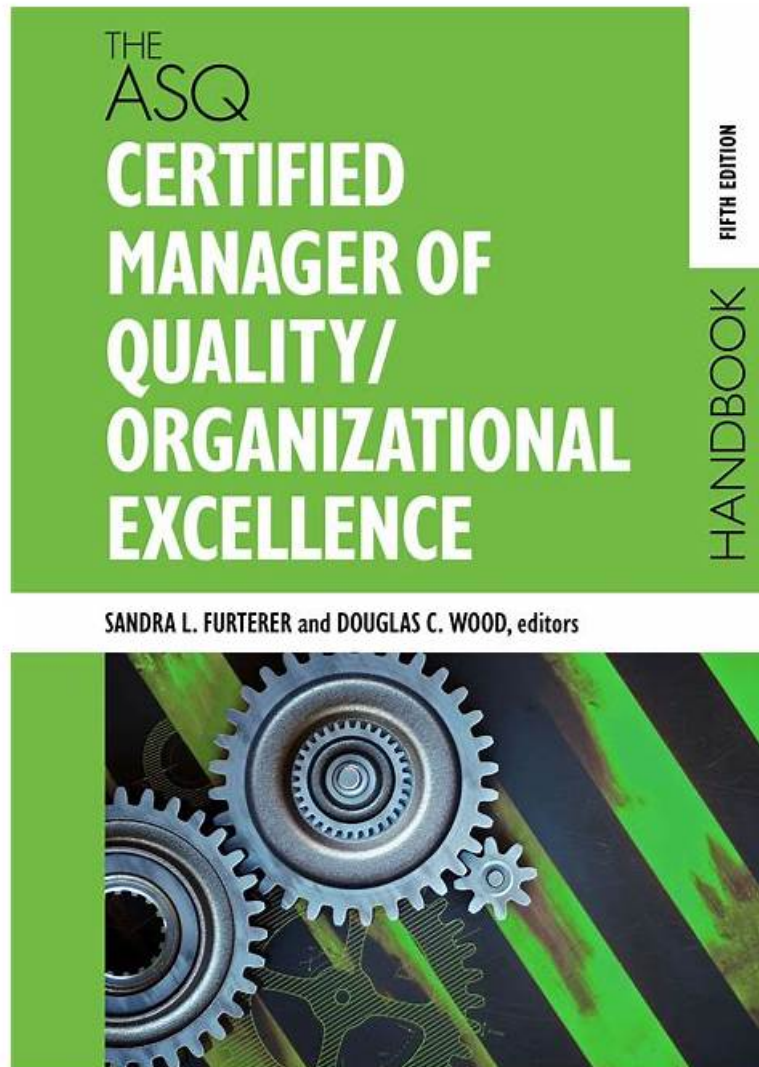


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## ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q398-Q403):

### NEW QUESTION # 398

Drucker identifies four tasks of management Excluding:

- A. The task to managing the social impacts and social responsibilities of the enterprise
- B. The task of economic performance
- C. The task to make work productive and worker achieving
- D. The task of managing within the dimension of budget

**Answer: D**

### NEW QUESTION # 399

The purpose of the ISO 9001 standard is to:

- I. Provide confidence in quality management systems by offering a common basis for assessments.
- II. Provide confidence to customers and other stakeholders that the requirements for quality are being, or will be, met.
- III. Systematically pursue ever higher levels of overall company and human performance, including quality, productivity, and time performance.
- IV. Build loyalties and teamwork while encouraging and supporting initiative and risk taking.

- A. I and II only
- B. I, II, III, and IV
- C. I, II, and IV only
- D. III and IV only

**Answer: A**

### NEW QUESTION # 400

The priority attributed to quality function is not based on size of the quality department. The quality function is not:

- A. All of these
- B. Oriented towards defect detection
- C. A screen or barrier to protect customer
- D. A prevention squad

**Answer: A**

### NEW QUESTION # 401

Organization X installs new machine technologies to identify latent key performance indicators (KPIs). What quality technique could be used to determine the KPIs to enhance the value of the short, medium, and long term strategic planning efforts?

- A. Kano model
- B. FMEA analysis
- C. Quality function deployment
- D. TRIZ approach

**Answer: B**

Explanation:

Let's delve into the details of each technique:

\* Quality Function Deployment (QFD): QFD is a systematic approach for translating customer requirements into appropriate

technical requirements during product development. It involves categorizing product features based on customer satisfaction and functionality. QFD can enhance products and services by aligning them with customer needs and preferences. However, it focuses more on design and customer requirements rather than identifying latent KPIs<sup>34</sup>.

\* TRIZ Approach: The Theory of Inventive Problem Solving (TRIZ) is a methodology for systematic innovation and creative thinking. It helps engineers invent by identifying contradictions, formulating and solving design problems, and eliminating or mitigating contradictions. While TRIZ is valuable for problem-solving, it doesn't specifically address KPI identification<sup>56</sup>.

\* Kano Model: The Kano Model analyzes customer needs and emotional responses to product features. It categorizes features into three types: expected needs (basic requirements), normal needs (satisfiers), and exciting needs (delighters). While the Kano Model provides insights into customer preferences, it doesn't directly focus on KPI identification<sup>34</sup>.

\* Failure Mode and Effects Analysis (FMEA): FMEA systematically identifies potential failure modes, their causes, and their effects on processes, products, or systems. It assesses severity, occurrence likelihood, and detectability to prioritize risks. FMEA is particularly useful for enhancing quality, reliability, and safety by preventing or mitigating failures. It aligns well with strategic planning efforts by addressing risks and improving performance<sup>12</sup>.

Given the context of identifying latent KPIs for strategic planning, FMEA is the most relevant technique. It helps uncover potential risks and prioritize actions to enhance value in both the short, medium, and long term<sup>12</sup>.

: 1: Guide: Failure Modes and Effect Analysis (FMEA) - Learn Lean 6 Sigma 2: Guide to Failure Mode and Effect Analysis - FMEA - Juran Institute

### NEW QUESTION # 402

According to Crosby, quality is defined as

- A. customer satisfaction
- **B. conformance to requirements**
- C. fitness for use
- D. conformance to industry standards

**Answer: B**

Explanation:

Philip B. Crosby, a renowned quality management expert, emphasized the importance of preventing defects rather than detecting and fixing them later. His philosophy centered around the concept of "doing it right the first time" (DIRFT). Here's a breakdown of his definition of quality:

\* Conformance to Requirements: Crosby believed that quality is about meeting the established requirements. These requirements include both the product's technical specifications and the customer's expectations. When a product or service aligns with these requirements, it achieves quality.

\* Not as Goodness: Crosby's definition focuses on objective criteria rather than subjective judgments.

Quality is not merely about being "good" but about adhering to specific standards.

\* Prevention: Crosby's second absolute emphasizes prevention over appraisal. Rather than inspecting and correcting defects after they occur, organizations should proactively prevent them. Prevention involves robust processes, training, and continuous improvement.

\* Zero Defects: The third absolute states that the performance standard should be zero defects relative to requirements. In other words, organizations should strive for perfection, aiming to eliminate defects entirely.

\* Price of Nonconformance: The fourth absolute highlights that measuring quality involves assessing the cost of nonconformance. This cost includes rework, scrap, customer dissatisfaction, and lost opportunities.

In summary, Crosby's definition of quality emphasizes meeting requirements, preventing defects, and striving for zero defects. It aligns with the principles of Total Quality Management (TQM) and continuous improvement<sup>12</sup>.

References: 1Philip Crosby: The Man Who Said "Quality is Free" 2Philip B. Crosby - Wikipedia

### NEW QUESTION # 403

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