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**ASQ CMQ/OE Questions & Answers**

In selecting among different projects, the time value of money is considered for which of the following reasons?

- I. To perform a cost-benefit analysis
- II. To prioritize investments
- III. To predict cash flow
- IV. To reduce operating costs

a) I, II, and III only  
b) I, II, III, and IV  
c) III and IV only  
d) I and II only - ✓✓(D) The time value of money is considered to perform a cost-benefit analysis and prioritize investments.

Q. The best tool for discovering relationships between two groups of ideas is a:

- I. Force field analysis
- II. Matrix diagram
- III. Prioritization matrix
- IV. Process Decision Program Chart (PDPC) - ✓✓(II) A matrix diagram will effectively uncover relationships between two groups of ideas

Which of the following is the biggest problem in cost-benefit analysis?

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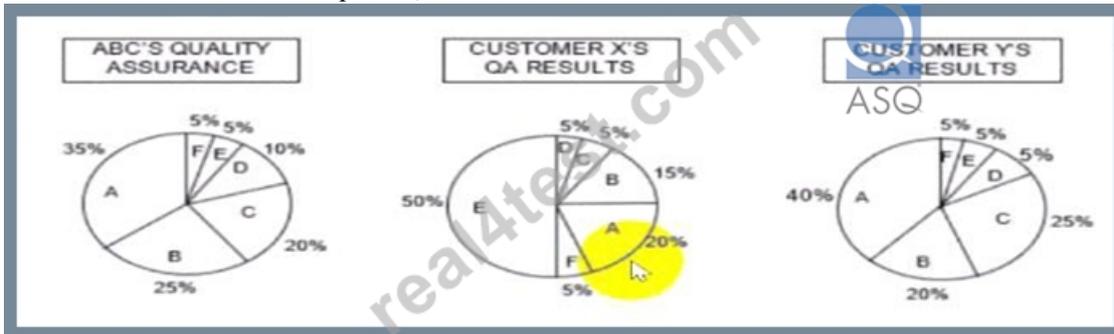
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## ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q297-Q302):

### NEW QUESTION # 297

The following charts represent the defects reported by the ABC Manufacturing Company. Customer X and Customer Y both received the same amounts of components; from ABC.



Customer X threatens to change suppliers unless ABC fixes the process that is creating defect type E. On the basis of the data presented above, how should ABC respond to Customer X?

- A. Explain that a cross-functional team has already made improvements and Customer X will soon see a decrease in type E defects
- B. Share the ABC" defect data and offer to work with Customer X to solve the problem
- C. Explain that the problem causing defect type E is in Customer X's system
- D. Advise Customer X that the process causing the problem will be redesigned to eliminate type F defects

**Answer: C**

Explanation:

Monitoring performance requires relevant measurements and indicators that inform decision-making. These metrics serve as essential tools for assessing progress, identifying areas for improvement, and aligning organizational efforts with strategic goals. Let's break down the options:

\* A. Provide the basis for making decisions: This is the correct choice. Performance measurements should guide decision-making by providing objective data on various aspects of organizational processes, quality, and outcomes. Decisions related to resource allocation, process adjustments, and strategic direction rely on these metrics.

\* B. Provide a return on quality: While measuring the return on quality is important, it specifically focuses on assessing the value gained from quality initiatives. It does not cover the broader scope of performance monitoring.

\* C. Use a standardized costing system: Standardized costing systems are relevant for financial management but do not directly address performance monitoring. They focus on cost allocation and budgeting.

\* D. Use an activity-based costing system: Activity-based costing (ABC) is a method for allocating costs based on activities performed. While ABC can provide insights into cost drivers, it is not the primary approach for monitoring overall performance.

In summary, the primary purpose of performance measurements and indicators is to inform decision-making, making option A the most appropriate choice.

References: 1: The ASQ Certified Manager of Quality/Organizational Excellence Handbook, Fifth Edition 23.

### NEW QUESTION # 298

In quality function deployment, the voice of the customer refers to

- A. what the customer needs are
- B. when the customer needs things
- C. how to meet the customer needs
- D. where to listen to the customer needs

**Answer: A**

Explanation:

Quality function deployment (QFD) is a structured approach used to translate customer needs and requirements into specific product or service characteristics. The "voice of the customer" represents the actual needs, desires, and expectations of the customer. It involves understanding and capturing customer feedback, preferences, and requirements. Therefore, option D, "what the customer needs are," accurately describes the voice of the customer in QFD1. References: 1: The ASQ Certified Manager of Quality/Organizational Excellence Handbook, Fifth Edition 1.

#### NEW QUESTION # 299

In project management, a benefit/cost ratio can be used to

- A. select projects
- B. calculate a project's true cost
- C. select team leaders
- D. allocate appropriate resources

**Answer: A**

#### NEW QUESTION # 300

In order for a self-directed work team to be successful, the individual members must be responsible for

- A. team management
- B. employee recognition
- C. statistical process control analysis
- D. new member training

**Answer: A**

Explanation:

A self-directed work team is a group of employees who are empowered to manage themselves and their work on a day-to-day basis. For such a team to be successful, the individual members must collectively take responsibility for managing their team. This includes planning and scheduling work, making decisions about how to perform tasks, solving problems that arise during work, and working with other teams. It's a collaborative effort where each member contributes to the management of the team, rather than relying on a supervisor or manager to direct their activities.

: The role of team management in a self-directed work team aligns with the responsibilities outlined for a Certified Manager of Quality/Organizational Excellence (CMQ/OE), who should be able to lead and champion process improvement initiatives and facilitate team efforts1. Moreover, the CMQ/OE is expected to support strategic planning and deployment initiatives, which includes empowering teams to manage themselves2.

#### NEW QUESTION # 301

When the human resources (HR) department provides training throughout the organization, which of the following would be considered an internal customer?

- A. The managers who require training for their personal
- B. The suppliers who attend training on the company's new planning system
- C. The personnel who enter training records into the training database
- D. The managers and supervisors who conduct the training sessions

**Answer: C**

Explanation:

The ASQ CMQ/OE Handbook provides insights into quality management principles and practices. In this context, internal customers refer to individuals or groups within an organization who receive services or products from other departments or functions within the same organization. The personnel responsible for entering training records into the database play a critical role in ensuring accurate and up-to-date information. Their work directly impacts the effectiveness of the training process, making them internal customers of the HR department1.2

: 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. 2: ASQ Certified Manager of Quality/Organizational Excellence Handbook



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