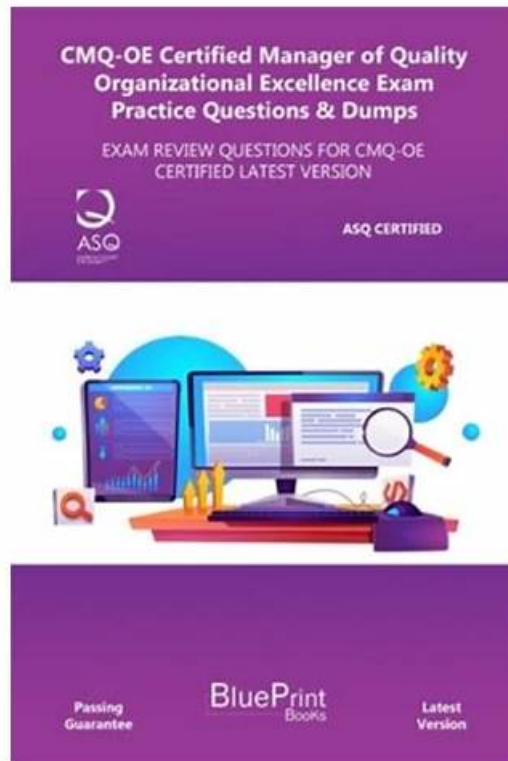


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ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q323-Q328):

NEW QUESTION # 323

Which of the following formulas is used to calculate takt time?

- A. Available production time divided by the quantity demanded by the customer in that time
- B. Total production time divided by the quantity demanded by the customer in that time
- C. Quantity demanded by the customer in a period of time divided by available production time
- D. Quantity demanded by the customer in a period of time divided by total production time

Answer: A

Explanation:

Takt time is a critical concept in lean manufacturing and production. It represents the rate at which a product or service must be produced to meet customer demand while maintaining a balanced production flow. The correct formula for takt time is the quantity demanded by the customer in a period of time divided by available production time. This ensures that production aligns with customer requirements and prevents overproduction or underproduction.

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ASQ Certified Manager of Quality/Organizational Excellence I

NEW QUESTION # 324

A process engineer has calculated that the purchase of a new \$150,000 cutter for machines would enable the assembly area to increase output by 30% or more, without additional resource cost. The purchase would exceed the quality budget for the year but would reduce the total operating cost of the assembly department. If the process engineer, the quality manager, and the manager of the machining department collaborate to decide whether to buy the new cutter, they would be using which of the following type of management styles?

- A. Management by objective
- B. Total quality management
- C. Cross-functional management
- D. Functional management

Answer: C

Explanation:

The scenario described involves collaboration across different functional areas of the organization (process engineering, quality management, and machine department management). This is a hallmark of cross-functional management, where teams from different departments or areas of expertise come together to solve problems and make decisions that impact multiple areas of the business. This approach fosters a broader understanding of organizational challenges and leverages diverse perspectives for more effective decision-making.

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ISO 9001:2015, clauses on leadership (clause 5) and planning (clause 6) support the integration of cross-functional teams to enhance organizational performance and customer satisfaction.

Cross-functional team dynamics are a common subject in quality management literature, reflecting the importance of collaborative approaches in achieving business objectives.

NEW QUESTION # 325

Which of the following sets of elements represents the four levels of training evaluation?

- A. Pre-training, end-of-training, post-training, on-the-job
- B. Cognition, comprehension, competency, communication
- C. Pre-hire, 6-months, 12 months, 30 months
- D. Reaction, learning, behavior, results

Answer: D

NEW QUESTION # 326

What is the best method to establish customer requirements with multiple customers on a complicated product?

- A. Quality Function Deployment (QFD)
- B. Statistical Process Control (SPC)

- C. Design of Experiment (DOE)
- D. Design for Manufacturing (DFM)

Answer: A

Explanation:

Quality Function Deployment (QFD) is a powerful tool for capturing and translating customer requirements into specific design and process features. Here's how it works:

* **Customer Needs Identification:** QFD begins by identifying customer needs and expectations. These can be gathered through direct customer feedback, surveys, market research, and other methods. The goal is to understand what features, attributes, and performance characteristics are essential to customers.

* **Matrix Creation:** A QFD matrix, known as the "House of Quality," is constructed. This matrix relates customer needs (often called "whats") to specific product or service features (often called "hows"). The matrix helps prioritize features based on their impact on customer satisfaction.

* **Interpreting the Matrix:** In the QFD matrix, each cell represents the relationship between a customer need and a product feature. The strength of the relationship is indicated using symbols (e.g., +, ++, -).

Positive correlations indicate that a feature directly addresses a customer need, while negative correlations suggest that improvements are needed.

* **Technical Requirements:** The QFD process also identifies technical requirements associated with each product feature. These technical requirements guide the design and development process. For example, if a customer need is "reliable performance," the associated technical requirements might include durability, maintenance ease, and failure rate.

* **Cross-Functional Collaboration:** QFD encourages cross-functional collaboration. Teams from different departments (such as marketing, engineering, manufacturing, and quality) work together to ensure that customer requirements are met at every stage of product development.

* **Prioritization and Trade-offs:** The QFD matrix helps prioritize features based on their impact on customer satisfaction and business goals. Trade-offs may be necessary when conflicting requirements arise.

* **Continuous Improvement:** QFD is not a one-time activity. It is an ongoing process that evolves as customer needs change, technology advances, and market dynamics shift. Regular updates and revisions are essential.

In summary, QFD ensures that customer requirements are systematically integrated into the product development process. It helps prevent over-specification, reduces waste, and enhances customer satisfaction. By using QFD, organizations can create products that truly meet customer needs while optimizing resources and costs¹².

References)

NEW QUESTION # 327

A corporate leader who allows division managers to control the decision-making process in their area is using what type of leadership?

- A. Consensus
- B. Consultative
- **C. Nondirective**
- D. Contingency

Answer: C

NEW QUESTION # 328

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