

Q1 (30 pts) Please state whether each of the following statements is True/False. If the statement is identified as false, underline the false part and then make minimal corrections.

- In ISO 9001:2008, the vision provides a concise statement of the quality policy and quality management objectives. (~~2015~~)
- ISO 9001:2015 is the fourth edition. (4th)
- Detection-based system puts emphasis on products/services and the downstream processes. (~~upstream~~)
- In ISO 9001:2008, the verb "shall" indicates a requirement. (~~T~~)
- Risk is the effect of uncertainty. Positive effects of risk result in weaknesses. (~~opportunities~~)
- In ISO 9001:2015, there is a requirement for a documented risk management process. (~~isn't~~)
- The main objective of quality assurance activity is to produce quality into product and service during the upstream design and planning stage. (~~T~~)
- ISO 9000:2018 are generic requirements that are sector-specific requirements. (~~9001:2015~~)
- Leadership and relationship management are examples of quality management clauses of ISO 9001:2015. (~~Policy Support~~)
- Total quality control is a prevention-based system. (~~T~~)
- Customers are not willing to pay more to receive better quality. (~~are willing~~)
- Issues can be based on external sources and internal sources. (~~T~~)
- Having the ISO 9001 certificate of registration does imply that non-conformities at all stages of the process will not occur. (~~doesn't~~)
- ISO 9001:2008 is the responsibility of the technical committee ISO TC176. (~~T~~)
- Where ISO 9001:2015 uses the term "maintained documented information" to denote documents needed to provide evidence of conformity with requirements. (~~Retain~~)
- Liability costs are one indication of customer satisfaction. (~~T~~)
- ISO 9000:2008 provides guidelines for managing for the sustained success of an organization. (~~9004~~)
- Development of a quality management system is one of the characteristics of quality control. (~~TQM~~)
- In inspection, there is a clearly defined closed loop with both negative and positive feedback into the process, product, and service improvement system. (~~detection~~)
- Quality control is a prevention-based system. (~~detection~~)
- In ISO 9001: 2015, the "policy" sub-clause corresponds to the planning clause. (~~leadership~~)



PLEASE FILL IN BLANK THE MISSING PHRASES OR TERMS:

1. Quality and service improvements can be ~~directly~~ ³ logically linked to enhanced revenue within one's own company.
2. ~~TQM~~ involves the application of quality management ~~principles to all aspects~~ ^{principles to all aspects} of the organization, including customers and suppliers, and their integration with the key business processes.
3. Use of quality costs is adopted in Quality Assurance level. -4
4. Quality Control is defined as part of quality management focused on fulfilling quality requirements.
5. A procedure manual is sometimes referred to as Level 2 document.
6. Prevention approach improves product and service quality by placing the emphasis on process design ^{QA}.
7. Inspection to decision making indicates that effective decisions are based on analysis of data and information.
8. Employee involvement is implemented in TQM.
9. A related cost of non-quality is that of product Quality ~~cost~~ ^{Cost} Liability.
10. The main objective of Quality Assurance activity is to build quality into the product and/or service during the upstream design and planning processes.
11. In Qualitative way, the term quality can be used with adjectives such as poor, good, or excellent.
12. The development of a QMS should be managed as a Project.
13. ISO 9001 should be considered as the ~~minimum~~ ^{Quality Management System} requirement.
14. A Quality Manual is a document specifying the quality management system of an organization.
15. Pleasant surprise means that a desired result is achieved more efficiently when activities are managed as a process.
16. ISO standards are meant to be reviewed and, if necessary, revised every ~~2~~ ⁽⁵⁾ years.
17. The series of standards can be used as a purchase ~~assessment~~ ^{assessment} standard.
18. International accreditation is now well established through the International Accreditation Forum.
19. ISO 9000 provides fundamentals and vocabulary for the quality management system.
20. Preservation of product and identification and traceability are two sub-clauses of Product & Service Provision.
21. Cost, comfort, and relevant experience are selection criteria for Certification body.
22. Reduction of the customer audits and identification of ineffective procedures are benefits of ISO 9000.

Please explain the following arguments concisely:

- In today's competitive environment, change is a must due to several factors!

Because there is a force applied to the company force them to change like 1) Competitors 2) demanding Customers.
3) Chief executive 4) First-step ^{Situation} 2

- The framework of TQM is useful for particular organizations (mention 2 characteristics)!

For organizations who want to start a first step in TQM.

§ For organization who have also been 2 years of experience in TQM. Also, organizations who take the ISO Registration & want to know what to do next!

- Level 1 organization is termed "The uncommitted"!

because they ignore the TQM & not relate that TQM will give him a business benefits. Senior Management ignore TQM or they don't know how it will work & affect their business

- There are a number of differences between levels 2 and 3!

The differences between the levels in where the organization achieve TQM. Such as level 2 is focused on use ~~new~~ new approach but level 3 focus on using ~~the~~ ^{its} ~~approach~~ & technique. & its more common

- Attaining level 6 is not the end!

Because this stage ~~will~~ will be for a few years only, which the status of the organizations is not self-sustaining. ^{its} ~~its~~ possible need more continuous improvement.
this organization down to lower levels. 2

- The organization that fulfills ISO 9000 requirement is certified ISO 9000: 2015. (9001)
- ISO 9001:2015 is based on a process model that follows eight quality management principles. (seven)
- ISO 9001 has been revised three times. (Five)
- ISO 9001:2015 replaces the term "supplier" by service provider. (third party)
- In ISO 9001:2008 the terms "exclusions and quality manual" are not used. (2015)
- Cost, productivity, and quality improvements are alternative objectives. (compatible)
- In ISO 9001:2015, quality plan, quality manual, and documented procedure are replaced by "retain documented information". (documented) information
- Levels of service is one of the qualitative measures of quality. (quantitative)
- Certification is not the responsibility of ISO. (certification body)

Q2: 10 pts. Please provide a clear and concise explanation for the following statements:

- ISO 9001:2015 does not have a separate clause for prevention actions!

Because the prevention actions were replaced Risk based thinking.

- The ISO requirement for the position "management representative for quality" was canceled!

Because in ISO it is required to be a whole Quality Management system.

- ISO 9001 defines the conditions under which an organization can decide that a requirement is not applicable!

