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39	A	B	C	D	E

PRACTICE QUESTIONS

American Society For Quality (ASQ)

CMQEN

Certified Manager of Quality/Organizational Excellence

EDITION

Demo

QUESTIONS

9

FORMAT

Limited Edition PDF

Before you begin

What this is

9 practice questions for American Society For Quality (ASQ) **CMQEN**, 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, **CMQEN**
- the question number
- the email address on your order

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

QUESTION 1

SINGLE CHOICE

A quality manager is developing a strategic plan for a division. Which of the following BEST defines the role of a vision statement within this plan?

- ☐ A A statement of the specific financial results the division intends to achieve within the next fiscal year
- ☒ B A description of the long-term future state that the organization aspires to reach
- ☐ C A list of measurable operational targets tied to the division's annual budget
- ☐ D A documented set of quality policies that govern day-to-day work activities

ANSWER B

WHY A vision statement describes the long-term future state the organization aspires to reach. Mission describes purpose, values describe guiding beliefs, and the other options describe financial targets, operational goals, or quality policies — not a vision.

QUESTION 2

SINGLE CHOICE

A quality manager has identified several stakeholder groups for a new quality initiative. Which group would BEST be classified as an internal stakeholder?

- ☐ A Customers who purchase the organization's products
- ☐ B Suppliers who provide raw materials to the organization
- ☒ C Employees who work within the organization
- ☐ D Regulatory agencies that oversee the industry

ANSWER C

WHY Internal stakeholders are individuals or groups inside the organization, such as employees and managers. Customers, suppliers, and regulatory agencies are external stakeholders because they sit outside the organizational boundary.

QUESTION 3

SINGLE CHOICE

A project team is creating a Gantt chart for a quality improvement initiative. What is the PRIMARY purpose of a Gantt chart?

- ☐ A To document the root causes of an identified problem
- ☒ B To visually represent the schedule of project tasks over time
- ☐ C To prioritize customer requirements based on importance
- ☐ D To calculate the cost of poor quality for the project

ANSWER B

WHY A Gantt chart is a project management tool that visually represents the schedule of project tasks, including start and end dates and the sequencing of activities, over a timeline. The other options describe different tools (fishbone/Ishikawa, QFD, COPQ).

QUESTION 4

SINGLE CHOICE

Which quality management pioneer is BEST known for developing the PDCA (Plan-Do-Check-Act) cycle?

- ☐ A Joseph Juran
- ☐ B Philip B. Crosby
- ☒ C W. Edwards Deming
- ☐ D Kaoru Ishikawa

ANSWER C

WHY W. Edwards Deming is credited with promoting the PDCA (Plan-Do-Check-Act) cycle as a framework for continuous improvement. Juran is associated with the trilogy (quality planning, control, improvement) and Crosby with 'quality is free' and zero defects, while Ishikawa is known for cause-and-effect diagrams and quality circles.

QUESTION 5

SINGLE CHOICE

A team is investigating an increase in customer complaints about a manufactured product. Which quality tool is MOST appropriate for identifying the potential root causes of a specific problem by categorizing them under categories such as methods, materials, machines, and manpower?

- ☐ A Pareto chart
- ☒ B Cause-and-effect (Ishikawa) diagram
- ☐ C Scatter diagram
- ☐ D Control chart

ANSWER B

WHY A cause-and-effect (Ishikawa or fishbone) diagram is specifically designed to identify potential root causes of a problem, commonly organized into categories such as the 4 Ms (methods, materials, machines, manpower) or expanded to include measurement and environment. A Pareto chart prioritizes issues, a scatter diagram shows correlation between two variables, and a control chart monitors process stability.

QUESTION 6

SINGLE CHOICE

A quality manager is reviewing an X-bar chart used to monitor the average of a process. One data point falls outside the upper control limit. What is the MOST appropriate interpretation of this result?

- ☐ A The process is stable and operating within common cause variation
- ☐ B The data point is out of specification and the product must be scrapped immediately
- ☒ C The process shows evidence of a special cause of variation that should be investigated
- ☐ D The control limits were calculated incorrectly and must be recalculated using specification limits

ANSWER C

WHY A point outside the control limits on an X-bar chart signals that an assignable (special) cause of variation is likely present and should be investigated. Control limits (derived from process data) and specification limits (defined by customer requirements) are distinct concepts, and a control chart violation alone does not directly equate to an out-of-specification condition.

QUESTION 7

SINGLE CHOICE

A manufacturing team is using the DMAIC methodology as part of a Six Sigma project. Which phase is focused on verifying that the improved process performs as intended and that improvements are sustained over time?

- ☐ A Define
- ☐ B Measure
- ☒ C Control
- ☐ D Improve

ANSWER C

WHY In DMAIC, the Control phase focuses on sustaining the gains by implementing controls, standardizing the improved process, and verifying that performance is maintained. Define scopes the project, Measure establishes baselines, and Analyze identifies root causes; Improve develops and pilots solutions.

QUESTION 8

SINGLE CHOICE

A quality manager wants to gather deep insights into how customers use a product in their environment and uncover unmet needs. Which VOC (Voice of the Customer) technique is MOST appropriate for this exploratory purpose?

- ☐ A Customer surveys with a large random sample
- ☒ B Focus groups conducted with representative customers
- ☐ C A/B testing of two product variants on a website
- ☐ D A review of warranty claim forms already on file

ANSWER B

WHY Focus groups are qualitative, exploratory tools well suited for uncovering unmet needs, understanding customer experiences, and generating insights about how products are used. Large-sample surveys are better for quantification, A/B testing compares defined variants, and warranty data is reactive and limited to reported failures.

QUESTION 9

MULTIPLE CHOICE

A cross-functional team is beginning a design project and needs to translate customer requirements (the 'Whats') into specific product or process characteristics (the 'Hows'). Which of the following tools are commonly used to accomplish this translation? (Choose two.)

- ☒ **A** Quality Function Deployment (QFD) / House of Quality
- ☒ **B** Failure Mode and Effects Analysis (FMEA)
- ☐ **C** Pareto analysis of defect data
- ☐ **D** Benchmarking against industry leaders

ANSWER **A** - **B**

WHY Quality Function Deployment (QFD), often visualized through the House of Quality, is specifically designed to translate customer requirements into technical/operational characteristics. FMEA is used to identify potential failure modes of a design and their effects so the team can reduce risk. Pareto analysis prioritizes existing defects and benchmarking compares to competitors; neither translates 'Whats' into 'Hows.'