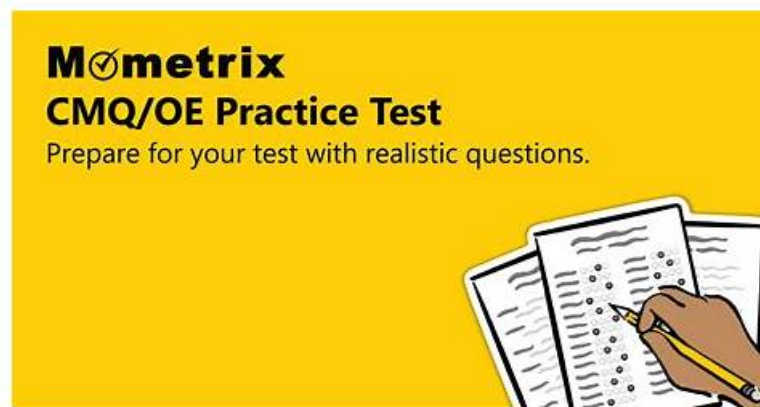


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ASQ CMQ-OE Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">Management Elements and Methods: This section measures the skills of Operations Managers in applying management principles, financial tools, and risk management methods to support quality systems. It also emphasizes knowledge management and communication skills to enhance organizational performance. A key skill measured is using financial tools to evaluate project feasibility.
Topic 2	<ul style="list-style-type: none">Leadership: This section of the exam measures the skills of Quality Managers and focuses on organizational structures, leadership roles, and change management strategies. It covers techniques for motivating employees, overcoming roadblocks, and fostering teamwork. A key skill measured is implementing leadership techniques to drive organizational goals.
Topic 3	<ul style="list-style-type: none">Quality Management Tools: This section focuses on Process Improvement Specialists and covers quality tools such as process mapping, root cause analysis, and statistical methods. It emphasizes selecting appropriate tools to monitor performance and improve processes. A significant skill assessed is applying quality tools to solve organizational problems.
Topic 4	<ul style="list-style-type: none">Continuous Improvement: This section targets Continuous Improvement Specialists and focuses on methodologies such as Lean, Six Sigma, and Kaizen to drive process improvements. It emphasizes fostering a culture of continuous improvement within the organization. A critical skill assessed is applying improvement methodologies to optimize processes.

Topic 5	<ul style="list-style-type: none"> • Risk Management: This section measures the skills of Risk Analysts in identifying, assessing, and mitigating risks across various organizational processes. It includes developing contingency plans to address potential disruptions effectively. A key skill measured is implementing risk management protocols to ensure operational continuity.
Topic 6	<ul style="list-style-type: none"> • Training and Development: This section measures the skills of Training Coordinators in designing and implementing effective training programs that align with organizational needs. It includes assessing employee competencies and ensuring professional development supports quality initiatives. A key skill measured is creating training plans that enhance workforce capabilities.
Topic 7	<ul style="list-style-type: none"> • Supply Chain Management: This section targets Supply Chain Analysts and focuses on managing supplier relationships, procurement processes, and logistics strategies. It emphasizes collaboration across the supply chain to ensure quality outcomes. A critical skill assessed is evaluating supplier performance for alignment with organizational goals.
Topic 8	<ul style="list-style-type: none"> • Customer-Focused Organizations: This section measures the skills of Customer Experience Managers in understanding customer needs and expectations to improve satisfaction. It includes building relationships with customers and suppliers and using feedback to drive improvements. A key skill measured is analyzing customer feedback for actionable insights.

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ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q274-Q279):

NEW QUESTION # 274

Which of the following approaches indicates that a company has aligned its human resources with its strategic goals?

- A. Providing on-the-job training and individualized job performance feedback
- **B. Developing business objectives that include measures of customer and employee satisfaction**
- C. Paying employees appropriately for the work they do
- D. Involving employees through the use of suggestion boxes and awards

Answer: B

Explanation:

A company's strategic goals should be reflected in its business objectives. By including measures of customer and employee satisfaction in these objectives, the company demonstrates alignment between its human resources practices and its overall strategic direction. This approach recognizes the importance of both external (customer) and internal (employee) stakeholders in achieving organizational success.