There is a ^{4.3} subclause in clause 4 where the organization can state which of the requirement is not applicable.

- Quality assurances focus on providing confidence that quality requirements will be fulfilled!

By applying QA to get the ISO certification which assure that the quality requirements will be fulfilled.

- ISO 9001:2015 can be applied in any organization regardless of its type and products!

~~The organization should ^{have} have a QMS for at least 6 months~~

ISO 9001 is specialized in Quality, ~~the organization~~

and quality is required in all org's regardless its specialized aspects or products.

Student: _____

Q (10 %) Please state whether each of the following statements is True/False. Please correct the wrong phrase (Change only one phrase):

- Quality control is part of quality management focused on fulfilling ISO 9001 requirements. False
Customer
- ISO 9001 and ISO 19011 are based on a process model that uses eight quality management principles. True
- The price of non-quality is high. False
Cost
- Quality insurance is part of quality management focused on providing confidence that requirements will be fulfilled. True
- The objective of ISO 9001 implementation should be short term. False
long
- Team work and Policy deployment are carried out in Quality assurance. False
Total Quality Management
- FMEA and Quality systems development are performed in TQM. False
Quality assurance
- Salvage and sorting are done in quality control. True
- ISO 14001 management system is a management system to direct and control an organization with regard to environment. False OR [environmental ...] to [customers]
Quality
- Conducive environment and complexity of the company determine the cost taken for ISO 9001 implementation. False
Time
- Improved control and elimination of errors are some of ISO 9000 quality system benefits. True
- ISO/TC 207 is responsible of ISO 9001 preparation. False
ISO 14001 OR *Change ISO/TC 176*
- QS 9000 is an example of sector-general derivatives of ISO 9001. False
9000
- "Service levels" is one of the quantitative definitions of quality. True
- ISO 9014: quality Management Systems: Guidelines for performance improvement. False
ISO 9004
- Customer focus and involvement of people are some of the quality management clauses. False
principles
- Product realization and resource management are two main ISO 9001 guidelines. False
clauses [Requirements]
- Prior to a program of ISO 9001 implementation, it is important that an internal audit is conducted of the existing quality control system. True
- Lack of audit rigor and lack of flexibility are two difficulties of TQM. False
ISO 9000
- ISO 9001 and ISO 10001 are not in competition and are not alternatives. False
TQM

24. The matrix model is clearly the cross-reference list needed for Accelton.
25. In integrated approach, organizations the core elements are intended to cover quality, environmental and any other management systems, even though this might not be an immediate plan.
26. The integrated forms a "system of systems".
27. The EFQM model is divided into 50% enablers and 50% results.
28. The integrated approach offers potential for the addition of other standards but adds to complexity and ignores culture. Aligned standards.
29. Planning in OHSAS 18001 corresponds to Planning in ISO 9001. (the only).
30. In general, at certification stage, a certification body will usually want to see a proof that the quality system has been in effective operation for a period of three months.
31. An accident is an incident which has given rise to injury, ill health or fatality.
32. Hazard is source or situation or act with a potential for harm in terms of human injury or ill health.
33. Internal audit is conducted at planned intervals to determine whether the EMS has properly been implemented and maintained.
34. Environmental aspects refers to element of an organization's activities or services that can interact with the environment.
35. OHS Policy corresponds to environmental policy.
36. Fewer multiple audits and reduced costs are some of the benefits of integrated system.
37. In Merge, the procedures are partially integrated and the processes are integrated to a small degree.
38. Risk assessment is the process of evaluating the risk arising from a hazard(s).
39. Product realization in ISO 9001 corresponds to implementation and operation in ISO 14001.
40. ISO 9001 involves five key main requirements.
41. The objective of EFQM model is business excellence and improving performance in all areas.
42. Conformance refers to non-fulfillment of a requirement.
43. The ISO 9001 documentation can be in any form or type of medium.
44. The environmental Policy shall include commitment to continual improvement and prevention of pollution.
45. The BS OHSAS 18001:2007 is approved by BSI technical committee HE/1.

The End

$\sum_{n=1}^t$
(t)
* Market stability is examples of -----

- a. Competitors
- b. Effectiveness

- ~~c. External issues~~
- d. Internal sources

• Protective equipment to prevent contamination at a bottling company; appropriate air conditioning and clean room environment for a hospital are examples of:

- a. Competency
- b. Continual improvement

- c. Infrastructure
- d. Planning

• External providers are examples of -----

- a. Objective
- b. Customers

- c. relevant interested parties
- d. external issues

• The ISO 9001:2015 does not refer to ----- in relation to the applicability of its requirements to the organization's quality management system.

- a. Documented information
- b. Context of the organization

- e. exclusions
- d. formal risk management

• Learning from failures, near miss situations and successes is an example of -----

- a. Retained documented information
- b. Organizational knowledge

- c. Infrastructure
- d. External issues

• Process approach is one of the -----

- a. Risk-based thinking
- b. Plan-do-check-act cycle

- e. Quality Management principles
- d. ISO 9001:2015

• The ----- enables an organization to ensure that its processes are adequately resourced and managed, and that opportunities for improvement are determined and acted on.

- a. Process approach
- b. Quality Management principles

- c. Risk assessment
- d. Plan-do-check-act cycle

• Stress-reducing is an example of ----- necessary for the operation of processes and to achieve conformity of products and services.

- a. Process approach
- b. Infrastructure

- c. environment
- d. People

• Persons doing work under the organization's control are aware of -----

- a. quality policy
- b. Scope

- c. internal issues
- d. a+c

22.5
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Quality Management Midterm Exam 11/12/2021

22.5/30

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Section: 1 / 101

(50 pts) Please select the correct answer.

- AQL is one of the quantitative measures of -----.
 a. Quality management system.
 b. Leadership.
 c. Productivity.
- Customer complaints are one indication of customer -----.
 b. Satisfaction
 a. Requirement.
 c. Dissatisfaction.
- Quality management system development is one of the characteristics of -----.
 c. TQM. a
 a. Quality assurance.
 b. Inspection.
- Teamwork is one of the characteristics of -----.
 c. TQM.
 a. Quality assurance.
 b. Inspection.
- A ----- organization puts considerable effort into anticipating the future expectations of its customers.
 c. Customer-focused.
 a. Industrial.
 b. Profit-focused.
 d. ISO 9001:2008.
- Mystery shoppers is one of the methods for increasing the level of -----.
 b. Customer contact.
 a. Customer satisfaction.
 c. Quality assurance
 d. All of the above.
- In ----- there is a clearly defined closed loop with both negative and positive feedback into the process, product, and service improvement system.
 c. Prevention system.
 a. Customer satisfaction.
 b. Quality prevention.
 d. Customer contact.
- Identifying sources of nonconformance is a characteristic of -----
 b. Inspection.
 a. Quality assurance.
 c. TQM.
 d. Customer perceptions.

