

TEST BANK

Chapter One

THE TOTAL QUALITY APPROACH TO QUALITY MANAGEMENT

TRUE/FALSE: Place T or F in the space provided to the left of the statement.

- _____ 1. Quality deals not only products and services but also includes people, processes, and environments.
- _____ 2. Joseph M. Juran is best known for the Seven Deadly Diseases.
- _____ 3. Today's consumers define quality as being flawless and having all of the attributes they want in just the way they want them.
- _____ 4. According to the Three-Legged Stool of Total Quality, the seat of the stool is customer focus.
- _____ 5. Quality management has no future in the 21st century.
- _____ 6. Peak performance is essential to organizations that operate in a globally competitive environment.

MULTIPLE CHOICE: Circle the letter before the correct answer in each of the following questions.

- 1. The total quality approach has which of the following characteristics?
 - A. Teamwork
 - B. Obsession with quantity
 - C. Confusion and poor leadership
 - D. One employee in charge
- 2. Customers want an excellent product or service from an organization that also provides:
 - A. The Deming Cycle
 - B. Quick fixes
 - C. Reliable delivery and after purchase support
 - D. Stamps

3. Which of the following functions is part of the Juran Trilogy?
 - A. Pareto Principle
 - B. Quality planning
 - C. Unity of purpose
 - D. Six Sigma Program

4. Crosby's Quality Vaccine consists of three ingredients. Which of the following is not one of the three ingredients?
 - A. Teamwork
 - B. Education
 - C. Determination
 - D. Implementation

5. Which of the following is a trend that will shape the future of quality management?
 - A. The Deming Cycle.
 - B. The Juran Trilogy.
 - C. Global economy.
 - D. Increasing global competition.

6. Which of the following certifications is for managers who lead and champion continual-process improvement initiatives?
 - A. Calibration technician
 - B. Six Sigma Green Belt
 - C. Manager of Quality/Organizational Excellence
 - D. Quality Process Analyst

Test Key—Chapter 1

True/False

1. T
2. F
3. T
4. T
5. F
6. T

Multiple Choice

1. A
2. C
3. B
4. A
5. D
6. C

Chapter Two

QUALITY AND GLOBAL COMPETITIVENESS

TRUE OR FALSE: Place T or F in the space provided to the left of the statement.

- _____ 1. U.S companies, mistakenly seeing quality as the issue, learned that quantity was the key to success in the global marketplace.
- _____ 2. The need to improve an organization's financial condition correlated directly with the process of making and measuring quality improvements.
- _____ 3. A nation's ability to compete in the global marketplace has a direct bearing on the quality of life of its citizens.
- _____ 4. The only way the U.S. can overcome business-related inhibitors is for the government to enact policies that will reduce non-value-added costs to a minimum.
- _____ 5. In order to be an exporter, a manufacturer must be able to outperform foreign competitors in terms of both quality and productivity.
- _____ 6. Management-by-accounting encourages short-term cost cutting instead of long-term improvement.

MULTIPLE CHOICE: Circle the letter before the correct answer in each of the following questions.

1. Of the trends listed below, which one increases the level of globalization in business?
 - A. Growing irrelevance of distance.
 - B. Shifts in the interest rates.
 - C. Quality of the product.
 - D. Rise of small towns.
2. Which of the following statements are considered true concerning the affects of global integration?
 - A. It has helped fuel economic growth throughout the industrialized world.
 - B. It can be the Achilles heel of economic growth.
 - C. Downturns in one country can now have a ripple effect that quickly spreads to other countries.
 - D. All of the above

3. Which of the following countries is the most competitive country in the world?
 - A. Germany
 - B. United States
 - C. Japan
 - D. Switzerland

4. When making comparisons among internationally competing countries, the following indicators are used:
 - A. Standard of living and investment.
 - B. Quality is the key to success.
 - C. Government infrastructure.
 - D. Ability to compete.

