



Overview of "Manager of Quality/Organizational Excellence Certification Preparation Course (ASQ ConnEx Course)"

## Seetharam Kandarpa,

PMP, ASQ ConnEx Expert, ASQ CMQ/OE, ASQ CQA, ASQ CMDA, ASQ CSQE, ASQ CPGP, ASQ CSSGB, RAC Drugs, RAC Devices

Founder & Director- Shaarkview Consultancy (OPC) Private Limited

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## Introduction

### Objective

- To provide a brief overview of
  - Manager of Quality/Organizational Excellence Certification (ASQ CMQ/OE) Program.
  - Training Course on "Certified Manager of Quality/Organizational Excellence Certification Preparation" (ASQ ConnEx Course)

### Scope

• This course is useful to the organizations that are intending to enrich competencies of their employees who are aspiring to attempt ASQ CMQ/OE exam to become Certified Manager of Quality/Organizational Excellence.

### Introduction of Trainer



Seetharam Kandarpa
Founder & DirectorShaarkview Consultancy
(OPC) Private Limited
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seetharam.kandarpa@shaarkview.com
www.shaarkview.com







- A seasoned professional, Trainer, Auditor, Data Scientist and Consultant providing consulting services to Pharmaceutical/ Medical Devices/ Food Products/ Other industries.
- ASQConnex Expert, CMQ/OE, CPGP, CQA, CMDA, CSQE and CSSGB by American Society for Quality (ASQ).
- CMC Lead for Customer Focused Organizations- ASQ Quality Management Division Community
- VoC Chair- ASQ Customer-Supplier Division Community
- Education Committee Member- ASQ Human Development & Leadership Division
- RAC-Drugs and RAC- Devices holder from Regulatory Affairs Professional Society (RAPS)
- PMP by Project Management Institute (PMI)
- Certified ISO 13485 Internal Auditor by DQS (Deutsch Quality Systems)
- 21+ years of experience in the areas of Production & Quality Assurance in GxP Industry. Previously worked with Abbott, Ipca, Dr. Reddy's, Mylan (Viatris), Alembic and Aurobindo.
- MS in Data Science from Eastern University, USA in 2024; M. Sc. in Chemistry from MP Bhoj (Open) University, India in 2006; and B. Sc. in Chemistry from Andhra University, India in 2002.
- LinkedIn: <a href="https://www.linkedin.com/in/seetharamkandarpa/">https://www.linkedin.com/in/seetharamkandarpa/</a>























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**Purpose of Career:** 

## **ASQConnex Expert Profile**

#### **About ASQ ConnEx:**



ASQConnEx is an education delivery system and network that vets, designates, and connects quality subject matter experts with organizations to advance their excellence journey. Organizations can build competencies needed to achieve strategic objectives by engaging a vast network of ASQ-authorized subject matter experts in the field of quality. Experts gain a professional advantage by aligning with the world's leading quality association and gaining access to ASQ-licensed education and certification preparation content. The end result- Empowering individuals, organizations, and communities to achieve excellence through quality.

For more details, refer <a href="https://asq.org/asqconnex">https://asq.org/asqconnex</a>

## **ASQConnex Expert Profile**



1 / ASQConnEx / Find an Expert / Seetharam Kandarpa



### SEETHARAM KANDARPA CPGP, CQA, CMQ/OE, CSSGB, CMDA, CSQE



#### REQUEST PROPOSAL

#### ADD TO COMPARISON LIST

#### Education

M. Sc.

Madhya Pradesh Bhoj (Open) University Bhopal, India

B. Sc.

Andhra University Kakinada, India

Master of Science (MS) Eastern University Philadelphia, USA

#### Industries

Business & Professional Services - Consulting, Engineering, Human

Healthcare - Medical Devices/Pharmaceuticals Healthcare - Services, Providers, Supplies

Technology - Equipment/Software & Services

#### Languages

English

#### Travel Preferences

International

ASQConnEx Credentials & Certifications



#### Professional Experience

Seetharam Kandarpa is a seasoned Professional, Trainer, Auditor, Data Scientist and Consultant providing consulting services to Pharmaceutical/ Medical Devices/ Other GxP industries. Seetharam is Founder & Director of SHAARKVIEW CONSULTANCY (www.shaarkview.com).