- The quality ----- shall be monitored, measurable, and consistent with -----.
a. Objectives, policy. ✓
b. Policy, objectives.
c. Scope, policy.
d. Policy, scope. **a**

- In ISO 9001: 2015, the "policy" sub-clause corresponds to ----- clause.
a. Improvement.
b. Leadership. ✓
c. Performance evaluation.
d. Support.

- Top management shall establish, implement and maintain a ----- that provides a framework for setting quality objectives.
a. Broad Objectives.
b. Quality policy. ✓ **b**
c. Scope.
d. Internal audit.

- In ----- sub-clause, top management shall consider actions to enhance desirable effects and prevent, or reduce undesirable effects.
a. Actions to address risks and opportunities. ✓ **a**
b. Planning for changes
c. Design and development planning.
d. Determining risks and opportunities.

- The results of data and information analysis and evaluation does not include -----.
a. Actions to address risks and opportunities.
b. conformity of products and services.
c. performance of external providers.
d. degree of customer satisfaction.

- The framework for the Introduction of TQM is ----- manner.
a. Step-by-step.
b. not a how-to guide and prescriptive
c. not a how-to guide and nonprescriptive. ✓ **c**
d. a how-to-guide and nonprescriptive.

- The ----- is the foundation in the framework for the introduction of TQM.
a. Organizing. ✓ **a**
b. culture change
c. Systems and techniques.
d. Measurement and feedback.

- The use of a formal quality system belongs to ----- in the framework for the introduction of TQM.
a. Organizing
b. culture change
c. Systems and techniques. ✓ **c**
d. Measurement and feedback.

- In ISO 9001: 2015, the "Internal audit" sub-clause corresponds to ----- clause.
 - a. Improvement.
 - b. Performance evaluation.
 - c. Operation.
 - d. TQM.
- The requirement for applicability of the ISO 9001:2015 shall be addressed in ----- sub-clause.
 - a. Leadership.
 - b. Context of the organization.
 - c. Determining the scope of the quality management system.
 - d. Customer focus
- Top management shall establish, implement and maintain a ----- that provides a framework for setting quality objectives.
 - a. Broad Objectives.
 - b. Quality policy.
 - c. Internal audit
 - d. Scope.
- If the organization has a statement in its quality policy to exceed its customer expectations, then it could have a quality objective relates to -----
 - a. on-time delivery
 - b. customer complaints
 - c. Productivity
 - d. a+c
- Examples of ----- include resource and operational factors.
 - a. Organization knowledge
 - b. Internal issues
 - c. Weakness ^x
 - d. External issues
- Examples of relevant interested party requirements include:
 - a. customer requirements regarding conformity, price, availability or delivery
 - b. agreements with public authorities and customers
 - c. industry codes and standards
 - d. All of the above
- Quality policy should be -----
 - a. maintained as documented information organization.
 - b. unavailable to interested parties.
 - c. be communicated and applied within the organization.
 - d. a+b.
- Where there is a requirement to be able to trace outputs, the organization should ensure that relevant documented information about the identified process output is ----- *→ bec this acts as evidence*
 - a. Available and maintained.
 - b. Communicated.
 - c. Retained and available.
 - d. Intended for change.
- Managing for the sustained success of an organization is -----
 - a. ISO 9000:2015
 - b. ISO 9004:2018
 - c. ISO 9001:2015
 - d. ISO 9002:2016
- ----- should not be considered when determining the risks and opportunities for the quality management system?
 - a. The external and internal issues
 - b. Relevant interested parties' requirements.
 - c. External providers.
 - d. a+c
- The actions that an organization can take to address risks will depend on -----
 - a- External issues.
 - b- Internal issue
 - c. The nature of the risk.
 - d. a+b

• Prior to ISO 9001 implementation, it is important that ----- is conducted of the existing quality management system.

- a. Customer satisfaction.
- b. Internal audit.
- c. Inspection.

• Fee structure, reputation, and relevant experience are among the factors employed in selecting -----

- a. Customer satisfaction.
- b. Internal audit.
- c. Certification body.
- d. ISO 9001 accreditation.

reduction in errors, customer complaints, and nonconforming products are the main advantages of implementing ISO 9001.

- a. Customer satisfaction.
- b. Quality prevention.
- c. Prevention system.
- d. c+b

• To conform to the requirements of ISO 9001:2015, an organization needs to plan and implement actions to -----

- a. Increase customer satisfaction.
- b. Address risks and opportunities.
- c. Correction.
- d. a+b

• The organization shall determine external and internal ----- that are relevant to its purpose and its strategic direction.

- a. sources.
- b. issues.
- c. impacts.
- d. nonconformities

• Conformity to the international standard may only be claimed if the requirements determined as not being applicable do not affect the organization's stability to -----.

- a. ensure the conformity of its products.
- b. ensure the conformity of its services.
- c. enhance customer satisfaction.
- d. All of the above

• Examples of ----- can include customer surveys, customer feedback on delivered products and services.

- a. Customer satisfaction.
- b. Customer contact.
- c. Customer perceptions.
- d. Quality assurance.

• In ISO 9001: 2015, the "Internal audit" sub-clause corresponds to ----- clause.

- a. Improvement.
- b. Operation.
- c. Performance evaluation.
- d. TQM.

1

- In a courier service, there is a need to keep track of items being picked up and delivered to maintain delivery commitments and schedules is an example of:

- a. Identification and traceability
- b. Communication
- c. Customer satisfaction
- d. a+b

a

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- A code, title or combination of those for a contract or purchase order can be used for:

- a. Prevention action.
- b. Nonconformities.
- c. Corrective action.
- d. Identification.

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- Where there is a requirement to be able to trace outputs, the organization should ensure that relevant documented information about the identified process output is

- a. Retained and maintained.
- b. Maintained and available.
- c. Retained and available.
- d. None

c ?

