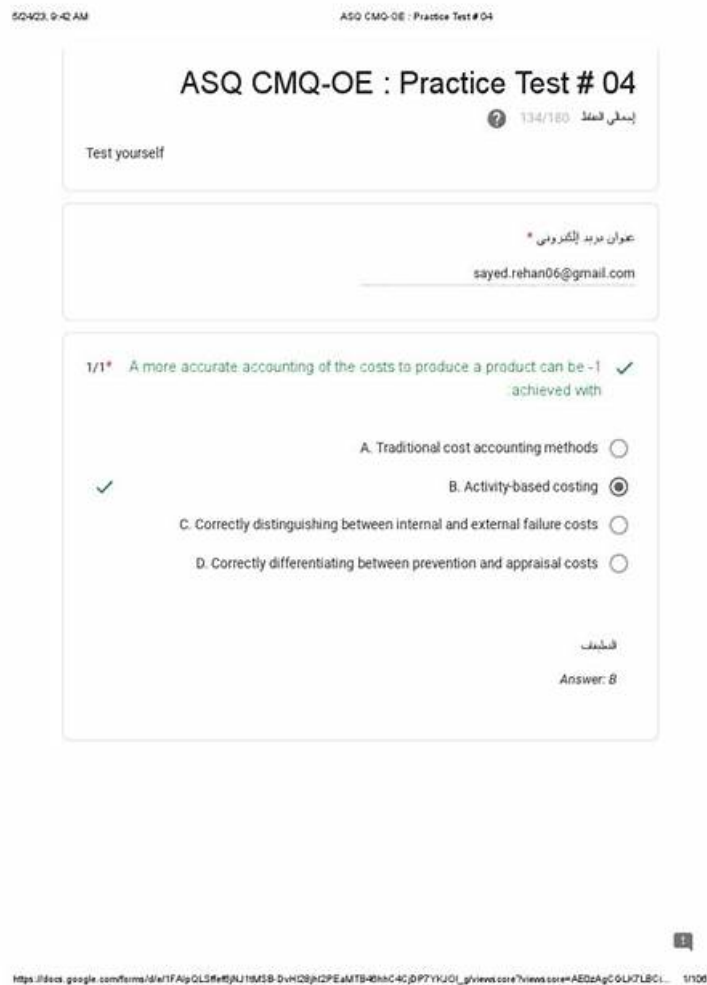


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ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q64-Q69):

NEW QUESTION # 64

Of the following core values and concepts, which would be the most critical to apply to a newly mandated state emergency management agency?

- I. Visionary leadership
- II. Customer-driven excellence
- III. Agility
- IV. Focus on the future
- V. Focus on results and creating value
- VI. Management by fact
- VII. Managing for innovation

- A. I, III, V, VII
- B. V, VI
- C. I, III, IV, V, VI, VII
- D. II, V, VI

Answer: C

NEW QUESTION # 65

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

Answer: D

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.

References:

* 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 # 66

Which of the following training methods requires the greatest amount of monitoring in order to control variation?

- **A. On-the-job-training**
- B. Computer-based training
- C. Simulator training
- D. Classroom lecture

Answer: A

Explanation:

On-the-job training (OJT) requires the greatest amount of monitoring to control variation because it involves direct, hands-on experience in the work environment. OJT can vary significantly based on the trainer's expertise, the work conditions, and the trainee's learning pace. This variability necessitates close monitoring to ensure that the training is effective, consistent, and aligns with organizational standards and goals. Unlike more controlled environments like computer-based training or classroom lectures, OJT's dynamic nature can lead to a greater risk of variation in the training outcomes¹.

: 1: ASQ - Manager of Quality/Organizational Excellence Certification CMQ/OE.

NEW QUESTION # 67

An organization should use which of the following resources as guidance on quality-related issues?

- A. Quality assurance requirements
- **B. Quality policies**
- C. Hoshin planning
- D. Process capability studies

Answer: B

Explanation:

Quality policies serve as the foundation for an organization's quality management system. They articulate the organization's commitment to quality, customer satisfaction, and continuous improvement. Here's why quality policies are essential:

* Strategic Alignment: Quality policies align with the organization's overall strategic goals and objectives. They guide decision-making and actions at all levels.

* Stakeholder Expectations: Quality policies address the expectations of stakeholders, including customers, employees, regulators, and shareholders.

* Consistency: Quality policies promote consistency in processes, practices, and behaviors across the organization.

* Framework for Objectives: They provide a framework for setting quality objectives and measuring performance.

* Communication: Quality policies communicate the organization's quality values and principles to all employees.

While process capability studies, Hoshin planning, and quality assurance requirements are valuable tools and approaches, quality policies are fundamental and should be the starting point for quality-related guidance.

: 1: The ASQ Certified Manager of Quality/Organizational Excellence Handbook, Fifth Edition¹.

NEW QUESTION # 68

In a typical organization, there are many different strategies and people put their focus where it seems best placed, but this may not agree with what is actually expected or desired. A possible solution for such a situation is:

- Answer: B**

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