Seetharam did MS in Data Science from Eastern University, USA in 2024; M. Sc. in Chemistry from MP Bhoj (Open) University, India in 2006; and B. Sc. in Chemistry from Andhra University, India in 2002. He holds various professional certifications such as CMQ/OE, CPGP, CQA, CMDA, CSQE, CSSGB from ASQ; Regulatory Affairs Certified (RAC-Drugs and RAC- Devices) from Regulatory Affairs Professional Society (RAPS); Certified Project Management Professional (PMP) by Project Management Institute (PMI) and Certified ISO 13485 Internal Auditor by DQS (Deutsch Quality Systems).

Seetharam has over 21 years of industrial experience in the areas of Production & Quality Assurance in GxP Industry in various leadership positions with major companies such as Abbott, Ipca, Dr. Reddy's, Mylan (Viatris), Alembic and Aurobindo. He has a versatile experience in complying various regulations/ standards such as 21 CFR, ICH, IVHO, EMA, PIC/S, Canada GMP, TGA, GAMP5, ISO 9001, ISO 13485 and ISO 19011 etc. He has experience in conducting, as Lead Auditor, audits of GxP sites, dealing with quality system elements such as personnel training, quality risk management, deviation, change control, internal audits, supplier management, management review, complaints, recall, CAPA etc. and working with GXP software applications such as TrackWise, ISOtrain, SumTotal, myProcess, API VR training programs.

Seetharam has a rich experience in conducting training programs & presenting in professional seminars/ conferences across the world. He has proven expertise in dealing with large geographically and culturally diverse teams.

Seetharam's Purpose of Career: "Learning Unknown, Helping Community & Earning Respect".

#### **Current Courses**

Auditing for Improved Supplier Performance Corrective and Preventive Action

Certified Manager of Quality/Organizational Excellence Certification Preparation

Certified Quality Auditor Certification Preparation

Introduction to Supplier Management

Quality/Engineering Tools for Supplier Management

Supplier Quality Professional: An Introduction



## **ASQ Certifications**

#### **Seetharam Kandarpa**

has satisfactorily fulfilled the requirements established by ASQE for professional attainment of the

CERTIFIED MANAGER OF QUALITY/ ORGANIZATIONAL EXCELLENCE

Date Issued: **September 12, 2017** Expiration Date: **June 30, 2027** 







**VERIFIED CERTIFICATE** 

Certificate Number: 54772



#### **Seetharam Kandarpa**

has satisfactorily fulfilled the requirements established by ASQE for professional attainment of the

CERTIFIED PHARMACEUTICAL GMP PROFESSIONAL

Date Issued: June 7, 2014

Expiration Date: June 30, 2027

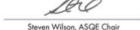






VERIFIED CERTIFICATE

Certificate Number: 381





## **ASQ Certifications**

#### **Seetharam Kandarpa**

has satisfactorily fulfilled the requirements established by ASQE for professional attainment of the



Date Issued: **December 6, 2014** Expiration Date: **June 30, 2027** 







**VERIFIED CERTIFICATE** 

Certificate Number: 49009



#### **Seetharam Kandarpa**

has satisfactorily fulfilled the requirements established by ASQE for professional attainment of the



Date Issued: November 24, 2021 Expiration Date: June 30, 2027







VERIFIED CERTIFICATE

Certificate Number: 2130



## **ASQ Certifications**

#### Seetharam Kandarpa

has satisfactorily fulfilled the requirements established by ASQE for professional attainment of the

#### CERTIFIED SOFTWARE QUALITY **ENGINEER**

Date Issued: October 27, 2023

Expiration Date: December 31, 2027







VERIFIED CERTIFICATE

Certificate Number: 6871



#### **Seetharam Kandarpa**

has satisfactorily fulfilled the requirements established by ASQE for professional attainment of the



Date Issued: December 10, 2018









Steven Wilson, ASQE Chair

## **RAPS Certifications**





## **PMP & Other Certifications**





# Overview of Manager of Quality/Organizational Excellence Certification (CMQ/OE) Program



#### Basics

- The Certified Manager of Quality/Organizational Excellence (CMQ/OE) [1]
  - Is a **professional** who leads and champions process-improvement initiatives everywhere from small businesses to multinational corporations that can have regional or global focus in a variety of service and industrial settings.
  - Facilitates and leads team efforts to establish and monitor customer/supplier relations, supports strategic planning and deployment initiatives, and helps develop measurement systems to determine organizational improvement.
- <u>Certified Manager of Quality/Organizational Excellence Brochure</u> (BoK)
- Certified Manager of Quality/Organizational Excellence Fact Sheet

### Requirements and Education

#### **REQUIREMENTS**

10

Years of on-the-job experience in one or more of the areas of the Certified Manager of Quality/Organizational Excellence Body of Knowledge. 5

\*Years of on-the-job experience must be in a "Decision-making" position.