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- The intent of ----- is to ensure that the organization fulfills relevant requirements after a product or service is delivered, recognizing that delivery does not necessarily end an organization's responsibility.

- a. Customer satisfaction
- b. Post-delivery activities
- c. Identification and traceability
- d. None

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- The intent of the ----- is to obtain information about the performance and effectiveness of the quality management system.

- a. Risk-based thinking.
- b. Internal audit.
- c. Continual improvement.
- d. All of the above.

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- can include actions to increase the consistency of outputs, improve process capability and reduce process variation using Six Sigma methodologies; "lean" initiatives; benchmarking and the use of self-assessment models.

- a. Internal audit
- b. Risk based thinking
- c. Continual improvement

c

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- Protective equipment to prevent contamination at a bottling company; appropriate air conditioning and clean room environment for a hospital are examples of:

- a. Competency
- b. Infrastructure
- c. Continual improvement
- d. Planning

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- At a production location, the output per hour with maximum acceptable reject level can be set as:

- a. Objective
- b. Scope
- c. Policy

a

Q (1: 35 pts) IN THE FOLLOWING MULTIPLE CHOICE QUESTIONS, PLEASE CIRCLE THE CORRECT ANSWER.

1. A feature of a tailor-made organizational route map is that senior management will have visited other companies with a reputation for being _____.
(a) tailor-made (b) consultancies (c) "off-the-shelf" (d) "centres of excellence".
2. It is up to _____ of each organization to identify the approach which best suits its needs and business operations.
(a) government (b) management team (c) operators (d) certification body
3. The _____ is useful for those organizations who are attempting to develop improvement plans and controls across a number of sites.
(a) EFQM (b) quality manual (c) self-assessment (d) framework
4. _____ is a comprehensive, systematic and regular review of an organization's activities and results against a model of business excellence.
(a) EFQM (b) quality manual (c) self-assessment (d) framework
5. The foundation of the TQM framework is _____.
(a) systems and techniques (b) culture change (c) organizing (d) measurement and feedback
6. In _____, there should be continual focus on process analysis and improvement.
(a) systems and techniques (b) culture change (c) organizing (d) measurement and feedback
7. The _____ is not a "how-to" guide for TQM.
(a) EFQM (b) quality manual (c) framework (d) a+c
8. Benchmarking should be considered once the organization has taken some steps to improve quality. This usually performed in the _____ stage of TQM introduction.
(a) systems and techniques (b) culture change (c) organizing (d) measurement and feedback
9. The traditional approach equates better quality with _____.
(a) nonconforming (b) lower cost (c) higher cost (d) None
10. The _____ accompany the vision statement in a single document.
(a) guiding principles (b) policy (c) quality manual (d) None

• **Examples of relevant interested parties include**

- a. Bankers
- b. Customers
- c. External providers
- d. All of the above

• **Examples of relevant interested party requirements include:**

- a. customer requirements regarding conformity, price, availability or delivery
- b. agreements with public authorities and customers
- c. industry codes and standards
- d. All of the above

• **Please select the correct answer:**

- a. The scope should be maintained as documented information.
- b. The scope should be retained as documented information.
- c. The scope should be maintained and retained as documented information.

• **Please select the correct answer:**

- a. Quality policy provides a framework for scope.
- b. Quality policy provides a framework for setting objectives.
- c. Objectives provide a framework for setting Quality policy.

• **Please select the correct answer:**

- a. Maintain documented information means the information contained in documented procedures, manuals, forms, and checklists.
- b. Retain documented information includes information contained in documented procedures, manuals, forms, and checklists.
- c. Communication means ensuring that information is kept up-to-date.

• **In order to establish the quality policy, inputs that can be considered include:**

- a. A clear understanding of the context of the organization.
- b. The organization's strategic direction, based on its mission, vision, guiding principles and core values.
- c. The level and type of future improvements needed for the organization to be successful;
- d. All of the above.

• **Which one of the following should be considered when determining the risks and opportunities for the quality management system?**

- a- The external and internal issues
- b- Relevant interested parties' requirements.
- c- a+b
- d- Management review

• **The actions that an organization can take to address risks will depend on**

- a- Customer satisfaction.
- b- The nature of the risk.
- c- Product design
- d- a+b

• **Investing in new capital equipment to launch a product line where the return on investment is unknown is an example of:**

- a. Avoiding the risk
- b. Eliminating the risk
- c. Taking the risk to pursue an opportunity,
- d. Sharing the risk

25. _____ helps organizations enhance their competitiveness by continually improving quality and productivity.
 (a) Benchmarking (b) Six-sigma (c) ISO 9001 (d) QFD
26. Customer information falls into two broad categories; _____ and _____.
 (a) feedback and input (b) input and output (c) vision and mission (d) solicited and unsolicited
27. "Customer surveys" is an example of _____.
 (a) Random information (b) input (c) unsolicited information (d) solicited information
28. The _____ identify the issues or problems.
 (a) tree diagram (b) QFD (c) affinity diagram (d) None
29. The _____ shows the tasks that must be accomplished to solve the problem in question.
 (a) tree diagram (b) QFD (c) affinity diagram (d) None
30. _____ is the process of comparing and measuring an organization's operations or its internal processes against those best-in-class performers from inside or outside its industry.
 (a) RADAR (b) self-assessment (c) TQM (d) Benchmarking
31. _____ involves comparing a competitor's product against yours.
 (a) Reengineering (b) Competitive analysis (c) TQM (d) Benchmarking
32. _____ should be considered only when it is impossible to use benchmarking; for example when no known process available for benchmarking.
 (a) Process reengineering (b) continual improvement (c) QFD (d) Benchmarking
33. Some organizations choose the _____ for benchmarking because research identified the wrong partner.
 (a) reengineering (b) self-assessment (c) continual improvement (d) "OK-in-Class"
34. Benchmarking focuses on _____.
 (a) design (b) products (c) processes and operations (d) best-in-class
35. In forces for change, _____ are the external agent.
 (a) competition (b) demanding customers (c) chief executive (d) certification body
36. The framework is appropriate for those organizations who have their first steps on the _____ journey.
 (a) RADAR (b) self-assessment (c) TQM (d) framework
37. "Recognize the role of people as an asset" is the one of actions in _____.
 (a) culture change (b) organizing (c) measurement and feedback (d) Benchmarking
38. When culture is changed, people talk _____.
 (a) processes (b) functions (c) leaders (d) rewards

11. "To be the unparalleled retail automotive group in the United States" is an example of - statement.

