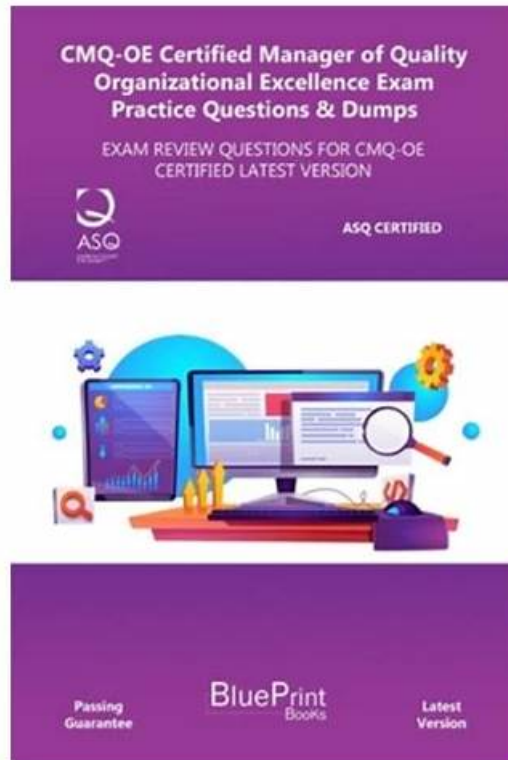


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## Prerequisites for CMQ-OE Certification Exam

The vendor has specific prerequisites that candidates are required to meet to be eligible for the CMQ-OE exam. Thus, candidates are required to show 10 years of full-time work experience in at least one area of the Certified Manager of Quality/Organizational Excellence Body of Knowledge. Out of these 10 years of experience, candidates must have 5 years of experience in a decision-making role. Note ASQ defines a decision-making role as a position where the individual has the power to define, implement, or manage projects and processes and be accountable for the results. An individual already accredited by this certification vendor as a quality auditor, software quality engineer, or quality engineer can use the same experience as a pre-requisite for the CMQ-OE test. To add more, a portion of the required 10-year experience will be waived off by ASQ if the individual has an educational background. So, a diploma from a technical school will be eligible for a 1-year waiver, an associate degree for a two-year waiver, a bachelor's degree for four years, and a master's or doctorate for five years.

## ASQ Certified Manager of Quality/Organizational Excellence CMQ-OE Exam

ASQ Certified Manager of Quality/Organizational Excellence CMQ-OE Exam is related to Certified Manager of Quality/Organizational Certification. This exam validates the Candidate ability to establish and monitor customer or supplier relations, develop measurement systems to determine organizational improvement and supports strategic planning and deployment initiatives. It also tests the Candidate ability to analyze financial situations, determine and evaluate risk employ knowledge management tools, techniques in resolving organizational challenges, manage projects and human resources, motivate and evaluate staff.

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### What is the duration of the CMQ-OE Exam

- Format: Multiple choices, multiple answers
- Number of Questions: 165
- Length of Examination: 4 hour 30 minutes

### ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q432-Q437):

#### NEW QUESTION # 432

A company's new strategic plan targets development of a new service. The quality manager assembles a team from sales and marketing, engineering, Held 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**

Explanation:

Quality Function Deployment (QFD) is a structured approach that helps organizations translate customer needs and requirements into specific product or service features. It facilitates the alignment of customer expectations with technical specifications, ensuring that the final product/service meets customer satisfaction.

Here's how QFD works:

\* Gathering Customer Requirements: The quality manager assembles a cross-functional team, including

\* representatives from sales, marketing, engineering, customer support, finance, and human resources.

The team collects customer requirements, preferences, and expectations related to the new service.

\* Creating a House of Quality (HOQ): The team constructs a matrix known as the House of Quality. This matrix links customer requirements (often expressed as "whats") with technical features (often expressed as "hows"). The HOQ provides a visual representation of the relationships between these elements.

\* Prioritizing Requirements: The team assigns relative importance or weights to each customer requirement. These weights reflect the significance of meeting specific needs. The goal is to prioritize features that have the most significant impact on customer satisfaction.

\* Identifying Technical Requirements: Based on customer requirements, the team identifies technical features or specifications that will address those needs. These technical requirements are often derived from engineering, design, and other relevant expertise.

\* Interpreting Relationships: The team evaluates the relationships between customer requirements and technical features. For example, if a customer desires faster response time, the team may identify features such as optimized server performance, efficient algorithms, or streamlined processes.

\* Deploying Information: The QFD process ensures that information flows across departments. Sales and marketing communicate customer needs to engineering, while engineering provides technical insights to other functions. This collaboration ensures alignment and prevents misinterpretations.

