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QUESTION NO: 1

Changing a system from hierarchical decision-making to empowered employees requires all stakeholders to:

- A. have mutual trust
- B. have authoritative voices
- C. be held accountable for team actions
- D. take responsibility for assigning tasks

ANSWER: A**Explanation:**

Empowerment also means management giving up some of the power traditionally held by it, which means management must take on new roles and responsibilities and gain new knowledge. It does not mean that management relinquishes all authority, totally delegates decision making, and allows operating without accountability. It requires a significant investment of time and effort to develop mutual trust, assess, and add to individuals' competencies, as well as develop clear agreements about roles, responsibilities, risk taking, and boundaries.

QUESTION NO: 2

Today, many organizations have reduced the number of managerial positions through restructuring while increasing the spans of control. The optimum span of control is increasingly determined by issues such as:

- A. Amount of employees training and experience
- B. Strength of organization's culture
- C. Available resources
- D. Complexity of hierarchy

ANSWER: A B C**QUESTION NO: 3**

Some of the metrics that could be used to measure performance of a commercial painting contractor are: I. On-time completion of a painting contract.

II. Quality rating resulting from customer 's third-party on-site inspection.

III. Amount (time and cost) or rework required. IV. Accuracy of billing.

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

ANSWER: A

QUESTION NO: 4

All but one of the following tool sets could be used to help an educational institution identify the cause of excessive student tardiness. Which one could not?

- A. Brainstorming and an Ishikawa diagram
- B. Five whys and a problem-solving model
- C. FMEA and DMAIC
- D. Check sheet and affinity diagram

ANSWER: C

QUESTION NO: 5

Many executives believe now believe that decisions should be made by those people with the best information to make decisions, regardless of their level in the organization. More decentralization might be needed under one or more of the following conditions:

- A. The environment is complex or uncertain
- B. Lower level managers are capable and experienced at making decisions
- C. Decisions are relatively minor
- D. None of these

ANSWER: A B C

QUESTION NO: 6

When total quality management has been successfully implemented, the distinctions between staff and line activities can become blurred as empowered teams become responsible for both plans and actions when management layers decrease. The role of the quality function may include all of the following Except:

- A. Quality accounting
- B. Quality assurance
- C. Quality management system
- D. Supplier Quality

ANSWER: A

QUESTION NO: 7

The most critical use for project portfolio analysis is to:

- A. Compare the net value of a new project relative to continuing previously approved projects
- B. Determine the best time to start a new project
- C. Assess the feasibility of starting a new project relative to the resources being allocated to existing projects as well as assessing the strategic fit of the new project
- D. Make room for a new project by canceling or postponing an existing project that will not produce as high an ROI as the new project

ANSWER: C

QUESTION NO: 8

In a customer-driven company, one of the key roles of the sales function should be to:

- A. develop design ideas for new products
- B. help resolve customer complaints
- C. support long-term customer retention efforts
- D. introduce new customers to executive management

ANSWER: C

Explanation:

Reference: <https://www.zendesk.com/blog/13-ways-customer-driven-company/>

5. Constantly ask customers for feedback (and really listen)

This goes far beyond simply sending customer surveys—your company must show tangible improvements to your product or service. (And remember: there is such a thing as too many surveys.) In the end, getting into that “partner space” will reap greater benefits than delivering on your very next improvement.

6. Get engineers and product managers directly involved with customer support

There is a clear benefit to having software engineers and product managers shadow your agents on customer support tickets. While it might be tempting to look at this exercise as taking away from valuable coding time, it will help product teams develop better use cases and roadmaps that reflect what your customers need. And consider appointing a liaison between your support and product teams to improve the flow of information.

QUESTION NO: 9

Regulatory standards are derived from which of the following sources?

- A. Contracts
- B. Legislation
- C. Consumer groups
- D. ISO 9001

ANSWER: B

Explanation:

Reference: <https://www.sciencedirect.com/topics/engineering/regulations-and-standard>

QUESTION NO: 10

Which of the following quality system elements are correctly ranked from an operational level to a leadership level?

- A. Product inspection, process control, system measurement, organizational measurement
- B. Engineering principles, written standard operating procedures, standards, auditing
- C. SPC, product testing, structured thinking tools, design of experiment

D. Tactical planning, strategic planning, standardization, stabilization

ANSWER: D

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