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**ASQ**

# CMQ-OE

*Manager of Quality/Organizational Excellence Certification*



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**Answer:** D

**QUESTION:** 169

A chairperson may be a leader and/or manager, depending much upon the influence he or she may have on an organization and the decision authority granted. There are many roles a manager may perform. As an organizer he/she:

- A. Organizes, people, ideas and things to achieve the enterprise's objectives
- B. Builds an enterprise structure that supports the strategic goals and objectives
- C. Embraces the principles, morals, and norms of the society in which organization impacts
- D. Imparts knowledge and teaches skills to others

**Answer:** A

**QUESTION:** 170

All organizations have limited resources and opportunities, and must allocate them so as to best accomplish the mission with high efficiency. A possible solution is:

- A. To ensure the strategic and operational plans clearly indicate the priorities and strategies for the organization
- B. To communicate, communicate, and communicate!
- C. To ensure that authority levels are clearly spelled out for typical situations
- D. To have employees go outside the organizational walls

**Answer:** A

**QUESTION:** 171

In a typical organization, there are many different strategies and people put their focus where it seems best placed, but this may not agree with what is actually expected or desired. A possible solution for such a situation is:

- A. To ensure the strategic and operational plans clearly indicate the priorities and strategies for the organization
- B. To communicate, communicate, and communicate!
- C. To ensure that authority levels are clearly spelled out for typical situations
- D. To have employees go outside the organizational walls

**Answer:** B

**QUESTION:** 172

Although an organization may have clearly communicated plans and have good cross functional relationships but because of vertical communication alignment of goals and activities is often slower. A possible solution to this issue is:

- A. To ensure the strategic and operational plans clearly indicate the priorities and strategies for the organization
- B. To communicate, communicate, and communicate!
- C. To ensure that authority levels are clearly spelled out for typical situations
- D. To have employees go outside the organizational walls

**Answer:** C

**QUESTION:** 173

In an organization, the members do have generally inward focus. The day-to-day attention of many members of the organization may not get external focus to look for ideas, support and feedback. The possible solution for such a situation may be:

- A. To ensure the strategic and operational plans clearly indicate the priorities and strategies for the organization
- B. To communicate, communicate, and communicate!
- C. To ensure that authority levels are clearly spelled out for typical situations
- D. To have employees go outside the organizational walls

**Answer:** D

**QUESTION:** 174

Managing change is particularly complex due to the fact that much of what must be changed often consists of intangibles such as beliefs, behaviors and policies. These types of constraints are more difficult to identify. We can get help from:

- A. GATT chart
- B. PERT chart
- C. A force-field analysis
- D. None of these

**Answer:** C

**QUESTION:** 175

A modification of Lewin's unfreezing-moving-refreezing model may provide support for change. According to this model there are following ways to reduce change resistance Except:

- A. Understand the emotional impact of change
- B. Understand the impact of change to intellectual property
- C. Be consistent in responding to resistance
- D. Be flexible, be patient and be supportive

**Answer:** B



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