\* Continuous Improvement: QFD is not a one-time activity. It supports continuous improvement by allowing teams to revisit and refine the matrix as they learn more about customer preferences and technical capabilities.

In summary, QFD enables organizations to create a bridge between customer expectations and technical specifications, resulting in a better-designed product or service that meets customer needs effectively.

References: 1: ASQ Certified Manager of Quality/Organizational Excellence

### NEW QUESTION # 433

When Cp and Cpk values of a process are equal, the process average will be

- A. not equal to the midpoint of the specification
- B. equal to target
- C. not equal to target
- **D. equal to the midpoint of the specification**

**Answer: D**

Explanation:

\* Cp (Process Capability Index): Cp measures whether the process spread is narrower than the specification width. It is calculated as the ratio of the specification width (the difference between the Upper Spec Limit (USL) and Lower Spec Limit (LSL)) to the process width (the difference between the Upper Control Limit (UCL) and Lower Control Limit (LCL)). Mathematically,  $Cp = \text{Spec Width} / \text{Process Width}$ .

\* Cpk (Process Capability Index with Centering): Cpk not only considers the process spread but also accounts for the centering of the process relative to the specification width. It takes into account how well the process is centered over the nominal desired by the design engineer. Cpk is calculated as the minimum of two values:  $Cpk = \min(Cp, (UCL - \text{Mean}) / 3\sigma, (\text{Mean} - LCL) / 3\sigma)$ , where  $\sigma$  represents the process standard deviation.

Now, let's address the scenario when Cp and Cpk are equal:

\* If  $Cp = Cpk$ , it means that the process spread (process width) is equal to the specification width, and the process is centered between the specification limits. In other words, the process is capable of consistently producing parts within specifications.

\* When Cp and Cpk are equal, the process average (mean) will be equal to the midpoint of the specification. This is because the process is centered, and the spread of values falls within the specified limits.

Therefore, the correct answer is B. equal to the midpoint of the specification<sup>1</sup>.

Remember that process capability analysis helps determine whether a manufacturing process can consistently produce parts that meet specifications. The goal is to have a narrow and well-centered process relative to the specification limits<sup>2</sup>.

: 1: Simplilearn: Process Capability

### NEW QUESTION # 434

Which of the following groups would benefit most from detailed training on policy implementation, tactical decision-making, teamwork concepts, and technical quality tools?

- A. Customers and suppliers
- B. Executive management
- **C. Middle management**
- D. Individual contributors

**Answer: C**

Explanation:

Among the given options, middle management would benefit most from detailed training on policy implementation, tactical decision-making, teamwork concepts, and technical quality tools. Here's why:

\* Middle Management Role: Middle managers are responsible for translating high-level organizational strategies into actionable plans. They play a critical role in implementing policies, making tactical decisions, and ensuring effective teamwork within their departments or functional areas.

\* Policy Implementation: Middle managers are directly involved in implementing organizational policies.

They need to understand how to align policies with day-to-day operations, communicate them to their teams, and monitor compliance.

\* Tactical Decision-Making: Middle managers make operational decisions that impact the efficiency and effectiveness of processes. Training in decision-making frameworks and tools helps them make informed choices.

\* Teamwork Concepts: Middle managers lead teams and collaborate across functions. Understanding teamwork concepts (such as team dynamics, conflict resolution, and collaboration) is essential for their success.

\* Technical Quality Tools: Middle managers oversee processes and quality improvement initiatives.

Knowledge of quality tools (such as Six Sigma, Lean, and statistical process control) enables them to drive continuous improvement. In summary, middle managers bridge the gap between strategic vision and operational execution, making them the primary beneficiaries of training in the mentioned areas<sup>1</sup>.

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. Link

#### NEW QUESTION # 435

In medical device manufacturing and in pharmaceutical production, strict traceability is mandated by regulation. What type of actions may draw upon this requirement?

- I. Fulfillment of an unconditional guarantee
- II. Replacement of failed product under warranty
- III. A product recall that is needed to safeguard product users
- IV. Analysis of problems leads to process improvement

- A. I, II, and III only
- B. II, III, and IV only
- C. III and IV only
- D. I, II, III, and IV

**Answer: C**

#### NEW QUESTION # 436

When there is a slippage in quality, just-in-time inventory systems affect:

- A. Incoming inspection efficiency.
- B. Product scrap rates.
- C. Production schedules.
- D. Materials usage variances.

**Answer: C**

#### NEW QUESTION # 437

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