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- **ASQ Certified Manager of Quality/Organizational Excellence Handbook, Fifth Edition**

This handbook has been written by **Sandra L. Furterer and Douglas C. Wood** and published in 2021. You can buy it for \$105 in case you are an ASQ member, or for \$150 if you are a non-member of this organization. This edition has been updated with the latest topics included in the ASQ CMQ/OE Body of Knowledge. Therefore, you will learn about the quality management concepts, terminology, and principles. You will also learn about the benefits that come with its application and the best practices available on the market. Also, the book is well-organized and can serve as a daily guide when you want to gain professional expertise in quality management-related topics. Besides, it includes different examples that have been adapted to the current business environment. So, it will be easier for you to apply the theoretical notions in a real-world situation.

ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q302-Q307):

NEW QUESTION # 302

Which of the following are considered key processes in managing quality?

- A. Internal, external, and product audits
- **B. Quality control, planning, and improvement**
- C. Root cause analysis, corrective- action, and preventive action
- D. Process capability, rework costs, and customer satisfaction

Answer: B

Explanation:

Quality management involves several key processes that contribute to achieving and maintaining high-quality products and services. Let's break down the options:

* **Quality Control:** This process focuses on monitoring and verifying that products or services meet specified requirements. It includes activities such as inspections, testing, and statistical process control.

Quality control ensures that defects are identified and corrected before products reach customers.

* **Planning:** Effective quality management begins with proper planning. This process involves defining quality objectives, creating quality plans, and allocating resources. Planning ensures that quality goals are aligned with organizational objectives and that the necessary steps are taken to achieve them.

* **Improvement:** Continuous improvement is essential for maintaining and enhancing quality. This process includes activities such as root cause analysis, corrective action, and preventive action. Organizations strive to identify areas for improvement, address underlying issues, and prevent recurrence of problems.

While the other options (process capability, rework costs, and audits) are relevant aspects of quality management, they are not the primary key processes. Process capability and rework costs relate to performance and cost, respectively, but they are not standalone processes. Audits (internal, external, and product) are important for assessing compliance and identifying opportunities for improvement, but they are specific activities within the broader quality management framework.

Therefore, the key processes in managing quality are quality control, planning, and improvement¹.

References:

* The ASQ Certified Manager of Quality/Organizational Excellence Handbook, Fifth Edition. Sandra L.

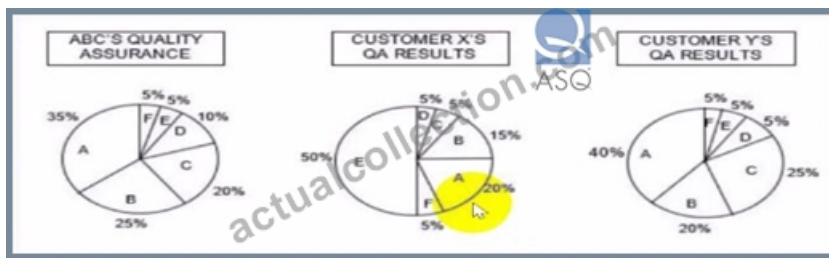
Furterer And Douglas C. Wood. Hardcover, 720 pages, Published 2021. ASQ Certified Manager Of Quality/Organizational Excellence Handbook².

* ASQ Certified Manager of Quality/Organizational Excellence Body of Knowledge (BoK). ASQ CMQ/OE BoK³.

* ASQ Certification: Manager of Quality/Organizational Excellence ASQ Manager of Quality/Organizational Excellence Certification¹.

NEW QUESTION # 303

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. Share the ABC's defect data and offer to work with Customer X to solve the problem
- B. Explain that a cross-functional team has already made improvements and Customer X will soon see a decrease in type E defects
- 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: B

NEW QUESTION # 304

Refer to the exhibit.

$$\frac{\text{Present worth of benefit}}{\text{Present worth of cost}}$$

The formula above is known as the

- A. net present value
- B. annual payback
- C. internal rate of return (IRR)
- D. benefit-cost ratio

Answer: A

NEW QUESTION # 305

Which of the following actions will help transform the culture of a traditional organisation to one that supports a total quality philosophy?

- A. training individual employees to be able to fulfill functional roles anywhere in the organization
- B. Surveying internal customers and external end-users to determine product successes and failures
- C. Recognizing employees as collaborators in a network of interrelated processes
- D. Rewarding the top performing individuals, departments, and divisions in their competition

Answer: B

NEW QUESTION # 306

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

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

Answer: C

Explanation:

The benefit/cost ratio (also known as the cost-benefit ratio) is a financial metric used to assess the desirability of a project or

investment. It compares the expected benefits (such as increased revenue, cost savings, or other positive impacts) to the associated costs (including initial investment, ongoing expenses, and operational costs). The formula for the benefit/cost ratio is:

$$\text{Benefit/Cost Ratio} = \frac{\text{Total Expected Benefits}}{\text{Total Expected Costs}}$$
 Here's how it applies to project management:

* **Project Selection:** Organizations often have limited resources and must choose which projects to pursue.

The benefit/cost ratio helps prioritize projects by comparing their potential benefits to the costs involved. Projects with higher ratios are more attractive because they promise greater returns relative to the investment.

* **Decision Criteria:** When evaluating project proposals, project managers and stakeholders can use the benefit/cost ratio as a decision criterion. If the ratio exceeds a certain threshold (e.g., 1.0), the project is considered worthwhile. A ratio less than 1.0 indicates that the costs outweigh the benefits.

* **Risk Assessment:** The benefit/cost ratio considers both quantitative and qualitative factors. It accounts for financial gains, risk reduction, improved efficiency, and other intangible benefits. By assessing risks and uncertainties, project teams can make informed decisions.

* **Comparing Alternatives:** When choosing between multiple projects, the benefit/cost ratio allows for direct comparison. Project A may have a ratio of 2.5, while Project B has a ratio of 1.8. Project A is likely to deliver more value per unit of investment.

* **Long-Term Impact:** The benefit/cost ratio encourages a long-term perspective. It considers the entire project lifecycle, including ongoing operational costs and maintenance. A project with high upfront costs but substantial long-term benefits may still have a favorable ratio.

In summary, the benefit/cost ratio is a valuable tool for project managers, enabling them to make informed decisions about resource allocation, project selection, and overall organizational success¹². Remember that the goal is to maximize benefits while minimizing costs, ensuring efficient use of resources and achieving strategic objectives.

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ASQ. (n.d.). Manager of Quality/Organizational Excellence Certification CMQ/OE. Retrieved from ASQ ASQ. (n.d.). What Is Cost of Quality (COQ)?. Retrieved from ASQ

NEW QUESTION # 307

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