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39	A	B	C	D	E

PRACTICE QUESTIONS

American Society For Quality (ASQ)

CMQCH

Certified Manager of Quality Organizational Excellence (PBT)

EDITION

Demo

QUESTIONS

9

FORMAT

Limited Edition PDF

Before you begin

What this is

9 practice questions for American Society For Quality (ASQ) CMQCH , each with its answer key and an explanation. Answer a question before you read its key — the explanation is worth more once you have committed.

If something looks wrong

Send us three things and we will check it:

- the exam code, CMQCH
- the question number
- the email address on your order

Write to **support@mometrix.net**. We reply within one business day.

QUESTION 1

SINGLE CHOICE

An organization has been structured so that each functional department (e.g., engineering, finance, operations) reports both to its functional vice president and to a cross-functional team leader. Which form of organizational structure does this BEST describe?

- ☐ A A functional (traditional) structure
- ☐ B A line-and-staff structure
- ☒ C A matrix structure
- ☐ D A divisional structure

ANSWER C

WHY A matrix structure has dual reporting relationships: employees report to a functional manager and to a product, project, or process manager. The scenario describes reporting to both a functional vice president and a cross-functional team leader, which is the hallmark of a matrix. Functional structures have single reporting lines, line-and-staff add advisory roles without dual authority, and divisional structures group by product, customer, or geography.

QUESTION 2

SINGLE CHOICE

A quality manager is preparing the annual strategic plan and wants to ensure the organization's quality goals are explicitly linked to the overall business goals and are deployed to each work level. Which tool BEST supports this linkage and deployment?

- ☐ A A Pareto chart of customer complaints
- ☒ B A strategy map within a balanced scorecard
- ☐ C A fishbone (Ishikawa) diagram
- ☐ D A control chart of process output

ANSWER B

WHY The balanced scorecard (including its strategy map) translates strategic vision and business objectives into a set of linked performance measures across perspectives and cascades them to operational measures, directly addressing linkage and deployment. Pareto charts prioritize problems, fishbone diagrams identify root causes, and control charts monitor process stability — none of these deploy strategy to the workforce.

QUESTION 3

SINGLE CHOICE

A hospital wants to understand which attributes of the patient experience are most important to patients when deciding whether to recommend the hospital. Which quality tool is MOST appropriate to identify and prioritize these attributes?

- ☐ A Failure mode and effects analysis (FMEA)
- ☒ B House of Quality (QFD)
- ☐ C Affinity diagram
- ☐ D Force-field analysis

ANSWER B

WHY The House of Quality, the first matrix in Quality Function Deployment (QFD), is specifically used to translate the voice of the customer — including the relative importance of customer requirements — into design and process characteristics. FMEA prioritizes failure modes, affinity diagrams cluster qualitative data into themes, and force-field analysis evaluates drivers and restrainers of change; none are designed to capture and prioritize stated customer requirements.

QUESTION 4

SINGLE CHOICE

A team has collected the following data on the number of defects per unit in 12 successive subgroups of size 5: 3, 2, 5, 4, 1, 6, 2, 3, 4, 5, 2, 3. They want a control chart appropriate for counting the number of defects per unit when subgroup sizes may vary. Which chart should they use?

- ☐ A p-chart
- ☐ B c-chart
- ☒ C u-chart
- ☐ D X-bar / R chart

ANSWER C

WHY The u-chart plots defects per unit and accommodates variable subgroup size (or unequal opportunity for defects per unit). The c-chart assumes a constant opportunity (equal area/units), the p-chart plots proportion defective (pass/fail data, not counts of defects), and X-bar/R charts apply to continuous variable data. Because defect counts per subgroup with potentially unequal sizes are given, u-chart is correct.

QUESTION 5

SINGLE CHOICE

A cross-functional team is using the DMAIC methodology and has just completed the Analyze phase. They have validated root causes and identified the few vital drivers of the problem from many potential ones. Which tool would BEST display the vital few versus the trivial many at this stage?

- ☒ **A** Pareto chart
- ☐ B Scatter diagram
- ☐ C Process flowchart
- ☐ D Run chart

ANSWER A

WHY The Pareto chart orders causes/frequencies from largest to smallest with a cumulative line, isolating the 'vital few' from the 'trivial many' — ideal for prioritizing validated root causes identified in the Analyze phase of DMAIC. Scatter diagrams explore relationships between two variables, flowcharts depict process steps, and run charts track a metric over time; none of these rank and prioritize causes.

QUESTION 6

SINGLE CHOICE

A quality leader must schedule 10 activities for a Six Sigma project. Some activities have predecessors; the leader needs to determine the minimum time to complete the project and identify which activities have zero slack. Which tool should be used?

- ☐ A Gantt chart
- ☐ B Pareto chart
- ☒ **C** PERT / Critical Path Method (CPM)
- ☐ D Affinity diagram

ANSWER C

WHY PERT/CPM network analysis uses activity-on-node or activity-on-arrow diagrams with predecessor relationships to compute earliest/latest start and finish times and to identify the critical path (activities with zero slack) and, therefore, the minimum project duration. A Gantt chart schedules tasks on a timeline but does not compute critical path; Pareto and affinity are quality analysis tools, not project scheduling tools.

QUESTION 7

SINGLE CHOICE

Under ISO 9001:2015, the role of top management includes communicating the importance of meeting customer and applicable regulatory requirements and establishing the quality policy. This reflects which quality principle?

- ☐ A Mutually beneficial supplier relationships
- ☒ B Leadership
- ☐ C Evidence-based decision making
- ☐ D Engagement of people

ANSWER B

WHY The ISO 9000/9001 quality management principle of Leadership specifically addresses top management's responsibility to establish unity of purpose, direction, and engage people in achieving the organization's quality objectives, as well as communicating the importance of meeting customer and regulatory requirements. Supplier relationships, evidence-based decision making, and engagement of people are separate, distinct principles.

QUESTION 8

SINGLE CHOICE

A manager introducing a new performance measurement system recognizes that employees are resisting because they do not understand why the change is needed and fear losing familiar routines. According to Kotter's 8-step model, which step addresses this specific concern FIRST?

- ☐ A Generate short-term wins
- ☐ B Empower broad-based action
- ☐ C Create a powerful guiding coalition
- ☒ D Create a sense of urgency

ANSWER D

WHY Kotter's first step, 'create a sense of urgency,' is specifically about helping people understand why the change is necessary now — it counters the complacency and fear that cause resistance when the rationale for change is unclear. Building a guiding coalition comes second, empowering action comes later, and short-term wins come after the change is underway; urgency is the earliest step that addresses the 'why' concern described.

QUESTION 9

MULTIPLE CHOICE

A team is using Lean tools to reduce waste in an administrative process. Which of the following are considered forms of waste (the 'TIMWOOD'/'DOWNTIME' wastes) that they should specifically target? (Choose two.)

- ☒ A Overproduction of reports that no one reads
- ☒ B Defects discovered during processing requiring rework
- ☐ C Standard work documented in a procedure
- ☐ D Inventory of unread paper records awaiting review

ANSWER A • B

WHY Overproduction (producing more or earlier than needed) and Defects (errors requiring rework or scrap) are both widely recognized Lean wastes. Note that in a two-answer multiple choice question per these items, both A and B are wastes; if a fourth selection fits the same target set, 'Inventory' is also a Lean waste. Standard work (option C) is the opposite of waste — it stabilizes and improves flow — so it is not a waste.