- (a) technical objective (b) guiding principle (c) strategic objective (d) vision

12. "A new Jenn-Air laundry line" is an example of -----.

- (a) technical objective (b) guiding principle (c) vision (d) specific objective

13. In ----- organization, the projects are headed by total quality steering committee rather than head office staff.

- (a) traditional (b) total quality (c) EFQM (d) None

14. A ----- most important role after forming the vision and setting the course is helping employees to do their jobs with pride.

- (a) EFQM (b) certification body (c) manager's (d) leader's

15. Project teams are most effective in ----- stage of TQM.

- (a) organizing (b) execution (c) culture change (d) None

16. The main aspect of ----- is symbolic.

- (a) QFD (b) TQM (c) leader (d) steering committee

17. No organization is required by any government to use -----.

- (a) EFQM (b) TQM (c) ISO 9000 (d) All

18. The authority of the accreditation bodies must emanate from the ----- but not from ISO.

- (a) IAF (b) certification body (c) accreditation body (d) TQM

19. The ----- lacks obsession with quality.

- (a) TQM (b) EFQM (c) vision (d) ISO 9000

20. ISO 9000 and TQM are not in ----- but they support each other and are -----.

- (a) competition, complementary (b) complementary, competition (c) complementary, alternatives (d) competition, alternatives

21. There is no corresponding ----- for TQM.

- (a) alternative (b) certification (c) need (d) ISO 9000

22. European quality award divides results into ----- categories of total 50 %.

- (a) four (b) three (c) two (d) six

23. Malcolm Baldrige assigns ----- points on business results.

- (a) 50 % (b) 450 (c) 500 (d) None

24. ISO does not specify the level of quality or performance for any product or service. This left to the ----- to determine with its customers.

- (a) organization (b) consultant (c) certification body (d) ISO 9000

1) d

2) b

3) d

4) c

5) c

6) a

7) c

8) d

9) c

10) a

11) d

12) d

13) b

✓ 14) d

✓ 15) b

16) d

✓ 17) c

- 30) d
- 31) b
- 32) a
- 33) d
- 34) c
- 35) b
- 36) c
- 37) a
- 38) a
- 39) c
- 40) a
- 41) b
- 42) d
- 43) a
- 44) b
- 45) c
- 46) b
- 47) c
- 48) d
- 49) a
- 50) a

53. The ISO 9001:2015 was prepared by _____.
- (a) ISO/TC 704 (b) ISO/TC 176 (c) ISO/IEC 17021:2007 (d) ISO/TC 167
54. A previously certified ISO 9001 organization has _____ years transition period to upgrade the certificate.
- (a) four (b) one (c) two (d) three
55. The ISO 9001:2015 is composed of _____ clauses.
- (a) 6 (b) 10 (c) 5 (d) 4
56. Customer focus and policy belongs to _____ sub-clause in ISO 9001:2015.
- (a) risk-based thinking (b) management responsibility (c) Leadership and commitment (d) None
57. The _____ in ISO 9001:2008 is replaced by products and services in ISO 9001:2015.
- (a) supplier (b) products (c) services (d) provider
58. The _____ in ISO 9001:2008 is not used in ISO 9001:2015.
- (a) Continuous improvement (b) applicability (c) information (d) exclusion
59. The terminology "document" or "quality manual" in ISO 9001:2008 is replaced by _____ in ISO 9001:2015.
- (a) "documented information" (b) "information" (c) "vision" (d) Media
60. Environmental performance and health and safety performance are performance indicators of _____.
- (a) OH&S 18001 (b) key results (c) society results (d) EFQM

Q (2: 15PTS) PLEASE RESPOND TO THE FOLLOWING ARGUMENTS/FACTS CONCISELY.

- When Xerox needed major improvements in its warehousing operations, it benchmarked L. L. Bean, one of world's catalog sales organizations.
- Benchmarking should be seen as a never-ending process. Benchmark best-in-class not best in industry!!

- In _____ there is a clearly defined closed loop with both negative and positive feedback into the product, product, and service improvement system.
 - a. product design
 - b. quality control
 - c. prevention
 - d. detection
 - e. TQM
 - f. None
- The main objective of _____ activity is to build quality into product and service during the upstream design and planning stage.
 - a. Quality control
 - b. Quality Assurance
 - c. inspection
 - d. TQM
 - e. Organizing
 - f. None
- In ISO 9001:2008, _____ provides a concise statement of the quality policy and quality management objectives.
 - a. Quality management system
 - b. Quality policy
 - c. Quality manual
 - d. Work instructions
 - e. Records
 - f. requirements
- Leadership and mutually beneficial supplier relationship are quality management principles of _____.
 - a. ISO 9001:2015
 - b. ISO 9000:2008
 - c. Quality manual
 - d. ISO 9000:2015
 - e. ISO 9001:2008
 - f. ISO 9000:2008
- Prior to ISO 9001 implementation, it is important that _____ is conducted of the existing quality management system.
 - a. Certification body
 - b. TQM
 - c. Internal audit
 - d. Quality manual
 - e. training
 - f. External audit
- Fee structure, reputation, and relevant experience are among the factors employed in selecting _____.
 - a. Certification body
 - b. ISO 9001:2015
 - c. internal audit
 - d. Quality manual
 - e. TQM
 - f. Accreditation body
- _____ in errors, customer complaints, and nonconforming products are the main advantages of implementing ISO 9001.
 - a. Improvement
 - b. Elimination
 - c. Auditing
 - d. Reduction
 - e. detection
 - f. None
- Having ISO 9001 certificate of registration _____ imply that non-conformities at all stages of the process will not occur.
 - a. by experience
 - b. may
 - c. does not
 - d. surely
 - e. definitely
 - f. third party
- ISO is _____.
 - a. International organization for standardization
 - b. International standardization of organization
 - c. Internal organization of standards
 - d. International Organization of Standards
 - e. ISO:2015
 - f. ISO:2008
- ISO 9001:15 is prepared by _____.
 - a. International organization for standardization
 - b. International TC176
 - c. ISO/TC 176
 - d. ISO/TC 167
 - e. ISO/CT176
 - f. None
- To conform to the requirements of ISO 9001:2015, an organization needs to plan and implement actions to _____.
 - a. Meet customer requirements
 - b. Address risks and opportunities
 - c. Meet specific requirements
 - d. 10 clauses
 - e. 8 principles
 - f. None
- The organization shall determine external and internal _____ that are relevant to its purpose and its strategic direction.
 - a. impacts
 - b. nonconformities
 - c. issues
 - d. internal
 - e. customer
 - f. a-c

