Primer*, Section IX - 28 and Juran's Quality Handbook, 5<sup>th</sup> ed. (1999).

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9.37. Just-in-time (JIT) procurement is normally preceded immediately by:

- a. Ship-to stock (STS) procurement
- b. Multiple supplier procurement
- c. A customer and supplier alliance
- d. A customer and supplier partnership

Solution: Answer **b** is a distracter choice. The key question phrase "preceded immediately by" tends to eliminate choices **c** and **d**. Quite often STS is a forerunner to JIT.

**Answer a is correct.**

Reference: *CMQ/OE Primer*, Section IX - 34.

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9.38. When defective products are separated from good products using inspection techniques, this is an example of:

- a. Preventive action
- b. Corrective action
- c. Containment action
- d. Root cause analysis

Solution: Containment action consists of measures taken to screen and eliminate defective products by inspection and removal. It is a temporary fix and should not be a management philosophy.

**Answer c is correct.**

Reference: *CMQ/OE Primer*, Section IX - 20.

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## SECTION IX

### SUPPLIER MANAGEMENT - TEST QUESTIONS

- 9.39. Joint quality planning meetings between a customer and a supplier should include discussions in which of the following major areas:
- Economic, technological, managerial
  - Purchasing, marketing, sales
  - Design, quality, service
  - Production, scheduling, shipping

Solution: Juran states that joint quality planning requires detailed discussion between customer and supplier covering three major areas: economic, technological and managerial.

**Answer a is correct.**

Reference: *CMQ/OE Primer*, Section IX - 10.

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- 9.40. A customer's purchase order requires receipt of material on the 15th of the month, +0/-3 days. Which of the following would be considered conformance to this requirement?
- Delivery by the supplier on the 11th of the month
  - Arrival at the customer's dock on the 12th of the month
  - Shipment from the supplier on the 10th of the month
  - Clearance through Customs on the 15th of the month

Solution: Since the purchase order requires receipt from the 12th to the 15th of the month, any other case is a nonconformance. While answer **a** means the material is there prior to the required date, most companies would still consider this to be a nonconformance. Answers **c** and **d** might or might not be nonconformances. More locational information is needed.

**Answer b is correct.**

Reference: *CMQ/OE Primer*, Section IX - 15/17.