References:

- * ASQ Certified Manager of Quality/Organizational Excellence
- * ASQ Manager of Quality/Organizational Excellence Certification CMQ/OE

NEW QUESTION # 275

Organization X installs new machine technologies to identify latent key performance indicators (KPIs). What quality technique could be used to determine the KPIs to enhance the value of the short, medium, and long term strategic planning efforts?

- A. Quality function deployment
- B. TRIZ approach
- C. Kano model
- **D. FMEA analysis**

Answer: D

Explanation:

Let's delve into the details of each technique:

* Quality Function Deployment (QFD): QFD is a systematic approach for translating customer requirements into appropriate technical requirements during product development. It involves categorizing product features based on customer satisfaction and functionality. QFD can enhance products and services by aligning them with customer needs and preferences. However, it focuses more on design and customer requirements rather than identifying latent KPIs³⁴.

* TRIZ Approach: The Theory of Inventive Problem Solving (TRIZ) is a methodology for systematic innovation and creative thinking. It helps engineers invent by identifying contradictions, formulating and solving design problems, and eliminating or mitigating contradictions. While TRIZ is valuable for problem-solving, it doesn't specifically address KPI identification⁵⁶.

* Kano Model: The Kano Model analyzes customer needs and emotional responses to product features. It categorizes features into three types: expected needs (basic requirements), normal needs (satisfiers), and exciting needs (delighters). While the Kano Model provides insights into customer preferences, it doesn't directly focus on KPI identification³⁴.

* Failure Mode and Effects Analysis (FMEA): FMEA systematically identifies potential failure modes, their causes, and their effects on processes, products, or systems. It assesses severity, occurrence likelihood, and detectability to prioritize risks. FMEA is particularly useful for enhancing quality, reliability, and safety by preventing or mitigating failures. It aligns well with strategic planning efforts by addressing risks and improving performance¹².

Given the context of identifying latent KPIs for strategic planning, FMEA is the most relevant technique. It helps uncover potential risks and prioritize actions to enhance value in both the short, medium, and long term¹².

: 1: Guide: Failure Modes and Effect Analysis (FMEA) - Learn Lean 6 Sigma 2: Guide to Failure Mode and Effect Analysis - FMEA - Juran Institute

NEW QUESTION # 276

Which of the following approaches to conflict allows all parties to feel positive about the resolution?

- A. Collaborating
- B. Avoiding
- C. Compromising
- **D. Smoothing**

Answer: D

NEW QUESTION # 277

Throughput is defined as the

- A. range within which a process is able to operate
- B. expense of services or manufacturing finished goods
- **C. rate at which an organization generates money through sales of products or services**
- D. cycle time it takes to produce one unit of product or one service transaction

Answer: C

Explanation:

Throughput refers to the flow of goods, services, or information within an organization. It specifically focuses on the rate at which an organization generates revenue through its sales activities. Essentially, throughput represents the efficiency of the process in terms of converting inputs (such as raw materials or work-in-progress) into valuable outputs (such as finished goods or services) that contribute to the organization's financial success. It is a critical metric for assessing the effectiveness of production or service delivery processes. Organizations strive to optimize throughput by minimizing bottlenecks, reducing cycle times, and maximizing the flow of value to customers².

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ASQ. "Manager of Quality/Organizational Excellence Certification CMQ/OE." Link ASQ. "What Is Organizational Excellence?" Link

NEW QUESTION # 278

A company is considering converting a portion of its existing manufacturing space to storage in order to reduce dependence on an external warehouse. The following information reflects the results of a cost-benefit analysis.

- * Building construction changes \$15,000
- * Reduced transportation \$25,000
- * Manufacturing layout changes \$36,000
- * Increased internal storage capacity \$48,000

What is the total cost of the project?

- A. \$51,000
- B. \$63,000
- C. \$40,000
- D. \$61,000

Answer: A

NEW QUESTION # 279

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