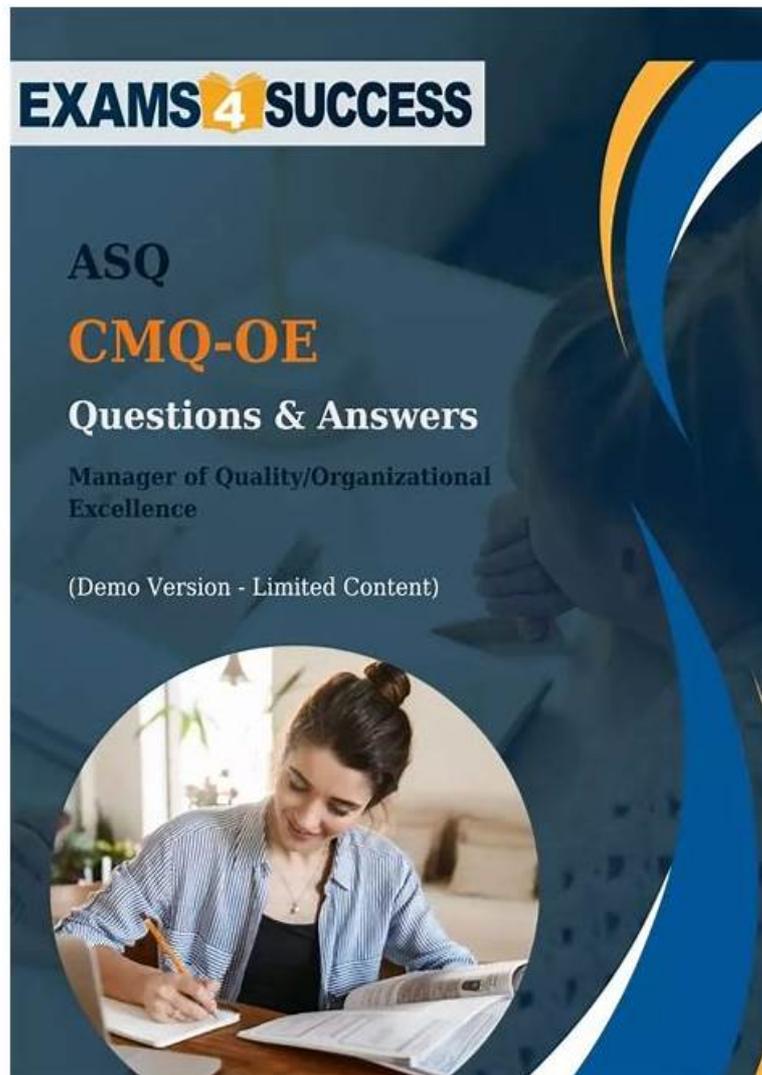


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## ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q408-Q413):

### NEW QUESTION # 408

Which of the following statements describes self-managed teams?

- A. Two or more workgroups that are independent but geographically separated
- B. Workgroups from two or more functional areas that support the same product or service line but work independently of each other
- C. Workgroups that operate in a highly independent manner
- D. Workgroups that operate with a goal to complete a specific task

**Answer: A**

### NEW QUESTION # 409

The study of human behavior within a moral context can be described as

- A. ethics
- B. morality
- C. trust
- D. legality

**Answer: A**

### NEW QUESTION # 410

Which of the following tools will help clarify the cause and effect among several critical issues?

- A. Prioritization matrix
- B. Force field analysis
- C. Pareto analysis
- D. Interrelationship digraph

**Answer: D**

### NEW QUESTION # 411

An organization has recently revised its mission and vision to include a strong statement about its commitment to quality excellence. When the organization implements its quality training program, which of the following groups should be trained first?

- A. Line workers
- B. Middle management
- C. Quality staff members
- D. Upper management

**Answer: D**

### NEW QUESTION # 412

According to Deming, management by fear most often results from managers who are driven by

- A. numbers
- B. market chances
- C. Improvement objectives
- D. facts

**Answer: A**

Explanation:

Dr. W. Edwards Deming, a renowned quality management expert, emphasized the importance of creating an environment that fosters continuous improvement and employee engagement. One of his 14 Points for Total Quality Management (TQM) specifically addresses the need to "drive out fear" in organizations. Fear can hinder creativity, collaboration, and overall performance. When managers focus solely on numbers—such as meeting targets, hitting quotas, or achieving financial goals—without considering the well-being and psychological safety of their teams, it can lead to a culture of fear. Deming advocated for leadership that encourages learning, experimentation, and cooperation, rather than relying on fear-based management practices<sup>123</sup>.

References:

- \* Deming's 14 Points: Total Quality Management Principles | ASQ
- \* Managing Human Systems - The W. Edwards Deming Institute
- \* Where There is Fear You Do Not Get Honest Figures

## NEW QUESTION # 413

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