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

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## ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q42-Q47):

### NEW QUESTION # 42

Which of the following is the most appropriate sequence of events for administering a customer satisfaction survey, from beginning to end?

I. Prepare the survey instrument.

- II. Administer the survey.
- III. Report the results.
- IV. Identify survey objectives.
- V. Analyze the data.
- VI. Organize the data.

- A. I, II, V, VI, III, IV
- B. VI, I, II, V, IV, III
- C. I, VI, IV, II, V, III
- **D. IV, I, II, VI, V, III**

**Answer: D**

### NEW QUESTION # 43

Company XYZ has a 30-year history in manufacturing, with many long-term employees preparing to retire. Which of the following is being lost from the company?

- A. Meta-knowledge
- B. Information
- **C. Tacit knowledge**
- D. Explicit knowledge

**Answer: C**

Explanation:

Detailed Explanation:

The correct answer is A. Tacit knowledge.

Tacit knowledge is the experience-based, practical, often undocumented knowledge that people develop over time through doing the work. It includes:

- \* judgment,
- \* intuition,
- \* know-how,
- \* troubleshooting skill,
- \* pattern recognition,
- \* and practical understanding that may not be fully written down.

When long-term employees retire, organizations commonly lose this kind of knowledge because much of it exists in people's experience rather than in formal procedures or records.

This is especially important in manufacturing environments, where experienced personnel often hold deep operational understanding about:

- \* process behavior,
- \* machine tendencies,
- \* informal workarounds,
- \* historical issues,
- \* and failure prevention methods.

From a Quality Management Excellence perspective, this is highly relevant because organizational excellence depends not only on documented systems but also on preserving critical knowledge needed for consistent process performance and problem prevention.

Why the other options are not correct:

B). Explicit knowledge

Explicit knowledge is documented knowledge, such as procedures, manuals, specifications, work instructions, and records. This can remain in the company even after employees retire, provided it has been captured properly.

C). Meta-knowledge

Meta-knowledge generally means knowledge about knowledge, such as knowing where expertise resides or understanding what is known. While it may also be affected, it is not the primary or best answer here.

D). Information

Information is too broad. The question specifically points to the kind of valuable organizational understanding held by long-term employees, which is more accurately described as tacit knowledge.

Why A is the best answer:

The key clue is the retirement of long-term employees. This strongly indicates loss of personal, experience-based, non-documented organizational know-how, which is the classic definition of tacit knowledge.

Quality Management Excellence interpretation:

\* Requirement: While no exact line citation was retrieved from the uploaded files in this turn, this answer is fully consistent with the Quality Management Excellence focus on knowledge preservation, evidence-based management, and maintaining organizational capability.

\* Interpretation: Excellence systems depend on both documented controls and retained operational know-how.

\* Best practice: Organizations should identify critical tacit knowledge at risk, convert what can be documented into explicit knowledge, and use mentoring, succession planning, and knowledge transfer before retirement transitions occur.

Relevant Quality Management Excellence reference areas:

\* Operating model themes around capability preservation and effective organizational functioning

\* Evidence and analysis principles distinguishing documented evidence from experience-based judgment

\* Glossary-related concepts concerning knowledge, information, and organizational learning

#### NEW QUESTION # 44

A project leader is experiencing a situation in which team members do not seem to be working well together and are instead questioning the project goals. This team is most likely at what stage of development?

- A. Forming
- B. Performing
- C. Norming
- **D. Storming**

**Answer: D**

Explanation:

The Storming stage is the second stage in Tuckman's model of group development. During this stage, team members may experience conflict, disagreement, and challenges as they work together. They question project goals, roles, and responsibilities. It is essential for the team to address these issues openly and constructively to move toward the next stage, Norming, where they establish norms, resolve conflicts, and develop better cohesion.

References:

\* The ASQ Certified Manager of Quality/Organizational Excellence Handbook, Fifth Edition. Sandra L. Furterer and Douglas C. Wood. Published 2021

#### NEW QUESTION # 45

Which of the following elements of an organization's strategic planning process includes developing detailed action plans, defining resource requirements, establishing performance measures, and aligning work units?

- A. Strategy deployment
- **B. Strategic plan linkage**
- C. Guiding principles
- D. Strategic objectives

**Answer: B**

#### NEW QUESTION # 46

The manager for a quality improvement project at an organization receives the project charter during the initiation phase of a project. Which of the following information should the manager expect to find in this document?

- **A. The initial project requirements, constraints, and assumptions**
- B. The communications plan for this project
- C. The work breakdown structure (WBS) for the project
- D. The detailed risk assessment and the corresponding contingency plans for each risk

**Answer: A**

Explanation:

Detailed Explanation:

The correct answer is A. The initial project requirements, constraints, and assumptions.

A project charter is a high-level initiating document that formally authorizes a project and defines its basic framework. During the initiation phase, the charter typically includes:

- \* the project purpose,
- \* objectives,
- \* initial scope,
- \* major requirements,
- \* assumptions,
- \* constraints,
- \* key stakeholders,
- \* and high-level authority for the project manager.

Because the charter is created early, it does not usually contain highly detailed planning elements. Instead, it provides the foundation on which detailed planning will later be built.

Why the other options are incorrect:

B). The work breakdown structure (WBS) for the project

The WBS is typically developed during the planning phase, not included in the initial charter.

C). The communications plan for this project

A communications plan is also a planning document developed after project initiation.

D). The detailed risk assessment and the corresponding contingency plans for each risk Detailed risk analysis and contingency planning occur later in the planning process, beyond the high-level charter stage.

Quality Management Excellence reference basis:

This answer aligns with Quality Management Excellence principles of:

- \* disciplined project governance,
- \* distinguishing initiation documents from detailed planning outputs,
- \* and ensuring that project work begins with clear authority, scope, assumptions, and constraints.

## NEW QUESTION # 47

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