CHAPTER 2 STUDY GUIDE
FRAMEWORKS FOR QUALITY AND PERFORMANCE EXCELLENCE

MULTIPLE CHOICE QUESTIONS

. Deming emphasized that management’s job is to:
   a. optimize the system.
   b. maximize employment.
   c. achieve suboptimization.
   d. control the process indexes.
   Answer: A
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. Factors that are present as a natural part of a process are called:
   a. primary variances.
   b. environmental causes of variation.
   c. common causes of variation.
   d. system variances.
   Answer: C
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. Variations that result from special causes are often called:
   a. special variances.
   b. secondary causes of variation.
   c. random variances.
   d. assignable causes.
   Answer: D
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. ______ arise from external sources that are not inherent in the process.
   a. Special causes
   b. Random variances
   c. Common causes
   d. Non-system variances
   Answer: A
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A system governed only by _____ is stable and its performance can be predicted.
   a. special causes
   b. common causes
   c. random variances
   d. assignable causes
   Answer: B
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While trying to improve the quality of the system, if managers try to “fix” a _____, they will actually increase the variation in the system.
   a. special cause
   b. secondary variance
   c. common cause
   d. random variance
   Answer: C
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In Deming’s view, _____ is/are the chief culprit of poor quality.
   a. common causes
   b. lack of monitoring
   c. assignable causes
   d. variation
   Answer: D
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Deming believed _____ should be the common language across the levels in an organization.
   a. costs
   b. efficiency
   c. management terms
   d. statistics
   Answer: D
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According to Juran, top management speaks in the language of _____, workers speak in the language of _____.

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a. costs; earnings  
b. dollars; things  
c. statistics; workhours  
d. power; loyalty  
Answer: B  

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Which of the following are not one of the four categories of Juran’s definition of quality?  
a. Quality of design  
b. Quality of performance  
c. Availability  
d. Field service  
Answer: B  

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Quality control involves all of the following except:  
a. identifying internal and external customers.  
b. establishing units of measurement.  
c. establishing standards of performance.  
d. interpreting the difference between actual performance and the standard.  
Answer: A  

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Which of the following is not part of the Quality Trilogy of Juran’s philosophy?  
a. Quality planning  
b. Quality control  
c. Quality maintenance  
d. Quality improvement  
Answer: C  

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Juran and Deming would argue that it is pointless to exhort a line worker to produce perfection, because:  
a. workers are not motivated to improve unless a financial incentive is offered.  
b. the overwhelming majority of imperfections are due to poorly designed manufacturing systems.
c. it is the supervisor’s responsibility to ensure quality through effective quality control.
d. management systems that are unsupportive of quality initiatives should be reengineered in advance.

Answer: B

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Crosby’s Basic Elements of Improvement includes all of the following except:
a. determination.
b. education.
c. implementation.
d. inspection.

Answer: D

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Which of the following is not part of the “leadership triad?”
a. Leadership
b. Strategic focus
c. Process management
d. Customer focus

Answer: C

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Applicants to the Baldrige Award are required to provide a snapshot of the organization that describes the organizational environment, referred to as the:
a. Organizational Profile.
b. Organizational Portfolio.
c. Organizational Tree.
d. Organizational Summary.

Answer: A

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_____ refers to an organization’s ability to address current business needs and to have the agility and strategic management to prepare successfully for the future, and to prepare for real-time or short-term emergencies.
a. Sustainability
b. Adaptability
c. Proactiveness
d. Strategic focus
The most recent version of the written quality standards by the International Organization for Standardization is called the ______ family of standards.

a. ISO 9000:10000
b. ISO 10000:2005
c. ISO 9000:2000
d. ISO 2000:9000

Answer: C

The ISO 9000:2000 standards consist of three documents of which ISO 9001 pertains to:

a. Fundamentals.
b. Requirements.
c. Vocabulary.
d. Guidance for performance improvement.

Answer: B

Which of the following is true about ISO certification?

a. The ISO 9000 standards originally were intended to be advisory in nature.
b. The entire company and not individual sites must achieve recertification.
c. Recertification is required every two years.
d. Costs of recertification are borne by the company and the certifying firm.

Answer: A

The origin of the term six sigma came from a statistical measure that equates to ______ or fewer errors or defects per million opportunities.

a. 2.6
b. 3.4
c. 4.3
d. 4.5

Answer: B
In both manufacturing and nonmanufacturing processes, places where the defective “product” is sent to be reworked or scrapped are referred to as:

a. recycling units.
b. outlier facilities.
c. hidden factories.
d. reengineering units.

Answer: C

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In the DMAIC process, a source of customer dissatisfaction is referred to as a(n):

a. critical to quality.
b. outlier feature.
c. dissatisfier.
d. variance factor.

Answer: A

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Six Sigma methodology is driven by a _____ methodology.

a. fit-for-use
b. conformance-to-specifications
c. management-by-fact
d. cost-driven

Answer: C

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