\*A "Decision-making" position is defined as the authority to define, execute, or control projects/processes and to be responsible for the outcome. This may or may not include management or supervisory positions.

If you've been certified by ASQ as a quality auditor, reliability engineer, software quality engineer, or quality engineer, experience used to qualify for certification in these fields applies to certification as a manager of quality/organizational excellence, as long as the 10-year minimum requirement is met.

Candidates must have worked in a full-time, paid role.

#### **EDUCATION**

Candidates who have completed a degree from a college, university or technical school will have part of the 10-year experience requirement waived, as follows (only one of these waivers may be claimed):

- Diploma from a technical or trade school one year will be waived
- Associate degree two years waived
- Bachelor's degree four years waived
- Master's or doctorate five years waived

### Body of Knowledge

Topic	Questions	Weightage %
I. Leadership (28 Questions)	28	16.97
II. Strategic Plan Development and Deployment (22 Questions)	22	13.33
III. Management Elements and Methods (31 Questions)	31	18.79
IV. Quality Management Tools (30 Questions)	30	18.18
V. Customer-Focused Organizations (21 Questions)	21	12.73
VI. Supply Chain Management (17 Questions)	17	10.30
VII. Training and Development (16 Questions)	16	09.70
Total	165	100.00



#### I. Leadership (28 Questions)

- A. Organizational Structures
- B. Leadership Challenges
- C. Teams and Team Processes
- D. ASQ Code of Ethics

## II. Strategic Plan Development and Deployment (22 Questions)

- A. Strategic Planning Models
- B. Business Environment Analysis
- C. Strategic Plan Deployment

## III. Management Elements and Methods (31 Questions)

- A. Management Skills and Abilities
- B. Communication Skills and Abilities
- C. Project Management
- D. Quality System
- E. Quality Models and Theories

#### IV. Quality Management Tools (30 Questions)

- A. Problem-Solving Tools
- B. Process Management
- C. Measurement: Assessment and Metrics

#### V. Customer-Focused Organizations (21 Questions)

- A. Customer Identification and Segmentation
- B. Customer Relationship Management

#### VI. Supply Chain Management (17 Questions)

- A. Supplier Selection and Approval
- B. Supplier Risk Management
- C. Supplier Communications
- D. Supplier Performance
- E. Supplier Improvement
- F. Supplier Certification, Partnerships, and Alliances
- G. Supplier Logistics and Material Acceptance

#### VII. Training and Development (16 Questions)

- A. Training Plans
- B. Training Needs Analysis
- C. Training Materials, Development, and Delivery
- D. Training Effectiveness and Evaluation





#### Examination

- Each certification candidate is required to pass an examination that consists of multiplechoice questions that measure comprehension of the Body of Knowledge.
- Computer Delivered The CMQ/OE examination is a one-part, 180- multiple choice
  question exam and is offered in English only. 165 multiple choice questions are scored
  and 15 are unscored. Total appointment time is four-and-a-half-hours, exam time is 4
  hours and 18 minutes.
- Paper and Pencil The CMQ/OE examination is a one-part, 165- multiple choice question, four-hour exam and is offered in English and Mandarin in certain locations.
- All examinations are open book. Each participant must bring his or her own reference materials. Use of reference materials and calculators is explained in the FAQs [2].



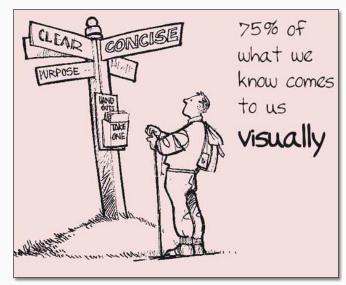
Examination

Is Exam tough or easy?



Exam is neither tough nor easy







<sup>[1] &</sup>quot;Manager of Quality/Organizational Excellence Certification CMQ/OE", asq, https://www.asq.org/cert/manager-of-quality. Accessed on 19 Oct 2024.



### Computer-Based Testing Dates

ASQ certification examinations are delivered by ASQ's testing partner, Prometric.

The examination scheduling instructions in your eligibility letter will direct you to a section of Prometric's website, where you can select and schedule your examination date and location.