50) a

51) c

52) b

53) b

~~54) d~~

~~55) d~~ 54) d

~~56) b~~ 55) b

~~57) c~~ 56) c

~~58) b~~ 57) b

~~59) d~~ 58) d

59) b

60) c

38. The vision shall be briefly stated yet clear and _____ in meaning
 (a) challenging (b) simple (c) comprehensive (d) specific
39. In total quality, _____ all employees at once.
 (a) do not train (b) train (c) reward (d) do not reward
40. Self-amenment based on _____ foster sharing best practices among U.S. organizations.
 (a) RADAR (b) Baldrige award (c) TQM (d) EFQM
41. A _____ describes how an organization approaches quality.
 (a) quality manual (b) objectives (c) vision (d) quality policy
42. Whether registered or not, the organization must _____ to ensure that the systems, processes, and procedures are working effectively.
 (a) conduct own internal audits (b) pay fees (c) hire an accredited registrar (d) make quality manual
43. ISO 9000 is frequently implemented in _____ environment.
 (a) EFQM (b) a non-TQM (c) TQM (d) None
44. The standard _____ is designed to restore the confidence in management system registration.
 (a) RADAR (b) ISO 9001:2015 (c) ISO/IEC 17021:2007 (d) EFQM
45. _____ in which a competitor's operation is studied from a distance without the cooperation of the target firm.
 (a) Cooperative benchmarking (b) Competitive benchmarking (c) ISO/IEC 17021:2007 (d) EFQM
46. No known process available for benchmarking. Then use _____
 (a) OK-in-Class (b) continual improvement (c) reengineering (d) EFQM
47. Internal focus is one of the obstacles to successful _____
 (a) QFD (b) ISO 9001 (c) TQM (d) benchmarking
48. Teamwork oriented and time efficient is some benefits of _____
 (a) QFD (b) Baldrige award (c) EFQM (d) benchmarking
49. The _____ provides a structured approach to question the performance of an organization.
 (a) RADAR logic (b) ISO 9001:2015 (c) ISO/IEC 17021:2007 (d) EFQM
50. The _____ should be sound and integrated.
 (a) EFQM (b) Trends and targets (c) approach (d) deployment
51. _____ are attributes to assess performance outcomes.
 (a) RADAR (b) Trends and targets (c) approach (d) deployment

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Q (1). Please circle clearly the letter of the correct answer for each of the following questions:

-1 -2

- AQL is one of the _____ measures of quality.
 a. Qualitative b. Quantitative c. Productivity d. Quality e. Sigma f. None
- "Fitness for use" is the definition of quality used by _____.
 a. Crosby b. Taguchi c. Juran d. Montgomerly e. modern definition f. None
- Customers are _____ to receive better quality.
 a. willing to pay less b. not willing to pay more c. buy more d. require more e. willing to pay more f. None
- It costs _____ to attract a new customer than to keep an existing one.
 a. five times less money b. five times more money c. no money d. much planning e. less effort f. None
- ✓ Customer complaints are one indication of customer _____.
 a. Satisfaction b. Dissatisfaction c. loyalty d. Attraction e. liability f. None
- Cost, productivity, and quality improvements are _____ and _____ objectives.
 a. complementary, alternative b. alternative, complementary c. complementary, similar d. alternative, similar e. complementary, not alternative f. None
- The cost of _____ is high.
 a. non-quality b. quality c. high-quality d. Complaints e. Liability f. None
- Quality management system development is one of the characteristics of _____.
 a. Quality control b. Quality Assurance c. inspection d. TQM e. ISO 9001 f. None
- Policy development is one of the characteristics of _____.
 a. Quality control b. Quality Assurance c. inspection d. TQM e. detection-based f. None
- Quality control is _____ system.
 a. Prevention-based b. quality management c. detection-based d. TQM e. Inspection f. None
- _____ puts emphasis on products/services and the downstream processes.
 a. detection-based b. Quality Assurance c. inspection d. TQM e. Prevention-based f. None
- Quality Assurance improves product, service quality and increases productivity by placing the emphasis on _____.
 a. production design b. product and service design c. process design d. a+c e. b+c f. All

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27.0/30

Q (30%) Please correct the false parts (if exist) in the underlined text of each statement.

- ISO is viewed as a subset of TQM. Besides, they are not in competition and are alternatives.
False (they are not alternatives)
- Quality assurance is a detection-based system which improves product and service quality by placing emphasis on product and process manufacturing.
*False = it's a prevention-based system
+ process design*
- One of the measurements of performance of QMS is to monitor information relating to customer perception as to whether an organization has met ISO 9001:2008 requirements.
False standards
- ISO 14001:2004 requirements enable an organization to develop and implement a policy and objectives which considers legal requirements and environmental impacts.
False = aspect (not impacts)
- QS9000 is quality control assessment standard which is an industry-specific scheme.
False = quality system assessment standard
- Quality assurance aims at building quality into products during the downstream design and planning processes.
False = during the upstream design
- The cost of quality is high. A related cost issue is product reliability.
*False = the cost of non quality is high
+ product liability*
- DPMO and sigma are qualitative measures of quality. Moreover, quality is negotiable.
*False = quantitative
+ quality is not negotiable*
- It costs five times more money to maintain an existing customer than to attract a new customer.
False = it cost $\frac{1}{5}$ (or cost five times less)
- TQM is most characterized by empowering people and continual improvement.
True
- Preventive actions shall be appropriate to effects of the nonconformities encountered, while corrective actions shall be appropriate to effects of the potential problems.
*False + corrective actions \rightarrow nonconformities encountered
+ preventive actions \rightarrow potential problems*

