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## ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q87-Q92):

### NEW QUESTION # 87

Which of the following is the first step in managing risk for a project?

- A. Develop detailed predictive methods to reduce the impact of the risk
- B. Determine the probability of risk events occurring
- C. Calculate the acceptable level of uncertainty for the project
- **D. Identify where potential risks exist or might occur**

**Answer: D**

Explanation:

Detailed Explanation: Identifying potential risks is the first step in the risk management process. Once risks are identified, they can be analyzed, prioritized, and mitigated effectively. Risk identification allows for proactive planning and is fundamental to quality management practices, as outlined in the BoK, where understanding and managing risks are essential for ensuring project success and preventing costly issues.

### NEW QUESTION # 88

Which of the following factors is crucial to the success of any project?

- A. A multi-departmental project team
- **B. A matrix organizational structure**
- C. Recruitment of the best available people
- D. Support from senior management

**Answer: B**

### NEW QUESTION # 89

All except one of the following is a technique used in assessing training needs. Which one is not?

- A. Critical incident analysis
- B. Task analysis
- **C. Performance problem analysis**
- D. Focus group

**Answer: C**

### NEW QUESTION # 90

Which of the following question types should be used when a company interviews a small group of customers about their level of satisfaction?

- A. Multiple answer
- **B. Open-ended**
- C. True/false
- D. Closed-ended

**Answer: B**

### NEW QUESTION # 91

Which of the following tools can be used to estimate the expected percentage of defective material in a process that is in statistical control?

- A. Prioritization matrix
- B. Control chart
- C. Radar chart
- **D. Process capability study**

**Answer: D**

### Explanation:

The process capability study evaluates the inherent variability of a process and compares it to the specified tolerance limits. By analyzing the process data, including the upper and lower specification limits, the study provides insights into the process's performance. It considers both the process mean (centering) and the process spread (variability) to determine if the process is capable of meeting customer expectations.

The study involves the following steps:

\* Data Collection: Gather data on the process output (e.g., product dimensions, defect counts, etc.).

\* Calculate Process Capability Indices (Cp, Cpk):

\* Cp: Measures the process spread relative to the specification width. A higher Cp indicates better capability.

\* Cpk: Accounts for process centering. It considers how well the process mean aligns with the target value. A higher Cpk indicates better capability.

\* Interpretation:

\* If both Cp and Cpk are greater than 1, the process is capable of meeting specifications.

\* If only Cp is greater than 1, the process may not be centered correctly.

\* If only Cpk is greater than 1, the process may be centered but not well spread.

\* If both Cp and Cpk are less than 1, the process needs improvement.

\* Process Improvement: Based on the results, take corrective actions to enhance process capability.

In summary, the process capability study helps estimate the expected percentage of defective material by assessing the process's ability to produce conforming products within specified limits. It is a valuable tool for quality managers and organizational excellence professionals<sup>12</sup>.

References:

\* ASQ Certified Manager of Quality/Organizational Excellence (CMQ/OE) Body of Knowledge.

Retrieved from ASQ.

\* ASQ Certified Manager of Quality/Organizational Excellence Certification Brochure. Retrieved from ASQ.

### NEW QUESTION # 92

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