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EXAM

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ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q328-Q333):

NEW QUESTION # 328

In terms of performance and perception, which of the following best describes a car with a reputation as an unreliable vehicle that gets better mileage and more reliable operation at lower cost than other vehicles in its class?

- A. □
- B. □
- C. □
- D. □

Answer: A

Explanation:

When dealing with a single-source supplier for a critical part, it is essential to address the issue of parts being rejected during receiving inspection. The material review board's subsequent acceptance of these rejects indicates a disconnect between the inspection process and the supplier's performance. To address this problem, the process improvement team should take the following steps:

* Review the Specification Limits with Engineering: The team should collaborate with engineering to revisit the specification limits for the critical part. This involves assessing whether the existing tolerances are appropriate, considering factors such as functionality, safety, and performance. If the current specifications are too stringent or not aligned with the supplier's capabilities, adjustments may be necessary.

* Analyze the "Voice of the Customer": Understanding customer requirements is crucial. The team should gather feedback from internal stakeholders (such as production, quality, and engineering) and external customers to identify their expectations regarding the critical part. This information will guide any necessary changes to the specifications.

* Evaluate Process Flow Structures: Examine the entire process flow, from supplier to material review board. Identify bottlenecks, potential sources of defects, and areas where improvements can be made.

This evaluation helps pinpoint the root causes of the rejects.

* Assess Key Measures of Process Performance: Quantitative metrics related to quality, delivery, and cost are essential. The team should analyze data on defect rates, lead times, and other relevant performance indicators. This assessment provides insights into the effectiveness of the current process.

* Consider Supplier Relations: The team should engage with the supplier to discuss the issues and collaborate on solutions. Open communication and a cooperative approach are essential for resolving the problem.

In summary, the initial step for the process improvement team is to review the specification limits with engineering. This ensures that the tolerances are realistic and aligned with both customer requirements and the supplier's capabilities. Subsequent actions will involve addressing process flow, performance metrics, and supplier collaboration.

: 1ASQ Certified Manager of Quality/Organizational Excellence 2ASQ Guide to Process Improvement and Change

NEW QUESTION # 329

A company's new strategic plan targets development of a new service. The quality manager assembles a team from sales and marketing, engineering, R&D, customer support, finance, and human resources, with the objective of developing a series of matrices that will translate customer requirements into appropriate technical requirements or specifications. The process the quality manager is using to facilitate this outcome is best known as

- A. quality function deployment
- B. hoshin planning
- C. design of experiments
- D. business process reengineering

Answer: A

NEW QUESTION # 330

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. Cross-functional management
- D. **Management by objective**

Answer: D

NEW QUESTION # 331

A CEO has announced a new vision in automation, integration, and technology. The CEO believes these will play an important role in the global business process simplification. In response to this vision, the CEO announces a more advanced new information system that will replace the old system. How would a Corporate IT Director manage the organization's performance and risks based on this new mandatory information system?

- A. From a risk management perspective, design a plan B in case the new system does not work to keep the business performing
- B. Make sure you have all the resources available to detect data information P I misuse, risk assessment, and firewalls
- C. Create a project timeline to train all the teams across your region to guarantee the appropriate transition to the new information system
- D. **Ensure integration, vertical, and horizontal alignment are in the strategic planning, and perform a risk management assessment on the new information system**

Answer: D

Explanation:

The ASQ Certified Manager of Quality/Organizational Excellence Handbook offers comprehensive guidance for professionals dealing with organizational challenges. In the context of implementing a new information system, the following aspects are relevant:

* **Strategic Alignment:** The Corporate IT Director should ensure that the new information system aligns with the organization's strategic goals. Integration across different functions (vertical alignment) and departments (horizontal alignment) is crucial. This alignment ensures that the system supports the overall business objectives.

* **Risk Management Assessment:** The Corporate IT Director should conduct a thorough risk assessment related to the new information system. This assessment involves identifying potential risks, evaluating their impact, and developing mitigation strategies. Risks may include technical issues, data security vulnerabilities, or disruptions during the transition.

* **Resource Availability:** Adequate resources (both human and technological) are essential for successful implementation. The Corporate IT Director should ensure that the organization has the necessary resources to support the new system. This includes skilled personnel, hardware, software, and infrastructure.

* **Training and Transition:** While not explicitly mentioned in the options, creating a project timeline for training teams across the region (option C) is also important. Proper training ensures that employees can effectively use the new system. Additionally, planning for a smooth transition from the old system to the new one minimizes disruptions.

In summary, the Corporate IT Director should focus on strategic alignment, risk management, resource availability, and effective training to manage the organization's performance and risks associated with the new mandatory information system.

References:

* The ASQ Certified Manager of Quality/Organizational Excellence Handbook, Fifth Edition. Sandra L. Furterer and Douglas C. Wood. Published 2021. Link

NEW QUESTION # 332

A customer is establishing a partnership with a new supplier and wants to ensure clear communications between the two companies. Which of the following by the will it this effort?

- A. Offering to provide oversight to the supplier's contract review process
- B. Offering to split responsibility for quality assurance processes
- D. **Providing technical and order requirements**
- C. Evaluating the supplier against defined criteria

Answer: C

Explanation:

When establishing a partnership with a new supplier, clear communication is crucial. Providing technical and order requirements ensures that both parties have a clear understanding of the product specifications, quality standards, and delivery expectations. This transparency helps in setting a solid foundation for the partnership and aligns both companies towards common goals. It also

minimizes misunderstandings and potential conflicts related to product and service expectations1.

References:

* ASQ Certified Manager of Quality/Organizational Excellence Handbook1.

NEW QUESTION # 333

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