5. The most important key in maximizing competitiveness is:
 - A. Education
 - B. Human resources
 - C. Teamwork
 - D. Government

1. The most common college degree among American CEOs is the:
 - A. Quality management
 - B. MBA
 - C. CFO
 - D. Management and Leadership

Test Key—Chapter 2

True/False

1. F
2. T
3. T
4. F
5. T
6. T

Multiple Choice

1. C
2. D
3. C
4. A
5. B
6. B

Chapter Three

***STRATEGIC MANAGEMENT: PLANNING AND EXECUTION
FOR COMPETITIVE ADVANTAGE***

TRUE OR FALSE: Place T or F in the space provided to the left of the statement.

- _____ 1. In order to survive in a globally competitive environment, organizations must adopt a broad strategy that gives them a sustainable competitive advantage.
- _____ 2. A core competency is something an organization does so well it can be viewed as a competitive advantage.
- _____ 3. SWOT Analysis is the only step needed in the strategic planning process.
- _____ 4. An organization's vision is a specific measurable goal it tries to achieve.
- _____ 5. Change that is inflicted on employees will be resisted, but change that is engendered by employees who are involved in and prepared for it will be accepted and promoted.
- _____ 6. Even the best plan can do no good until it is effectively executed.

MULTIPLE CHOICE: Circle the letter before the correct answer in each of the following questions.

1. Which of the following statements apply when developing a mission statement?
- A. The how-to statements.
 - B. Describe the “who, what, and where” of the organization.
 - C. Be brief, but comprehensive.
 - D. Choose wording that is simple.
2. Which of the following statements best describe the acronym SWOT?
- A. Specific, Witness, Opportunities, and Time.
 - B. Single, Weaknesses, Occasion, and Tactics.
 - C. Strengths, Weaknesses, Opportunities, and Threats.
 - D. Strategic, Weaknesses, Objectives, and Tactics.
3. Strategic management is
- A. Creative thinkers who look at their business environment from a different perspective.
 - B. Expansive and wasteful.
 - C. Constantly seeking gaps in the marketplace that their companies can fill.
 - D. Management that bases decisions within an ethical framework.

4. Which of the following statements is true concerning strategies used to execute a strategic plan?
 - A. Organizations should communicate at all times.
 - B. Consult with only managers.
 - C. Adjust to administrative barriers.
 - D. Be flexible and improvise.

5. Which of the following strategies is important when executing a strategic plan?
 - A. Review the plan with customers.
 - B. Identify advocates and resisters.
 - C. Form an application task force.
 - D. Activate the steering committee.

6. To promote successful execution of strategies, organizations should undertake which of the following strategies?
 - A. Eliminate administrative barriers
 - B. Conduct a secondary SWOT analysis
 - C. Hold a stakeholder's gap analysis
 - D. Contract with an execution specialist

Test Key—Chapter 3

True/False

1. T
2. T
3. F
4. F
5. T
6. T

Multiple Choice

1. A
2. C
3. D
4. A
5. B
6. A

Chapter Four

QUALITY MANAGEMENT, ETHICS, AND CORPORATE SOCIAL RESPONSIBILITY

TRUE OR FALSE: Place T or F in the space provided to the left of the statement.

- _____ 1. Morality refers to the values that are subscribed to and fostered by society in general and by individuals within society.
- _____ 2. Locus of control is a person's ability to undertake self-directed tasks and to cope with tense structure.
- _____ 3. In a total quality setting, people are responsible for their actions and accountable for their performance.
- _____ 4. Managers must establish ethical standards within their organization.
- _____ 5. Corporate social responsibility is a balanced approach for organizations to address economic, social and environmental issues in a way that aims to benefit people, communities and society.
- _____ 6. People in positions of authority are exempt from their organization's ethics standards.

MULTIPLE CHOICE: Circle the letter before the correct answer in each of the following questions.

1. The concepts of trust, integrity, and _____ are part of the value system of total quality.
 - A. Morality
 - B. Responsibility
 - C. Trust
 - D. Legality
2. Which of the following is not a value that leads to peak performance and excellence?
 - A. Creativity
 - B. Quality
 - C. Dependability
 - D. Opportunity
3. Managers have three main responsibilities in regard to ethics. Which of the following is **NOT** one of those?