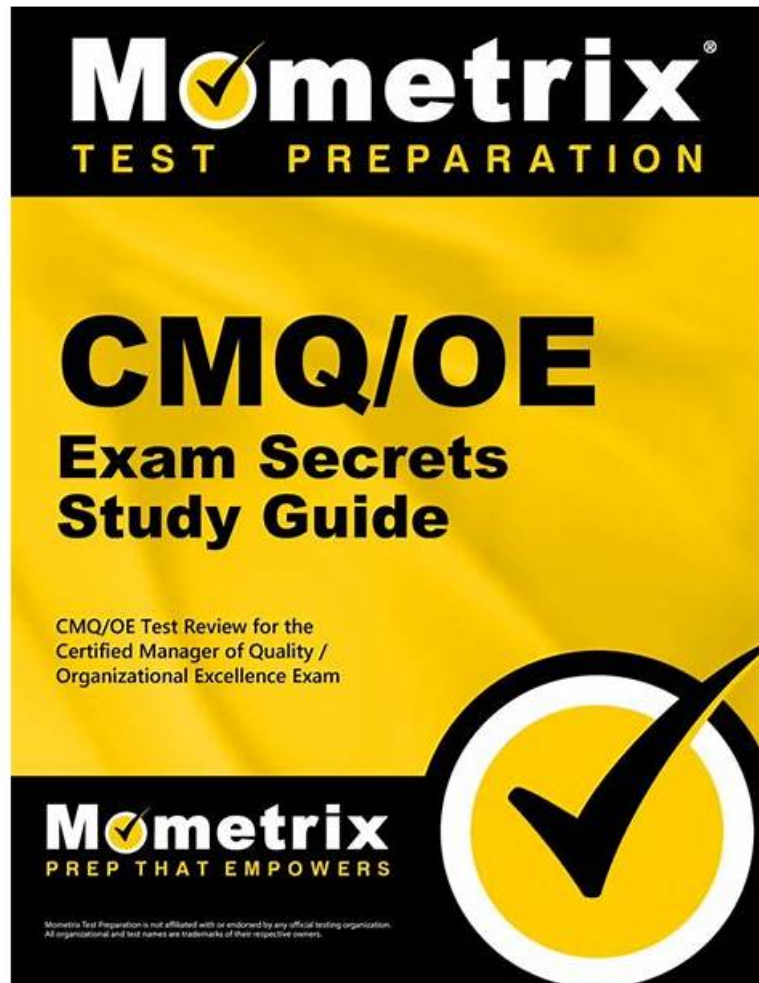


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ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q511-Q516):

NEW QUESTION # 511

McGregor's Theory X-style management is the perception that people need to:

- A. Have imagination and creativity
- B. Seek responsibility
- C. Have social needs met
- D. Be pushed to work

Answer: D

Explanation:

Detailed Explanation: Theory X, proposed by Douglas McGregor, assumes that people inherently dislike work and need to be directed, controlled, or pushed to work effectively. This management style is often characterized by close supervision and strict control. In contrast, Theory Y assumes that employees are self-motivated and seek responsibility. According to the BoK, understanding these management theories helps leaders adopt styles that foster a positive and productive work environment.

NEW QUESTION # 512

A process improvement program will have which of the following effects on non-value-added steps?

- A. Reengineer them to increase cycle time
- B. Quantify them and justify their cost
- C. Convert them to value-added steps
- D. Identify and eliminate them

Answer: D

Explanation:

Detailed Explanation: A primary goal of process improvement is to identify and eliminate non-value-added steps, which are activities that do not add value from the customer's perspective and can reduce efficiency. By removing these steps, organizations can streamline processes, reduce costs, and improve quality. According to the BoK, continuous improvement efforts aim to enhance value by focusing on essential activities and reducing waste.

NEW QUESTION # 513

Which of the following tools is used to clarify roles and track accountability between activities and related stakeholders?

- A. Prioritization matrix
- B. Gant chart
- C. Affinity diagram
- D. Deployment flow chart

Answer: D

Explanation:

The Deployment flow chart is a valuable tool for visualizing the flow of activities, responsibilities, and accountabilities within a process or project. It helps clarify roles by mapping out who is responsible for each task or step. By using symbols and arrows, the flow chart illustrates the sequence of activities and the relationships between different stakeholders. This tool ensures that everyone involved understands their roles and responsibilities, which is essential for effective process management and project execution³.

References:

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NEW QUESTION # 514

A manufacturing company needs to prioritize improvement initiatives based on their impact and feasibility. Which of the following tools should the team use to evaluate and rank these initiatives?

- A. Activity network diagram
- B. Affinity diagram
- C. Prioritization matrix
- D. Tree diagram

Answer: C

Explanation:

Detailed Explanation:

The correct answer is B. Prioritization matrix.

A prioritization matrix is specifically designed to compare options against selected criteria and rank them in a structured way. In this case, the company wants to evaluate improvement initiatives based on impact and feasibility, which makes the prioritization matrix the most suitable tool.

A prioritization matrix helps teams:

- * Compare multiple alternatives
- * Apply weighted criteria if needed
- * Rank projects or actions objectively
- * Focus effort on the most beneficial initiatives

This is especially useful when resources are limited and not all initiatives can be pursued at once.

Why the other options are incorrect:

A). Affinity diagram

An affinity diagram is used to organize large amounts of ideas or data into related groups. It helps with categorization, not ranking.

C). Activity network diagram

An activity network diagram is used for scheduling and sequencing activities in a project, not for selecting among improvement options.

D). Tree diagram

A tree diagram breaks broad goals into smaller tasks or levels of detail, but it is not primarily a ranking tool.

Quality Management Excellence reference basis:

This answer reflects Quality Management Excellence principles of:

- * structured decision-making,
- * evidence-based prioritization,
- * and selecting methods that match the decision need.

When the objective is to rank choices using defined criteria, the correct tool is one that supports comparative evaluation, which is the role of the prioritization matrix.

NEW QUESTION # 515

For a bookseller that sells entirely through a Web site, managing the diversity of customers would entail which of the following?

- I. Adopting lean techniques to reduce cycle time
- II. Continually developing new service features to take the place of services that have become "must haves"
- III. Responding to the needs of a diverse customer base
- IV. Understanding and working closely with multiple publishers

- A. I, II, III, and IV

