

SECTION II

QUALITY CONCEPTS & TEAMS -- TEST QUESTIONS

2.1. Product requirements are NOT directly related to:

- a. Design specifications
- b. Processing techniques
- c. Test conditions
- d. Sales volume

Solution: Note that a negative response is requested. Design specifications, processing operations and techniques, as well as test conditions may be considerations when placing product requirements. Sales volume is not directly related to product requirements.

Answer d is the correct, incorrect, choice.

Reference: *CQT Primer*, Sections II - 23.

2.2. In case of conflict between contract specifications and shop practice:

- a. Company procedures normally prevail
- b. Good judgement should be exercised
- c. The customer is always right
- d. 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 judgement 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*, Sections II - 23. Refer also to Juran, J.M., *Quality Control Handbook*, Chapter 12. This question has been modified from a published 1984 CQE exam.

2.3. Which of the following are advantages of team problem solving activities?

- I. A greater abundance of ideas is generated
 - II. It takes less time
 - III. Higher quality ideas are often proposed
-
- a. III only
 - b. I and II only
 - c. I, II and III
 - d. I and III only

Solution: The key word in this question is "advantages." Although team problem solving produces better and more abundant ideas, one disadvantage is that additional time is required. Item **II** is incorrect and items **I** and **III** are correct.

Answer d is correct.

Reference: *CQT Primer*, Section II - 40, 61, 69-71 (and logic).

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2.4. The concept behind PDCA is:

- a. The Deming/Shewhart cycle
- b. Process flow
- c. Continual improvement
- d. 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 - 39.

2.5. Facilitators do NOT normally:

- a. Act as group leaders
- b. Summarize group ideas
- c. Provide feedback to the group
- d. Know problem solving techniques

Solution: The key question phrase is “do not normally.” 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.

Answer a is the correct, incorrect, choice.

Reference: *CQT Primer*, Section II - 62/63.

2.6. A successful quality team effort should produce all of the following benefits EXCEPT:

- a. Improved worker morale
- b. Decreased need for management efforts to maintain quality
- c. Improved communication between managers and quality team members
- d. Cost savings from participative problem solving

Solution: The question key word is “except.” Answers **a**, **c** and **d** are all correct. A successful team effort will result in improved worker morale, improved communications and cost savings. However, management must not abdicate their efforts to maintain quality.

Answer b is the correct, incorrect, choice.

Reference: *CQT Primer*, Section II - 47/49 (and logic).

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- 2.7. Which one of the following is the least important factor in problem solving in team meetings?
- Brainstorming
 - Use of the cause and effect method
 - Getting management's opinions about details
 - Having the facts about a problem

Solution: The key question phrase is "least important." Brainstorming, cause and effect diagrams, data collection and data analysis are all effective team problem solving techniques. Sometimes, management input is required. However, there is no need for management to micro manage team meetings.

Answer c is the correct, incorrect, choice.

Reference: *CQT Primer*, Section II - 53, 56, 61, 70/71 (and logic).

- 2.8. Team success is most dependent on which one of the following?
- The team leader
 - Team members having full knowledge of the fishbone technique
 - Active support by mid-managers
 - Policy support by top management

Solution: The key question phrase is "most dependent." Answer **b** is the weakest choice. The fishbone technique is only one of many techniques utilized by a team. The team leader is an important role but it is not the most dependent success factor. Policy support by upper management (answer **d**) is not as important as active support by all members of management. Mid-management is often crucial to team success, since they are in a key position to furnish information and resources.

Answer c is correct.

Reference: *CQT Primer*, Section II - 69 (and logic).

- 2.9. Which one of the following usually represents the greatest problem in team meetings?
- Facilitator/leader conflicts
 - Lack of ideas from team members
 - Disinterest by facilitators
 - Lack of time by team members

Solution: An understanding of team mechanics is required to answer this question. Key phrases are "usually represents" and "greatest problem." Lack of adequate time provided by management may be an issue but team members usually give improvement projects plenty of time and attention. This makes choice **d** a weak selection. Team members generate plenty of ideas and most facilitators are sincerely interested in their job and the team process. Thus, answers **b** and **c** are eliminated.

Answer a is correct.

Reference: *CQT Primer*, Section II - 62/63 & 69.

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

- I. Reinforcing positive team results
 - II. Punishing negative team results
 - III. Providing direction and support
 - IV. Allowing teams to establish the company's mission statement
-
- a. I only
 - b. I and III only
 - c. I, II and III only
 - d. I, II, III and IV

Solution: The key question phrase is "supports best." Item **IV** 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. The last two statements make item **I** correct and item **II** incorrect. Upper management must provide direction and support to the team process.

Answer b is correct.

Reference: *CQT Primer*, Section II - 48 (and logic).

2.11. Which of the following describes poorly functioning teams?

- I. Members act independently without inter-dependency
 - II. Objectives are realistically set and met
 - III. Team members have covert agendas
 - IV. Team members listen to what is being said
-
- a. I, II and IV only
 - b. II and IV only
 - c. II, III and IV only
 - d. I and III only

Solution: The question key phrase is "poorly functioning." Items **II** and **IV** are desirable team characteristics (team members listen well and objectives are realistically set and met). Item **III** is a poor characteristic in any team or group. Team members must be able to act both independent and interdependently. Choice **d** (items **I** and **III** only) is the best choice.

