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Question: 1
A team has a heavily conventional group style. Their solutions are below average and they do not achieve synergy. The team members feel that the group could be doing somewhat better. What is the best suggestion for minimizing the negative impact of this style?

A. Emphasize the importance of arriving at a consensus decision - one that all members can buy into.
B. Establish a feeling of unity among group members. Remind the team that when the group wins, everyone wins.
C. Play "devil's advocate" when group members keep proposing the same safe solution. Ask probing questions to pinpoint the pros and cons of their solution.
D. Encourage the more reserved group members to speak up. They may be able to supply missing information and a fresh perspective. Make sure to include them so they understand their value to the team.

Answer: C

Question: 2
Which of the following best describes an example of subordinating all decisions to the output capability of the constriction, or bottleneck?

A. Additional capacity is obtained by purchasing the capital equipment needed to keep up with demand.
B. The output of all operations in front of the bottleneck, including release, is reduced to match that of the constriction.
C. The output capabilities for processes downstream from the bottleneck are increased so that product will move quickly once it passes the constriction.
D. Capacity figures for all resources are reviewed and compared with demand in order to determine the bottleneck department so that work schedules can be established.

Answer: B

Question: 3
Which of the following is the best definition of Manufacturing Cycle Time?

A. It is the total time it takes to process, ship and deliver a product to a customer.
B. It is the total time that it takes to process a product through a Manufacturing line.
C. It is the total time it takes to process a product from receipt of raw materials to stock through delivery to the customer.
D. It is the total time it takes to process a product from receipt of raw materials through the last manufacturing operation excluding non-value-added process steps.

Answer: B

Question: 4
Which of the following best describes the benefits of Takt Management in a manufacturing line?

A. Hourly output is monitored versus hourly demand so that production shortfalls can be identified and addressed.
B. Hourly fluctuations in WIP are monitored and reasons for special cause variation are identified and addressed.
C. As constrictions, or bottlenecks, move throughout the manufacturing line, the bottleneck is identified and Takt targets are increased.
D. Ongoing process improvement is achieved by identifying enhancers and detractors to output resulting in improvement opportunities for the line.

Answer: D

Question: 5
Which of the following is a constructive cultural characteristic of an effective team?

A. The team leader is expected to provide initiative.
B. The team takes a "failure is not an option" attitude when identifying goals.
C. Individual accomplishment is recognized and rewarded as a model for other team members.
D. People are encouraged to be decisive, take moderate risks, take initiative and be accountable.

Answer: D

Question: 6
One of an organization's productivity values is "Prioritization is a major barrier to production." Which of the following run rules supports that value?

A. First In First Out (FIFO) will be practiced in all areas.
B. Engineering builds are exempt from any prioritization run rules.
C. Complete Takt charts hourly.
D. Respect customer Kanban limits.

Answer: A

Question: 7
Which of the following is a critical rule for the successful implementation of a Kanban system?

A. Limits may be violated by the supplier only.
B. Once established, limits should never change, regardless of the reason.
C. Limits should be reviewed regularly, and changed when necessary by a central authority.
D. A customer should feel free to request a violation of established limits for any reason, because they best recognize their own needs.

Answer: C

Question: 8
Which of the following is an attribute of an effective team?

A. Works toward reaching consensus
B. Expects conformity from team members
C. Uses a democratic process for decision-making
D. Encourages discussion until the leader closes the topic

Answer: A

Question: 9
Which of the following is the most effective technique for performing queuing analysis?

A. Process Mapping
B. Pareto Analysis
C. Simulation Modeling
D. Statistical Process Analysis

Answer: C

Question: 10
Which of the following WIP management techniques promotes the concept of root cause analysis?

A. A capacitated release strategy implementation
B. Dynabans implementation
C. Kanbans implementation
D. Takt management implementation

Answer: D

Question: 11
Which of the following explains the purpose of manufacturing values?

A. They allow each part of the organization to handle challenges as they see fit.
B. They provide flexibility in decision-making in a constantly changing environment.
C. They make decisions by managers predictable to the workforce and consistent with common shared beliefs.
D. They allow each department to dictate its own reasonable set of values and operate in a way that makes the most sense, given their processes.

Answer: C

Question: 12
Which of the following best describes how Takt Management can be used in a continuous improvement process?

A. Production targets are continually increased based on growing demand resulting in Takt targets increasing to keep up with demand.
B. Average hourly Takt information is used to identify weak and strong performers; this information is used to improve the employee appraisal system.
C. Detractors and enhancers are identified that highlight which shift is outproducing the others; this information is used in a reward and incentive program.
D. Output detractors are identified and reduced while output enhancers are identified and exploited on an ongoing basis resulting in overall output gains.

Answer: D

Question: 13
Which of the following statements best describes strategic kanbans?

A. They are created to address unforeseen situations.
B. They become regular kanbans after the condition ends.
C. They are created to prevent output loss due to a known condition.
D. They are useful because of their minimum and maximum limits can be easily changed for greater production flexibility.

Answer: C

Question: 14
What information would be required to establish a baseline model?

A. MCE, Takt, and WIP
B. Material costs, WIP, and CT
C. Batch size, MCE, and capacity

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and many others.. See complete list Here