
**THE
QUALITY TECHNICIAN
SOLUTIONS TEXT**

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SECTION II

QUALITY CONCEPTS & TEAMS -- TEST QUESTIONS

- 2.1. The main reason for the rapid globalization of teams in the 21st century is:
- The technical tools are now available
 - Computers are sufficiently advanced to permit it
 - e-mail makes the process rapid
 - Customers, suppliers and operations are located worldwide

Solution: Answers **a**, **b**, and **c** are all true statements. However, these items are true of rapid globalization of communications, in general. The key question phrase is globalization of teams .

The reason that worldwide teams are important is that operations, customers and suppliers are located across the globe and that's where problems must be solved and improvements must be made.

Answer d is correct.

Reference: *CQT Primer*, Section II - 79.

- 2.2. In case of conflict between contract specifications and shop practice:
- Company procedures usually prevail
 - Good judgment should be exercised
 - The customer is always right
 - Contract specifications normally apply

Solution: When a contract is accepted, the contract requirements override existing specifications and most internal company practices. Answer **a** is not correct. The exercise of good judgment may not be specific enough. Answer **b** is not correct. The customer is always right is a well used expression, but contract specifications apply when there is a contract.

Answer d is correct.

References: *CQT Primer*, Section II - 23. This question has been modified from an old published CQE exam.

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2.3. The most desirable method of evaluating a supplier is:

- a. A history evaluation
- b. A survey evaluation
- c. A questionnaire
- d. Discussion with the quality manager on the phone

Solution: This question requires an answer review and logic. The key phrase is “most desirable.”

An evaluation of a supplier’s quality history (answer **a**) is the best answer. It reflects a supplier’s performance over a longer period of time in a number of areas (quality, reliability, responsiveness, etc.).

A survey evaluation (answer **b**) is a valid answer. However, it is a snapshot of the supplier at one point in time.

Answers **c** and **d** are very weak. A supplier will present themselves in the best possible light in a questionnaire or over the phone.

Answer a is correct.

References: *CQT Primer*, Section II - 13 (and logic). This question has been modified from an old published CQE exam.

2.4. Technical service to suppliers is:

- a. A great public relations gesture when personnel are available
- b. A greater benefit to the company than it is to the supplier
- c. A support feature for which suppliers are normally charged
- d. An optional luxury which is not a company responsibility

Solution: This question requires general knowledge of modern supplier relationships.

Although technical service is a good public relations gesture, answer **a**, and a nice support feature for suppliers, answer **c**, they are not the main reasons for providing this service. Smart companies should not see technical service as an optional luxury, answer **d**, but as a valuable resource to help insure the quality of incoming products. Answer **b**, greater benefit to the company than it is to the supplier, is the best choice.

Answer b is correct.

Reference: *CQT Primer*, Section II - 13/16 (and logic).

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- 2.5. Facilitators will normally:
- Act as group leaders
 - Summarize group ideas
 - Limit feedback to the group
 - Function as the team recorder

Solution: A knowledgeable facilitator will:

Provide feedback on group effectiveness
Be familiar with problem solving techniques
Summarize points made by the group

Most teams have both leaders and facilitators. The team leader tends to focus on the team product (the results) and the facilitator is most concerned with the team process. Normally, the team recorder is a team member.

Answer b is correct.

Reference: *CQT Primer*, Section II - 66/67.

- 2.6 In most cases, an improvement team receives the least control and direction during which of the following stages:
- Building
 - Storming
 - Performing
 - Alarming

Solution: The performing stage is the most mature and advanced team stage. The team leader (and/or facilitator) would provide the least control and direction because the team has demonstrated their own effective decision making capability.

Answer c is correct.

Reference: *CQT Primer*, Section II - 76/78.

- 2.7. The concept behind PDCA is:
- The Deming/Shewhart cycle
 - Process flow
 - Continual improvement
 - Satisfying suppliers

Solution: The key question phrase is "concept behind". Answer **b** is inappropriate and does not fit the question. Answer **a** would be correct if the question requested another name for PDCA. Answer **d** might be one of a number of potential positive outcomes of this activity. However, the concept behind, and objective of, PDCA is one of continual improvement.

Answer c is correct.

Reference: *CQT Primer*, Section II - 49/50.

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2.8. What is the major disadvantage of having an improvement team that is too large?

- A. Difficulty in arriving at consensus
- b. Difficulty in having constructive input from the entire group
- c. Difficulty in finding an adequately large meeting room
- d. Difficulty, on the part of the recorder, in keeping up with the paperwork required

Solution: The key question word is “major”. All of the answers could be disadvantages, but that choice is not possible. The question appears to differentiate between minor and major factors. Answers **c** and **d**, in most circumstances, are minor inconveniences and should be eliminated. The possible remaining choices are **a** and **b**. Answer **b** is definitely true and answer **a** may or may not be true (it is certainly a possibility). In a close call, the question authors would select answer **b**.

Answer b is correct.

Reference: *CQT Primer*, Section II - 63/64 (and logic).

2.9. Customer specifications are considered to be:

- a. Similar to processing techniques
- b. Secondary to National and International Standards
- c. Contained in sales volume forecasts
- d. Mandatory requirements

Solution: Customer specifications are mandatory requirements. They may or may not contain processing techniques. They can be independent of National or International Standard requirements.

Answer d is correct.

Reference: *CQT Primer*, Section II - 22/23.

2.10. Upper management typically supports the team process best by:

- a. Reinforcing positive team results
- b. Punishing negative team results
- c. Providing unlimited direction and support
- d. Allowing teams to establish the company’s mission statement

Solution: The key question phrase is “supports best.” Answer **d** is incorrect. The establishment of a company’s mission statement is a function of upper management. Even if other groups are asked for input, the final responsibility still belongs to management. Management is best served when they reinforce positive results and not punish negative results. A team, that is punished for trying, will often stop trying. Upper management must provide direction and support to the team process but not unlimited direction and support.

Answer a is correct.

Reference: *CQT Primer*, Section II - 62/65 and 73 (and logic).
