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Question: 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
 - IV. 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

Question: 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

Question: 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

Question: 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

Question: 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

Question: 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 project team, 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

Question: 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

Question: 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

Question: 9

Which of the following is not a type of organizational structure?

- A. Strategic
- B. Process
- C. Collateral
- D. Matrix

Answer: A

Question: 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

Question: 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

Question: 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

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