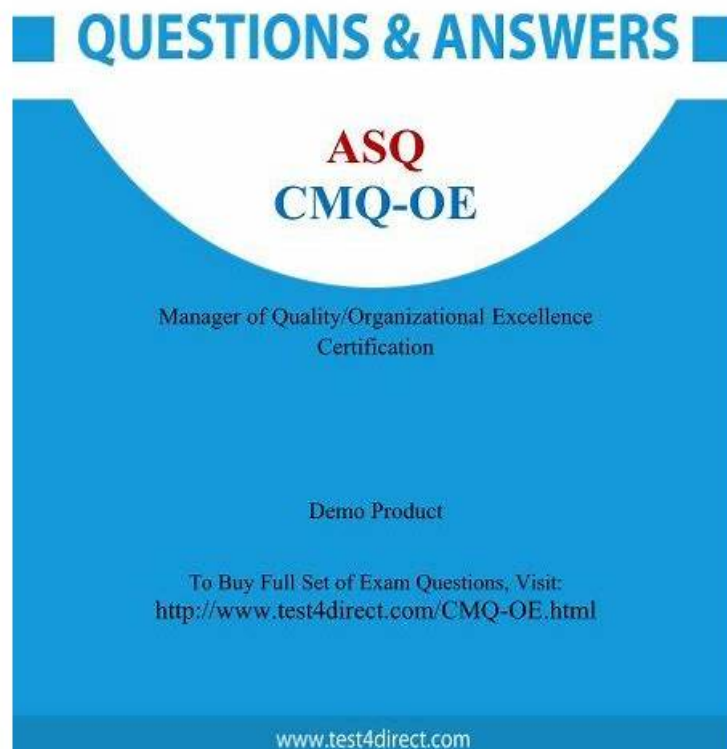


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ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q38-Q43):

NEW QUESTION # 38

Who has ultimate responsibility for quality in a service organisation?

- A. The quality manager
- **B. Executive management**
- C. Process support personnel
- D. Front-line service workers

Answer: B

NEW QUESTION # 39

All except one of the following could be a benefit to a supplier in a partnership or alliance with a customer. Which one?

- A. Win-win relationship
- B. Enabled to plan long-term production volume based on customer 's forecast of demand
- C. Sharing of resources
- **D. Eliminate legal risks**

Answer: D

NEW QUESTION # 40

When total quality management has been successfully implemented, the distinctions between staff and line activities can become

blurred as empowered teams become responsible for both plans and actions when management layers decrease. The role of the quality function may include all of the following Except:

- **A. Quality accounting**
- B. Quality assurance
- C. Quality management system
- D. Supplier Quality

Answer: A

NEW QUESTION # 41

A sound reward and recognition program can help resolve which of the following issues in an organization?

- **A. Attitude problems**
- B. Interpersonal conflicts
- C. Technical incompetence
- D. Management indecision

Answer: A

Explanation:

Detailed Explanation:

The correct answer is B. Attitude problems.

A well-designed reward and recognition program is intended to reinforce positive behavior, encourage involvement, improve morale, and strengthen motivation. These effects directly relate to employee attitude.

When people feel that their efforts are recognized and valued, they are more likely to demonstrate commitment, cooperation, and a positive approach to work.

From a Quality Management Excellence perspective, reward and recognition systems are part of the people- management side of organizational excellence. They are used to influence culture and behavior, not to solve technical or structural management problems.

Why the other options are incorrect:

A). Interpersonal conflicts

Recognition programs may improve the work environment indirectly, but interpersonal conflicts usually require conflict resolution, communication improvement, coaching, or management intervention. Recognition alone is not the primary solution.

C). Management indecision

Management indecision is a leadership or governance issue. It is not solved through employee reward systems.

D). Technical incompetence

Technical incompetence requires training, qualification, coaching, or reassignment. Recognition programs cannot substitute for technical capability development.

Quality Management Excellence reference basis:

This answer is consistent with Quality Management Excellence principles related to:

- * motivating people,
- * reinforcing desired behaviors,
- * improving engagement and culture,
- * and aligning recognition systems with organizational performance and participation.

In management-system terms, recognition is a behavioral reinforcement tool, so it is most closely associated with improvement in employee attitude rather than technical skill or executive decision-making.

NEW QUESTION # 42

A company's top management has decided to change the role of production supervisor-, from providing oversight to becoming coaches for production workers. In this situation, which of the following steps should be taken first?

- A. A sponsor should be identified to monitor the change and determine if it can be replicated in other parts of the organization.
- B. Supervisors should receive training in how to communicate with management in their new role.
- C. A facilitator should be assigned to help the supervisors and workers manage the change.
- **D. Workers and supervisors should receive training in how the new roles will affect them.**

Answer: D

Explanation:

As a Certified Manager of Quality/Organizational Excellence (CMQ/OE), understanding change management and effective leadership is essential. Let's break down the options:

* A. Sponsor Identification: While having a sponsor to monitor the change is important, it is not the first step. Identifying a sponsor comes later in the change management process.

* B. Supervisor Training in Communication: Effective communication is crucial, but it should not be the first step. Supervisors need to understand their new roles before focusing on communication.

* C. Facilitator Assignment: Having a facilitator can be helpful, but it is not the initial step. Facilitators assist in managing the change process once roles are clarified.

* D. Worker and Supervisor Training: This is the critical first step. Workers and supervisors need to receive training on how their new roles will impact their daily tasks, responsibilities, and interactions.

Understanding the changes ensures smoother implementation and acceptance.

In summary, the initial focus should be on training workers and supervisors about their new roles. Once this foundation is established, other steps can follow.

References:

* ASQ. (n.d.). Manager of Quality/Organizational Excellence Certification CMQ/OE. Link

* ASQ. (2019). Certified Manager of Quality/Organizational Excellence (CMQ/OE) Body of Knowledge (BoK). Link

NEW QUESTION # 43

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