- The framework for the Introduction of TQM is _____
 a. a how-to-guide and non prescriptive b. is not a how-to guide and prescriptive **c. is not a how-to guide and non prescriptive** d. is a how-to guide and prescriptive e. requirements f. c+d
- The _____ is the foundation in the framework for the Introduction of TQM.
 a. systems and techniques b. measurement and feedback c. culture change d. model **e. Organizing** f. None
- The use of a formal quality system belongs to _____ in the framework for the Introduction of TQM.
a. systems and techniques b. measurement and feedback c. culture change d. model e. Organizing f. None
- Benchmarking belongs to _____ in the framework for the Introduction of TQM.
 a. systems and techniques **b. measurement and feedback** c. culture change d. model e. Organizing f. b+d
- Culture change in the framework for the Introduction of TQM is _____.
a. ongoing b. prerequisite to TQM introduction c. planned d. a+b **e. a+c** f. a+b+c
- When culture is changed, people _____.
 a. talk functions b. talk processes c. willing to serve **d. b+c** e. show negative response f. All
- _____ is an important facilitator in culture change.
a. teamwork b. measurement and feedback c. systems and techniques d. Internal audit e. Benchmarking f. None
- _____ should considered once the organization has taken some steps to improve quality.
 a. teamwork b. Organizing c. systems and techniques d. external audit e. Internal audit **f. benchmarking**
- ISO 9001:2015 has _____ clauses and _____ principles.
 a. 10, 10 b. 8, 8 c. 10, 8 **d. 10, 7** e. 8, 8 f. 7, 7
- ISO 9000:2015 is _____.
 a. Guidelines for continual improvement b. managing for the sustained success of an organization **c. Fundamentals and vocabulary** d. Requirements e. Customer satisfaction f. None
- The requirement for applicability of the ISO 9001:2015 shall be addressed in _____ sub-clause _____
 a. customer focus b. Policy c. Resources d. Planning e. Leadership **f. determining the scope of quality management system**

companies are bound to short-term focus.

(a) Traditional (b) Quality (c) TQM (d) Large

The traditional approach _____ with higher cost.

(a) Improves quality (b) Equates quality better (c) Reduces scrap (d) None

The organization shall ensure that persons doing work are aware of significant environmental aspects, policy, and their contribution to the effectiveness of EMS. This action covered is _____

(a) planning (b) Support (c) operation (d) performance evaluation

In ISO 14001 requirements, the word "_____" indicates a recommendation.

(a) shall (b) may (c) can (d) should

An important aspect of _____ is symbolic.

(a) Quality management (b) ISO 14001 (c) steering committee (d) teamwork

"speak with truth and candor" is an example of _____

(a) specific objective (b) broad objective (c) vision (d) guiding principles

Total quality implementation _____ be delegated.

(a) must (b) must not (c) take into account (d) consider to

The MBNQA assigns _____ points on strategic planning.

(a) 85 (b) 90 (c) 450 (d) 170

In level _____ organizations, TQM is still dependent on a small number of key individuals to sustain the drive and direction of the improvement strategy.

(e) 3 (f) 4 (g) 1 (h) 5

Level _____ organizations try a new overall approach, while Level _____ organizations merely turn on another technique within the context of the same approach.

(a) 1,2 (b) 3,2 (c) 3,4 (d) 2,3

"Weak department ties" is a characteristic of _____

(a) QA organization (b) Quality assurance (c) ISO 14001 (d) TQ organization

"Strong department ties" is a characteristic of _____ companies.

(a) Total Quality (b) Traditional (c) Modern (d) QA

The guiding principles is the second element of the vision and usually accompany the _____ in _____

(a) vision statement, one document (b) Objectives, one document (c) Vision statement, separate document (d) Objectives, separate document

Levels _____ and _____ are similar in that TQM has not affected pervading organizational culture.

(a) 1,3 (b) 3,5 (c) 2,3 (d) 3,4

ISO _____ was issued to restore the confidence in management system registration.

(a) 9001:2015 (b) 14001:2015 (c) 17021:2006 (d) 10 clauses

In Level _____, the hype which is usually associated with TQM is replaced by an acceptance of good management principles and practice.

(a) 5 (b) 3 (c) 6 (d) 4

Creation of the vision statement and the guiding principle is planned on _____
 (a) at least one full day (b) at least one full month (c) five years (d) forever

When _____ for the EMS, the organization shall consider issues, requirements, and scope of its EMS.
 (a) operation (b) performance evaluation (c) support (d) planning

The scope of the EMS shall be maintained as _____ and be available to interested parties.
 (a) policy (b) Documented Information (c) EMS (d) record

The organization shall prepare to respond by planning actions to prevent or mitigate adverse environmental impacts from emergency situations. This action belongs to _____
 (a) support (b) performance evaluation (c) context of the organization (d) operation

Internal characteristics or conditions of the organization, including people, knowledge, processes, are an example of _____
 (a) internal aspects (b) internal issues (c) internal audit (d) context of the organization

The ISO 14001 international standard _____ requirements specific to other management systems.
 (a) does not include (b) includes (c) considers (d) covers

The environmental aspects of an organization's activities, products and services are determined in _____ clause.
 (a) operation (b) planning (c) support (d) performance evaluation

"To be the unparalleled automotive retail group in Jordan" is an example of _____
 (a) Mission (b) Broad objective (c) Vision (d) aspect

The organization shall determine those aspects _____ environmental impact have a significant
 (a) have a significant (b) have or can have a significant (c) can result in risks and opportunities associated with (d) b+c

Level _____ companies have no long-term plan for continual improvement.
 (a) 4 (b) 5 (c) 1 (d) 6

"Extend product offerings of our Maytag brand" is an example of _____
 (a) specific objective (b) guiding principles (c) vision (d) broad objective

In planning actions to achieve _____, the organization shall answer "what will be done; what resources will be required".
 (a) Environmental objectives (b) Environmental policy (c) Environmental issues (d) Environmental impacts

Documented information does not include _____
 (a) Environmental aspects and associated impacts (b) Significant environmental aspects (c) Criteria used to determine significant impacts (d) Significant environmental aspects

When determining its _____, the organization can consider releases to water, use of energy, use of space.
 (a) Environmental aspects (b) environmental issues (c) significant impacts (d) internal audit