**APPLY NOW** 

**TESTING WINDOW** 

NOVEMBER 1 - 30, 2024

**Application Deadline:** 

**Deadline Passed** 

**TESTING WINDOW** 

JANUARY 1 - 31, 2025

**Application Deadline:** 

December 8, 2024

**TESTING WINDOW** 

MARCH 1 - 31, 2025

**Application Deadline:** 

February 9, 2025

**TESTING WINDOW** 

MAY 1 - 31, 2025

**Application Deadline:** 

April 13, 2025

Source



<sup>[1] &</sup>quot;Manager of Quality/Organizational Excellence Certification CMQ/OE", asq, https://www.asq.org/cert/manager-of-quality. Accessed on 19 Oct 2024.

<sup>[2] &</sup>quot;General FAQs", asq. https://www.asq.org/cert/faq. Accessed on 19 Oct 2024.

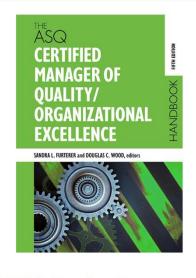


Prepare for the exam



#### **CMQ/OE Question Bank**

The CMQ/OE Question Bank provides sample exam questions based on the CMQ/OE Body of Knowledge. Includes simulated timed exam and review modes.



#### **CMQ/OE** Handbook

The CMQ/OE Handbook is a companion guide to your exam's Body of Knowledge. The handbook can be used during your open-book exam!

CMQ/OE Question Bank [3]

CMQ/OE Handbook [4]

Source:



<sup>[1] &</sup>quot;Manager of Quality/Organizational Excellence Certification CMQ/OE", asq, https://www.asq.org/cert/manager-of-quality. Accessed on 19 Oct 2024.

<sup>[3] &</sup>quot;Certified Manager of Quality/Organizational Excellence Question Bank", asq, <a href="https://www.asq.org/training/certified-manager-of-quality-organizational-excellence-question-bank-qbcmqoe2020asq">https://www.asq.org/training/certified-manager-of-quality-organizational-excellence-question-bank-qbcmqoe2020asq</a>. Accessed on 19 Oct 2024.



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#### **CMQ/OE** Certification **Preparation**

- Classroom
- Self-paced, online
- Virtual

Classroom [5] Self-paced, online [6] Virtual [7]

CMQ/OE Question Bank [3]

CMQ/OE Handbook [4]

#### Source:

[5] "Certified Manager of Quality/Organizational Excellence Certification Preparation", asq, https://asq.org/training/certified-manager-of-quality-organizational-excellence-certification-preparation-cmgr Accessed on 19 Oct 2024. [6] "Certified Manager of Quality/Organizational Excellence Certification Preparation", asq, https://asq.org/training/certified-manager-of-quality-organizational-excellence-certification-preparation-spcmqoe2022asq. Accessed on

19 Oct 2024.



SHAARKVIEW



### • Exam Results [8]

- Computer-Based Tests
  - You will be presented with your test results at the Prometric testing center on your screen as well as a follow-up email with your test results (from Prometric).
  - In approximately seven days, you will receive your official ASQ results email notification as well as a short survey about your exam experience.
- ASQE uses procedures that meet the Standards for Educational and Psychological Testing, which were developed jointly by the American Educational Research Association (AERA), the American Psychological Association (APA) and the National Council on Measurement in Education (NCME).

Click here to view full details of exam grading process [9].



<sup>[1] &</sup>quot;Manager of Quality/Organizational Excellence Certification CMQ/OE", asq, <a href="https://www.asq.org/cert/manager-of-quality">https://www.asq.org/cert/manager-of-quality</a>. Accessed on 19 Oct 2024.



<sup>[8] &</sup>quot;Exam Results FAQs", asq, https://www.asq.org/cert/faq/faq-exam-results-trop. Accessed on 19 Oct 2024.

<sup>[9] &</sup>quot;Frequently Asked Questions", asq, https://www.asq.org/cert/faq/exam-grading-process . Accessed on 19 Oct 2024.



