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QUESTION & ANSWER

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Exam : **CMQ-OE**

Title : Certified Manager of Quality/Organizational Excellence Exam

Version : DEMO

1.The decision-making authority delegated to lower management levels depends on:
I. The situation
II. The extent of centralization or decentralization
III. Which people in the organization have the best information
VII.The complexity of the environment in which the organization functions
A.I and III
B.II and IV
C.I, II, and IV
D.I, II, III, and IV
Answer: D

2.Organizational culture is comprised of:
A. Organization policy
B. Strategic plans
C. Values, norms, and assumptions shared by the organization members
D. Core competency of the organization
Answer: C

3.A leader derives her or his leadership role from:
A. Her or his experience and training
B. Acceptance of her or his direction by the followers
C. Top management
D. Acceptance by the external customers and the public
Answer: B

4.Situational leadership is applicable when:
I. One approach does not meet every situation
II. A new person on the job requires a lot of direction
III. A new process has been introduced
IV.The performer has mastered the task assigned
A.II and III only
B.IV only
C.I, II, III, and IV
D.III only
Answer: C

5.Which of the following is not usually a role of a manager?
A. Selects people to fill job vacancies
B. Mentors a potential candidate for management
C. Determines the legality of a supplier–partnership agreement
D. Organizes the work to be done
Answer: C

6.The most effective approach for initiating a breakthrough process reengineering effort would be to: A.

Hire an external consultant to direct the planning and implementation of the process change
B. Form a cross-functional project team to carry out the process change
C. Appoint a change agent/sponsor, select a project manager, develop a preliminary plan (including feasibility analysis), obtain funds for detail planning, form a cross-functional projectteam, plan project details, obtain approval, and implement project. Retain an experienced external consultant as an advisor on issues where internal expertise may be lacking.
D. Create an awareness of the need for change and communicate a vision of what the change will accomplish
Answer: D

7.An important benefit of using an internal change agent versus an external change agent is to:
A. Guarantee reduction of the cycle time for quality improvement because the internal change agent already knows what needs to be done and how to do it.
B. Set more goals for improvement because the internal change agent has a greater interest in the outcome.
C. Gain greater support for change from a respected leader who understands the company's key business factors and the need for change.
D. Better protect the needs of all stakeholders by providing feedback to top management that is nonthreatening and more objective.
Answer: C

8.Studies in the healthcare field have identified stethoscopes as one major cause of patient infections. To combat this cause, all healthcare professionals are urged to sterilize their stethoscopes before and after using with each patient. What approach would be best to ensure that this happens?
A. Provide dispensers with sterilization pads at the entrance to all patient rooms, examining rooms, labs, and operating areas. Periodic unscheduled audits will be taken of the number of pads used. Praise or reprimand will be given based on audit findings.
B. Same as A above except each wrapper includes a coupon for entering a weekly drawing for a prize of one's choice, and no audit will be conducted.
C. Same as A above, except wrappers are saved and turned in to supervisor/ department head at end of each shift and no audit will be conducted. Cooperating professionals will receive positive reinforcement for taking action, regardless of number of wrappers submitted.
D. Professionals working in each unit will be allowed to design their own unit's nonmonetary incentive/reminder for participating in the stethoscope sterilization initiative.
Answer: D

9.Which of the following is not a type of organizational structure?
A. Strategic
B. Process
C. Collateral
D. Matrix
Answer: A

10.Which of the following are ways to promote quality and teamwork in organizations?

I. Reducing hierarchies
II. Creating steering committees
III. Recognizing internal customers
IV.Structuring the organization into teams
A.I and III only
B.II and IV only
C.I, II, and III only
D.I, II, III, and IV
Answer: D

11.Which of the following are good reasons for including workforce personnel on project teams?
I. Provide subject matter expertise.
II. Reduce the upper management time commitment.
III. Increase worker participation in the improvement process.
IV.Reduce the direct-labor allocation on over-budget product lines.
A.I and III only
B.II and IV only
C.I, III, and IV only
D.I, II, III, and IV
Answer: A

12.Which of the following best describes the differences between crossfunctional and matrix organizations?
A. Cross-functionals deal with companywide issues, whereas matrices focus on specific projects.
B. Cross-functionals are often temporary, whereas matrices are permanent.
C. Cross-functionals deal with internal groups, whereas matrices deal with external groups.
D. Cross-functionals usually consist of personnel with technical skills, whereas matrices usually consist of high-level functional executives.
Answer: A

13.Empowerment can be characterized by each of the following statements except:
A. Employees are able to operate in a state of self-control.
B. A partnership is formed between employees and management.
C. Employees are able to make decisions affecting their work.
D. Management relinquishes responsibility to employees.
Answer: D

14.In your former position of employment you helped develop a statistical software package that the company markets, and because of your position there you receive royalties on the sales. Your current employer needs to purchase some statistical software and has asked you to select the best available package. You believe that the one sold by your former employer best meets the criteri a. You should:
A. State that you can not participate in the selection process because of your potential bias.
B. Tell the company of your financial interest in the software selected, along with the reasons for selecting it as the best option.

C. Simply purchase the software because you know it is the best based on the matrix you used for analysis of the various packages.
D. Select another statistical software package to avoid any possible perception of bias.
Answer: B

15.A department has been asked to name two employees who will become part of a temporary team set up by an external customer to resolve a recurring problem. Which of the following is the least important criterion for selecting the two representatives?
A. Strong interpersonal skills
B. Problem-solving skills
C. Negotiation skills
D. Knowledge of the customer ’s product
Answer: D

16.You have been meeting every day for four days with the purchasing manager, trying to decide the relative responsibilities of the quality and purchasing departments for dealing with supplier problems. Which of the following would likely be least effective at helping reach agreement?
A. Meet in a conference room rather than one of your offices.
B. Wait several days before meeting again.
C. Write a procedure outlining how you believe the process should work.
D. Spend more time listening than talking, in order to understand the purchasing manager ’s viewpoint.
Answer: C

17.Managers who take shortcuts, push employees beyond their limits, eliminate training, and neglect equipment maintenance probably are:
A. Dissatisfied with their current salaries.
B. Evaluated against short-term results.
C. Striving for a promotion.
D. Tired and overworked.
Answer: B

18.A tool used to assess the readiness of the organization to embrace and institutionalize change is:
A. Management review.
B. Hoshin planning.
C. Nominal group technique.
D. Force-field analysis.
Answer: D

19.Two employees separately submitted the same idea to a company’s formal suggestion system on the same date. Under the rules of the system the employee who submits an idea is to receive a portion of the financial savings in the first year, which for this idea will be a very substantial amount. However, each employee claims to have come up with the idea and insists that the other stole it and submitted it after a conversation they’d had about a processing problem in their department. Neither wants to share the reward. The company should:

A. Change the suggestion system to be available only to teams.
B. Call in an arbitrator to settle the issue.
C. Insist that the two employees negotiate with each other until they reach an agreement.
D. Ask others in the department how they believe the reward should be distributed.
Answer: C

20.The leader of a team that had formerly worked together exceptionally well has noticed several disagreements between team members since two new people joined the team two weeks ago. The leader should:
A. Meet with all team members except the new ones and try to come up with suggestions for resolving any problems.
B. Have a one-on-one discussion with each of the new members and explain how the team used to avoid arguments.
C. Ask a facilitator to attend the next few meetings to help reduce conflict.
D. Do nothing.
Answer: D