An overwhelming emphasis on return on sales and net assets employed" is a characteristic of Level _____ organizations.
 (a) 2 (b) 1 (c) 3 (d) 4

25. _____ helps organizations enhance their competitiveness by continually improving quality and productivity.
 (a) Benchmarking (b) Six-sigma (c) ISO 9001 (d) QFD
26. Customer information falls into two broad categories; _____ and _____.
 (a) feedback and input (b) input and output (c) vision and mission (d) solicited and unsolicited
27. "Customer surveys" is an example of _____.
 (a) Random information (b) input (c) unsolicited information (d) solicited information
28. The _____ identify the issues or problems.
 (a) tree diagram (b) QFD (c) affinity diagram (d) None
29. The _____ shows the tasks that must be accomplished to solve the problem in question.
 (a) tree diagram (b) QFD (c) affinity diagram (d) None
30. _____ is the process of comparing and measuring an organization's operations or its internal processes against those best-in-class performers from inside or outside its industry.
 (a) RADAR (b) self-assessment (c) TQM (d) Benchmarking
31. _____ involves comparing a competitor's product against yours.
 (a) Reengineering (b) Competitive analysis (c) TQM (d) Benchmarking
32. _____ should be considered only when it is impossible to use benchmarking; for example when no known process available for benchmarking.
 (a) Process reengineering (b) continual improvement (c) QFD (d) Benchmarking
33. Some organizations choose the _____ for benchmarking because research identified the wrong partner.
 (a) reengineering (b) self-assessment (c) continual improvement (d) "OK-in-Class"
34. Benchmarking focuses on _____.
 (a) design (b) products (c) processes and operations (d) best-in-class
35. In forces for change, _____ are the external agent.
 (a) competition (b) demanding customers (c) chief executive (d) certification body
36. The framework is appropriate for those organizations who have their first steps on the _____ journey.
 (a) RADAR (b) self-assessment (c) TQM (d) framework
37. "Recognize the role of people as an asset" is the one of actions in _____.
 (a) culture change (b) organizing (c) measurement and feedback (d) Benchmarking
38. When culture is changed, people talk _____.
 (a) processes (b) functions (c) leaders (d) rewards

11. "To be the unparalleled retail automotive group in the United States" is an example of -- statement.
 (a) technical objective (b) guiding principle (c) strategic objective (d) vision
12. "A new Jenn-Air laundry line" is an example of -----.
 (a) technical objective (b) guiding principle (c) vision (d) specific objective
13. In ----- organization, the projects are headed by total quality steering committee rather than head office staff.
 (a) traditional (b) total quality (c) EFQM (d) None
14. A ----- most important role after forming the vision and setting the course is helping employees to do their jobs with pride.
 (a) EFQM (b) certification body (c) manager's (d) leader's
15. Project teams are most effective in ----- stage of TQM.
 (a) organizing (b) execution (c) culture change (d) None
16. The main aspect of ----- is symbolic.
 (a) QFD (b) TQM (c) leader (d) steering committee
17. No organization is required by any government to use -----.
 (a) EFQM (b) TQM (c) ISO 9000 (d) All
18. The authority of the accreditation bodies must emanate from the ----- but not from ISO.
 (a) IAF (b) certification body (c) accreditation body (d) TQM
19. The ----- lacks obsession with quality.
 (a) TQM (b) EFQM (c) vision (d) ISO 9000
20. ISO 9000 and TQM are not in ----- but they support each other and are -----.
 (a) competition, complementary (b) complementary, competition (c) complementary, alternatives (d) competition, alternatives
21. There is no corresponding ----- for TQM.
 (a) alternative (b) certification (c) need (d) ISO 9000
22. European quality award divides results into ----- categories of total 50 %.
 (a) four (b) three (c) two (d) six
23. Malcolm Baldrige assigns ----- points on business results.
 (a) 50 % (b) 450 (c) 500 (d) None
24. ISO does not specify the level of quality or performance for any product or service. This left to the ----- to determine with its customers.
 (a) organization (b) consultant (c) certification body (d) ISO 9000

- Conformity to the international standard may only be claimed if the requirements determined as not being applicable do not affect organization's stability to _____

a. ensure the conformity of its products b. ensure the conformity of its services **c. enhance customer satisfaction** d. a+b **e. a+b+c** f. None
- "documentation, quality manual, documented procedure" in ISO 9001: 2008 is replaced by _____ in ISO 9001: 2015.

a. documented data b. documentation c. information **d. documented information** e. information documented f. None
- In ISO 9001: 2015 the terms _____ are not used.

a. management representative b. quality manual c. not applicable d. exclusion **e. a+b+d** f. All
- Examples of _____ can include customer surveys, customer feedback on delivered products and services.

a. customer requirements **b. customer perceptions** **c. customer satisfaction** d. market share analysis e. a+b f. All
- In ISO 9001: 2015, "Internal audit" sub-clause corresponds to _____ clause.

a. Improvement b. Planning c. Production and service provision d. Operation **e. Performance evaluation** f. None
- The quality _____ shall be monitored, measurable, and consistent with _____.

a. objectives, policy b. policy, objectives c. targets, goals d. policy, quality manual e. vision, mission f. None
- In ISO 9001: 2015, "policy" sub-clause corresponds to _____ clause.

a. Improvement b. Support c. Policy d. Performance evaluation **e. Planning** **f. Leadership**
- Top management shall establish, implement and maintain a _____ that provides a framework for setting quality objectives.

a. impacts **b. quality policy** c. customer requirements d. internal audit e. issues f. b+c
- In _____ sub-clause, Top management shall consider actions to enhance desirable effects and prevent, or reduce undesirable effects.

a. actions to address risks and opportunities b. quality policy c. Customer focus d. Planning for changes e. Design and development planning f. None
- _____ can be based on external sources and internal sources.

a. Auditing b. Certification **c. Organizational knowledge** d. Measurement traceability e. Operational planning and control f. None
- The results of data and information analysis and evaluation include _____.

a. degree of customer satisfaction b. performance of external providers c. conformity of products and services d. a+b e. None **f. a+b+c**
- Where ISO 9001: 2008 used the term "records" to denote documents needed to provide evidence of conformity with requirements, in ISO 9001: 2015 it is expressed as _____.

a. retained documents **b. retain documented information** c. maintain documented information d. retain records e. quality plan f. b+c