### • Exam Results [8]

ASQ passing rate for CMQ/OE exam [9]

Pass Rates by Exam			
Exam	2021	2022	2023
CCT	74%	64%	64%
CFSQA	56%	64%	57%
CMQ/OE	58%	54%	60%
CMDA	73%	73%	63%
CPGP	42%	48%	47%
CQA	72%	70%	73%
CQE	66%	69%	78%
CQI	64%	60%	64%
CQIA	76%	73%	74%
CQPA	70%	68%	68%
CQT	68%	64%	60%
CRE	67%	58%	73%
CSQE	74%	72%	64%
CSQP	63%	61%	60%
CSSBB	78%	76%	75%
CSSGB	65%	69%	76%
CSSYB	82%	80%	81%
СМВВ	62%	65%	76%
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<sup>[1] &</sup>quot;Manager of Quality/Organizational Excellence Certification CMQ/OE", asq, https://www.asq.org/cert/manager-of-quality. Accessed on 19 Oct 2024.

<sup>[8] &</sup>quot;Exam Results FAQs", asq, https://www.asq.org/cert/faq/faq-exam-results-trop. Accessed on 19 Oct 2024.

<sup>[9] &</sup>quot;Frequently Asked Questions", asq, https://www.asq.org/cert/faq/exam-grading-process. Accessed on 19 Oct 2024.



#### Recertification [10]

- To maintain the integrity of your CMQ/OE certification, ASQ requires that you recertify **every three** years.
- Find out the steps you need to take for <u>recertification</u> [10].
- CREDENTIAL HOLDERS MUST:
  - Obtain 18 recertification units (RUs) within a three-year recertification period.
  - Retake the certification exam at the end of the 3-year recertification period.

## Overview of Training Course on "Certified Manager Of Quality/Organizational Excellence Certification Preparation (ASQ ConnEx Course)"



## Overview of "CMQ/OE Certification Preparation (ASQ ConnEx Course)"

### Prepare for the exam



#### **CMQ/OE** Question Bank

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CMQ/OE Question Bank [3]

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CMQ/OE Handbook [4]





**Preparation** 

- Classroom
- Self-paced, online

**CMQ/OE** Certification

Virtual

Classroom [5]

Self-paced, online [6]

Virtual [7]

Source:

[5] "Certified Manager of Quality/Organizational Excellence Certification Preparation", asq, https://asq.org/training/certified-manager-of-quality-organizational-excellence-certification-preparation-cmgr Accessed on 19 Oct 2024. [6] "Certified Manager of Quality/Organizational Excellence Certification Preparation", asq. https://asq.org/training/certified-manager-of-quality-organizational-excellence-certification-preparation-spcmgoe2022asq. Accessed on

SHAARKVIEW CONSULTANCY

## **ASQConnex Expert Profile**

#### **About ASQ ConnEx:**



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## **ASQConnex Expert Profile**



1 / ASQConnEx / Find an Expert / Seetharam Kandarpa



### SEETHARAM KANDARPA CPGP, CQA, CMQ/OE, CSSGB, CMDA, CSQE



#### REQUEST PROPOSAL

#### ADD TO COMPARISON LIST

#### Education

M. Sc.

Madhya Pradesh Bhoj (Open) University Bhopal, India

B. Sc.

Andhra University Kakinada, India

Master of Science (MS) Eastern University Philadelphia, USA

#### Industries

Business & Professional Services - Consulting, Engineering, Human

Healthcare - Medical Devices/Pharmaceuticals Healthcare - Services, Providers, Supplies

Technology - Equipment/Software & Services

#### Languages

English

#### Travel Preferences

Internationa

ASQConnEx Credentials & Certifications



#### Professional Experience

Seetharam Kandarpa is a seasoned Professional, Trainer, Auditor, Data Scientist and Consultant providing consulting services to Pharmaceutical/ Medical Devices/ Other GxP industries. Seetharam is Founder & Director of SHAARKVIEW CONSULTANCY (www.shaarkview.com).

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Seetharam's Purpose of Career: "Learning Unknown, Helping Community & Earning Respect".

#### **Current Courses**

Auditing for Improved Supplier Performance

Corrective and Preventive Action

Certified Manager of Quality/Organizational Excellence Certification Preparation

Certified Quality Auditor Certification Preparation

Introduction to Supplier Management

Quality/Engineering Tools for Supplier Management

Supplier Quality Professional: An Introduction



### Training Course by Seetharam Kandarpa, Shaarkview [11]

Format: Live Virtual/ Face-to-Face



The <u>Certified Manager of Quality/Organizational Excellence certification</u> preparation course is presented in a way that reinforces current knowledge, re-introduces applications that may not be used every day, explains the rationale for use, and highlights multiple-choice sample questions. Also, students will receive course materials.

The CMQ/OE Refresher training, developed by the ASQ designed and taught to help experienced professionals become better prepared for the CMQ/OE exam. It is not for beginners. The course is based on CMQ/OE Body of Knowledge. Students will receive access to the digital course content.

