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ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q614-Q619):

NEW QUESTION # 614

Company XYZ has a 30-year history in manufacturing, with many long-term employees preparing to retire. Which of the following is being lost from the company?

- A. Information
- **B. Tacit knowledge**
- C. Meta-knowledge
- D. Explicit knowledge

Answer: B

Explanation:

Detailed Explanation:

The correct answer is A. Tacit knowledge.

Tacit knowledge is the experience-based, practical, often undocumented knowledge that people develop over time through doing the work. It includes:

- * judgment,
- * intuition,
- * know-how,
- * troubleshooting skill,
- * pattern recognition,
- * and practical understanding that may not be fully written down.

When long-term employees retire, organizations commonly lose this kind of knowledge because much of it exists in people's experience rather than in formal procedures or records.

This is especially important in manufacturing environments, where experienced personnel often hold deep operational understanding about:

- * process behavior,
- * machine tendencies,
- * informal workarounds,
- * historical issues,
- * and failure prevention methods.

From a Quality Management Excellence perspective, this is highly relevant because organizational excellence depends not only on documented systems but also on preserving critical knowledge needed for consistent process performance and problem prevention.

Why the other options are not correct:

B). Explicit knowledge

Explicit knowledge is documented knowledge, such as procedures, manuals, specifications, work instructions, and records. This can remain in the company even after employees retire, provided it has been captured properly.

C). Meta-knowledge

Meta-knowledge generally means knowledge about knowledge, such as knowing where expertise resides or understanding what is known. While it may also be affected, it is not the primary or best answer here.

D). Information

Information is too broad. The question specifically points to the kind of valuable organizational understanding held by long-term employees, which is more accurately described as tacit knowledge.

Why A is the best answer:

The key clue is the retirement of long-term employees. This strongly indicates loss of personal, experience-based, non-documented organizational know-how, which is the classic definition of tacit knowledge.

Quality Management Excellence interpretation:

* Requirement: While no exact line citation was retrieved from the uploaded files in this turn, this answer is fully consistent with the Quality Management Excellence focus on knowledge preservation, evidence-based management, and maintaining organizational capability.

* Interpretation: Excellence systems depend on both documented controls and retained operational know-how.

* Best practice: Organizations should identify critical tacit knowledge at risk, convert what can be documented into explicit knowledge, and use mentoring, succession planning, and knowledge transfer before retirement transitions occur.

Relevant Quality Management Excellence reference areas:

- * Operating model themes around capability preservation and effective organizational functioning
- * Evidence and analysis principles distinguishing documented evidence from experience-based judgment
- * Glossary-related concepts concerning knowledge, information, and organizational learning

NEW QUESTION # 615

Which of the following lists is most representative of "external customers" of the town's public high school?

- A. Students, parents, teachers, potential employers
- B. Students, parents, colleges, potential employers
- C. Students, parents, town school board
- **D. Students, parents, colleges, potential employers, town school board, and community volunteer agencies**

Answer: D

NEW QUESTION # 616

Which of the following tools can be used to conduct a time series analysis of process performance?

- A. Scatter diagram
- B. Histogram
- C. Pareto chart
- **D. X and s chart**

Answer: D

Explanation:

The X and s chart (also known as the individuals and moving range chart) is specifically designed for time series analysis. It is used to monitor process performance over time by tracking individual data points (X) and their corresponding moving ranges (s). The X and s chart helps identify trends, shifts, and variations in process performance, making it a valuable tool for analyzing time-dependent data. Other tools listed (Pareto chart, scatter diagram, and histogram) are not specifically designed for time series analysis and serve different purposes in quality management.

References:

* The ASQ Certified Manager of Quality/Organizational Excellence Handbook, Fifth Edition. Sandra L. Furterer and Douglas C. Wood. Published 2021231

NEW QUESTION # 617

The manager for a quality improvement project at an organization receives the project charter during the initiation phase of a project. Which of the following information should the expect to find in this document?

- A. The detailed risk assessment and the corresponding contingency plans for each risk
- B. The work breakdown description (WBS) for the project
- **C. The initial project requirements, constraints, and assumption**
- D. The communications plan for this project

Answer: C

NEW QUESTION # 618

In an effort to reduce quality costs, a quality manager has implemented a cross-functional process improvement team. Which of the following activities should the team perform first?

- A. Identify ways to measure the effectiveness of changes
- B. Implement a change management system
- C. Create a method of reporting progress
- **D. Identify the problem**

Answer: D

Explanation:

When a quality manager implements a cross-functional process improvement team to reduce quality costs, the team should first identify the problem. Here's why:

* Problem Identification: Before implementing any changes or improvements, it's crucial to understand the root cause of the quality

issue. Identifying the problem allows the team to focus their efforts effectively.

* **Baseline Assessment:** By identifying the problem, the team establishes a baseline for comparison. They can measure the current state, collect relevant data, and understand the impact of the issue on quality costs.

* **Target Setting:** Once the problem is clear, the team can set specific improvement targets. These targets guide subsequent activities, such as creating a method of reporting progress and measuring effectiveness.

While other activities (such as creating a reporting method, measuring effectiveness, and implementing a change management system) are essential, they should follow problem identification. Solving the right problem is critical to achieving meaningful quality improvements.

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

Sandra L. Furterer and Douglas C. Wood. Published 2021. ISBN: 9781951058067. Item Number: H1569.

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NEW QUESTION # 619

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