Answer d is correct.

Reference: *CQT Primer*, Section II - 56/57 & 68.

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2.12. Team operating guidelines are useful for:

- I. Establishing the team operating procedures
 - II. Providing member rewards and recognition
 - III. Directing the conduct of team meetings
 - IV. Ensuring the support of upper management
-
- a. II and IV only
 - b. I and II only
 - c. II and III only
 - d. I and III only

Solution: The key question word is “guidelines.” In order for teams to be effective, both the support of upper management and a reward and recognition system should be in place. However, these two items (**II** and **IV**) are not applicable to this question. Team operating guidelines include team operating procedures and the conduct of team meetings items (**I** and **III**) along with other topics.

Answer d is correct.

Reference: *CQT Primer*, Section II - 55.

2.13. The initial team project selection should consider primarily:

- I. What management wants them to work on
 - II. A subject supported by members and management
 - III. A fairly simple but not trivial subject
 - IV. Something within the control of the group
-
- a. I and II only
 - b. II and III only
 - c. II, III and IV only
 - d. I, II, III and IV

Solution: The key question word is “primarily.” Items **III** and **IV** are clearly items that should be considered in the selection of an initial team project. This means that answer selections **c** and **d** are the only possibilities. Although management may be involved in the selection process, the project direction comes from the team itself. The authors do not feel that both items **I** and **II** should be included. The best choice is **c**.

Answer c is correct.

Reference: *CQT Primer*, Section II - 50, 61, 74 (and logic).

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2.14. What are the major disadvantage(s) of having an improvement team that is too large?

- I. Difficulty in arriving at consensus
 - II. Difficulty in having constructive input from the entire group
 - III. Difficulty in finding an adequately large meeting room
 - IV. Difficulty, on the part of the recorder, in keeping up with the extra paperwork required
-
- a. I and II only
 - b. II only
 - c. II and IV only
 - d. I, III and IV only

Solution: The key question word is “major.” All of the items, I-IV, are disadvantages, but that choice is not possible. The question appears to differentiate between minor and major factors. Items III and IV, in most circumstances, are minor inconveniences and should be eliminated. The possible remaining choices are a and b. Item II is definitely true and item I may or may not be true (it is certainly a possibility). In a close call, the authors would select answer b.

Answer b is correct.

Reference: *CQT Primer*, Section II - 60 (and logic).

2.15. What are the two primary activities that take place during most team meetings?

- a. Conflict between facilitator and leader and conflict between the team members
- b. Taking detailed minutes and publishing the information promptly
- c. Learning the teamwork process and improving the work process
- d. Consensus building and conflict resolution

Solution: The key question phrase is “primary activities.” This question may not be totally fair, since logic must be applied. Unfortunately, it is typical of many questions on current certification exams.

Both answers a and b may take place during a team meeting but they are clearly not primary activities. Answer a is undesirable and answer b supports the team objectives. Answer c is the best choice. Answer d is a supportive, necessary factor in the team process. This answer could be looked upon as a subset of answer c.

Answer c is correct.

Reference: *CQT Primer*, Section II - 60, 64, 69 & 72/73 (and logic).

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2.16. The responsibilities of upper management in a quality effort would include:

- I. Attending quality improvement team presentations
 - II. Providing leadership for quality
 - III. Sharing a quality vision
 - IV. Including quality items in the performance evaluation of subordinates
-
- a. III only
 - b. II and III only
 - c. I, II and IV only
 - d. I, II, III and IV

Solution: The key question phrase is “would include.” A review of items **I - IV** will indicate that all of these items are the responsibilities of upper management in a total quality effort.

Answer d is correct.

Reference: *CQT Primer*, Section II - 8, 18, 20, 48 & 58.

2.17. A typical quality improvement team agenda would include:

- I. Team member ideas generated between meetings
 - II. Key discussion points from the previous meeting
 - III. The current topics of discussion
 - IV. The approvals of upper management of the previous meeting minutes
-
- a. II and III only
 - b. II, III and IV only
 - c. I, II and III only
 - d. I, II, III and IV

Solution: Item **IV**, the approval of team agenda by upper management, is not appropriate. Management must have some confidence in the team. This leaves answers **a** and **c** as contenders. Team ideas generated between meetings are generally not included. Items **II** and **III** are typical items in a meeting agenda.

Answer a is correct.

Reference: *CQT Primer*, Section II - 54/55.

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2.18. Analysis of data on all product returns is important because:

- I. Failure rates change with length of product usage
 - II. Changes in design and customer use are often well reflected
 - III. Immediate feedback and analysis of product performance becomes available
-
- a. I only
 - b. III only
 - c. I and III only
 - d. I, II and III

Solution: This question requires general quality data knowledge and an answer review. It is important to analyze returned products because of the need for immediate feedback on product performance. Often it is found that the failure rates have changed with the length of product usage. Additionally, changes in design and customer use are often reflected in the analysis. Answer **d** is correct because it contains all of items **I**, **II**, and **III**.

Answer d is correct.

References: *CQT Primer*, Sections II - 11 (and logic). This question has been modified from a published 1984 CQE exam.

2.19. 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, **a**, and a nice support feature for suppliers, **c**, they are not the main reasons for providing this service. Smart companies should not see technical service as an optional luxury, **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 - 15 & 17 (and logic).