#### **Learning Objectives:**

- Review the <u>Body of Knowledge for the Certified Manager of Quality/Organizational</u> <u>Excellence Examination</u>
- Attain high scores on practice questions similar to the actual CMQ/OE exam
- Identify and take remedial action on gaps in your understanding of the CMQ/OE BoK

### Training Course by Seetharam Kandarpa, Shaarkview [11]

#### **Prerequisites:**

This class is designed for experienced professionals seeking preparation for taking the CMQ/OE exam. It is not for beginners.

#### Course Outline:

- I. Leadership
- II. Strategic Plan Development and Deployment
- III. Management Elements and Methods
- IV. Quality Management Tools
- V. Customer-Focused Organizations
- VI. Supply Chain Management
- VII. Training and Development

#### Who Should Attend:

Individuals who desire to reinforce their skills, knowledge, and capacity to understand the Certified Manager of Quality/Organizational Excellence Body of Knowledge in preparation for taking the Certified Manager of Quality/Organizational Excellence examination.

**Note:** Taking this course does not constitute, nor imply, the successful passing of the ASQ Certified Manager of Quality/Organizational Excellence examination.

Training Course by Seetharam Kandarpa, Shaarkview [11]

Course Duration: 24 hours (3 days)

ASQCONNEX\*

Training Days: 3- Weekdays (Mon/Tue/Wed/Thu/Fri), 09.00 to 18.00 Hr

Language of Instruction: English

Instructor: Seetharam Kandarpa (ASQConnex Expert)

Training Fee for Organization specific training (of 6-15 students) for Face-to-Face or Live Virtual training program: *Contact Us* 

### Training Course by Seetharam Kandarpa, Shaarkview [11]

Procedure for Booking Training Class at your Organization for your Employees:



- 1. Purchase agreement between Shaarkview and the Organization.
- 2. Finalization of training dates and list of students (name, mail id etc.).
- 3. Details of students will be shared by Shaarkview with ASQ, USA for processing the training request.
- 4. Students will receive instructions to download the training material from ASQ, USA team through mail before 1 week of training class.
- 5. Students will attend the training class (all sessions without fail).
- 6. Students will download training completion certificate from ASQ website after getting clearance from ASQ, USA team.
- 7. Students will prepare further for their journey towards attempting CMQ/OE exam to get certified...

NOTE: You may seek our support during your journey towards CMQ/OE exam, as needed.



## Wrap Up

#### What Are the Core Competencies of a CMQ/OE?

- Lead and champion process improvement initiatives in organizations that can have regional or global focus in a variety of product or service settings.
- Lead team efforts to establish and monitor customer/supplier relations; support strategic planning and deployment initiatives.
- Develop measurement systems to determine organizational improvement.

- Motivate and evaluate staff; manage projects and human resources.
- Analyze financial situations, determine and evaluate risk, and employ knowledge management tools and techniques in resolving organizational challenges.

#### What Is the Value to Your Company?

- Increase productivity and quality while lowering costs.
- Improve processes through the application of quality tools.
- Increase customer satisfaction with steady, consistent, and quality output.

#### What Is the Value to You?

- Improved knowledge, skills, and abilities qualify you for more positions within modern business industries that require demonstrated competency in quality management.
- Those with a job title of manager who also hold the ASQ manager of quality/organizational excellence certification earn a substantial 15.3% more, on average, than those without that certification.\*



<sup>\*</sup>Please see the current Quality Progress Salary Survey at: asq.org/qualityprogress/ under Tools and Resources.

## Wrap Up

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- Improved knowledge, skills, and abilities qualify you for more positions within modern business industries that require demonstrated competency in quality management.
- Those with a job title of manager who also hold the ASQ manager of quality/organizational excellence certification earn a substantial 15.3% more, on average, than those without that certification.\*

- Do SWOT analysis
- Plan your preparation
- Prepare well for exam (3-6 months)
  - Learn from ASQ ConnEx Expert
  - Take other-course
- Be confident and apply for exam
- Attempt well
- Be certified in 1<sup>st</sup> attempt.

Think Practically,
Analyze Logically,
Perform Heartfully &
Earn Success Automatically!!!

- Seetharam Kandarpa



<sup>\*</sup>Please see the current Quality Progress Salary Survey at: asq.org/qualityprogress/ under Tools and Resources.

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## Thank You



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