

01	☒ A	☐ B	☐ C	☐ D	☐ E
02	☐ A	☐ B	☐ C	☐ D	☒ E
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31	☐ A	☐ B	☒ C	☐ D	☐ E
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34	☐ A	☐ B	☐ C	☐ D	☒ E
35	☐ A	☐ B	☒ C	☐ D	☐ E
36	☒ A	☐ B	☐ C	☐ D	☐ E
37	☐ A	☐ B	☐ C	☐ D	☒ E
38	☐ A	☒ B	☐ C	☐ D	☐ E
39	☒ A	☐ B	☐ C	☐ D	☐ E

PRACTICE QUESTIONS

American Society For Quality (ASQ)

CMQEN2

Certified Manager of Quality/Organizational Excellence

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Limited Edition PDF

Before you begin

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9 practice questions for American Society For Quality (ASQ) **CMQEN2**, 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.

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

QUESTION 1 SINGLE CHOICE

A senior leader at a manufacturing organization is revising the company's mission statement. Which characteristic BEST distinguishes an effective mission statement from a vision statement?

- ☐ A It describes what the organization wants to become in the future.
- ☐ B It sets aggressive long-term goals for market leadership.
- ☒ C It states the organization's purpose and reason for existing today.
- ☐ D It establishes quantitative objectives for shareholder return.

ANSWER C

WHY A mission statement defines the organization's current purpose and core reason for existence, while a vision statement describes the desired future state. Option A describes a vision, and option D reflects financial objectives rather than a mission.

QUESTION 2 SINGLE CHOICE

A quality manager is performing a strategic analysis and identifies that a key supplier is discontinuing a raw material the organization relies on. In a SWOT analysis, where should this be categorized?

- ☐ A Strength
- ☐ B Weakness
- ☐ C Opportunity
- ☒ D Threat

ANSWER D

WHY SWOT classifies external, negative conditions that could harm the organization as Threats. A supplier discontinuing a critical material is an external factor outside the organization's control that poses risk, making it a Threat.

QUESTION 3 SINGLE CHOICE

Which tool is MOST appropriate for capturing the voice of the customer (VOC) during the early concept phase of a new service offering?

- ☐ A Control chart
- ☐ B Failure modes and effects analysis (FMEA)
- ☒ C Focus group with target customers
- ☐ D Pareto chart of current defects

ANSWER C

WHY Focus groups are a qualitative VOC tool used to explore customer needs, expectations, and preferences during concept development. Control charts, FMEA, and Pareto charts analyze existing process performance or risks and are not primary VOC-capture tools.

QUESTION 4 SINGLE CHOICE

Which document formally authorizes a quality improvement project, names the project sponsor and manager, and defines the project's authority and high-level scope?

- ☐ A Work breakdown structure
- ☒ B Project charter
- ☐ C Gantt chart
- ☐ D Lessons-learned report

ANSWER B

WHY A project charter is the document that formally authorizes a project, identifies the sponsor and manager, and grants authority to apply organizational resources to project activities. A work breakdown structure decomposes scope, a Gantt chart schedules activities, and lessons-learned reports capture retrospective insights.

QUESTION 5 SINGLE CHOICE

A hospital's quality council is mapping its patient-admission workflow to the Plan-Do-Check-Act (PDCA) cycle. Which activity BEST represents the 'Check' phase?

- ☐ A Establishing the goal of reducing admission delays by 20%.
- ☐ B Implementing the redesigned triage procedure on one nursing unit.
- ☒ C Comparing observed admission times against the target and analyzing the results.
- ☐ D Standardizing the new procedure hospital-wide based on what was learned.

ANSWER C

WHY In PDCA, 'Check' is the evaluation phase where results of the implemented change are measured and compared against the plan. Option A is Plan, option B is Do, and option D is Act.

QUESTION 6 SINGLE CHOICE

After a customer complaint about late deliveries, a team is using the 5 Whys technique. Which statement BEST describes the proper application of this method?

- ☐ A Brainstorm six possible causes grouped by category.
- ☐ B Plot the frequency of each delivery delay type on a Pareto chart.
- ☒ C Repeatedly ask 'why' about the answer just given until a root cause is uncovered.
- ☐ D Quantify the severity, occurrence, and detection of each potential cause.

ANSWER C

WHY The 5 Whys technique asks 'why' iteratively—typically about five times—to move beyond symptoms to a root cause. Option A describes a fishbone diagram, option B describes a Pareto chart, and option D describes FMEA scoring.

QUESTION 7

SINGLE CHOICE

A control chart for a filling process shows all points within the control limits, but they cluster randomly above and below the centerline with no points outside the limits and no runs. The manager should conclude that the process variation is:

- ☐ A Out of statistical control due to special cause variation.
- ☒ B In statistical control and characterized by common cause variation only.
- ☐ C In control but trending toward a specification limit.
- ☐ D Acceptable regardless of capability as long as no defects are produced.

ANSWER B

WHY When all plotted points fall within control limits and display random behavior around the centerline, the process is considered to be in statistical control with only common cause variation present. Stability does not imply capability, but the variation pattern itself indicates common cause variation only.

QUESTION 8

SINGLE CHOICE

Which approach BEST ensures that a newly deployed quality management procedure is consistently applied across multiple shifts and sites?

- ☐ A Emailing the procedure document to all employees once.
- ☐ B Conducting a one-time classroom session for managers only.
- ☒ C Providing role-based training with documented competency verification and job aids at the point of use.
- ☐ D Posting the procedure on the intranet and waiting for questions.

ANSWER C

WHY Effective deployment requires training matched to the role, verification that employees can perform the procedure, and supporting job aids at the point of use to reinforce consistent application. Passive distribution (options A and D) or training only managers (option B) does not ensure consistent practice.

QUESTION 9

MULTIPLE CHOICE

Which statements about process capability indices are TRUE? (Choose two.)

- ☒ **A** Cp measures potential capability assuming the process mean is centered between the specification limits.
- ☒ **B** Cpk accounts for the location of the process mean relative to the specification limits.
- ☐ **C** A Cpk value greater than 1.0 guarantees zero nonconforming output.
- ☐ **D** Pp and Ppk use within-subgroup variation, while Cp and Cpk use total variation.

ANSWER A • B

WHY Cp reflects potential capability assuming centering, and Cpk adjusts for an off-center process mean, so A and B are correct. C is false because Cpk assumes a normal distribution and does not guarantee zero defects. D reverses the relationship—Cp/Cpk use within-subgroup (short-term) variation, while Pp/Ppk use total (long-term) variation.