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# Latest Version: 6.0

## Question: 1

When does the 'Valley of Despair' occur?

Response:

- A. The moment when management decide to stop the project
- B. When it is clear that the changes will not achieve the lean principle of perfection
- C. When people understand the changes to the way they work due to Lean
- D. When people become despondent with the lack of success regarding the change

**Answer: D**

## Question: 2

Learning from mistakes is one of the ways an IT organization can make progress. Which of the following statements represents the Lean way of dealing with mistakes?

Response:

- A. In IT, we are only human, we all make mistakes
- B. IT management must focus on ensuring that improvement work is done
- C. It is more important to know WHO made a mistake than WHY it occurred
- D. Mistakes are an inevitable part of work, but must be taken seriously

**Answer: B**

## Question: 3

How does Flow simplify demand planning?

Response:

- A. By freezing the planning horizon
- B. By meeting customer needs
- C. By shortening the planning horizon
- D. By removing wasted effort

**Answer: C**

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### Question: 4

What does a Pareto chart display?

Response:

- A. An analysis of value stream flow
- B. The distribution of product quality
- C. The percentages of the various types of waste in a process
- D. The causes of a problem or condition from large to small contribution

**Answer: D**

### Question: 5

Why is empowering the frontline employees essential in a Lean IT organization?

Response:

- A. Because the frontline is part of the primary process
- B. To make use of the frontline employees' professional knowledge
- C. To ensure that the frontline employees have knowledge of the customer needs
- D. Because the frontline has its own autonomy

**Answer: C**

### Question: 6

In a Lean transformation, how can IT serve as a major catalyst for change?

Response:

- A. Everyone needs computers
- B. Information enables all Value Streams
- C. Access to the Internet is vital
- D. IT touches everyone

**Answer: B**

### Question: 7

Chairman Cho of Toyota had a key message regarding Lean Leadership. What was this key message?

Response:

- 
- A. Define strategic goals
  - B. Go see, ask why, show respect
  - C. Ensure active participation of everyone in the organization
  - D. Support employees to develop problem-solving skills

**Answer: B**

### Question: 8

When work is not done efficiently, what is most likely the cause?  
Response:

- A. IT
- B. Lack of leadership
- C. Poor designed processes
- D. Lack of information

**Answer: C**

### Question: 9

In a Pull system, what does an empty slot mean?  
Response:

- A. It means that Kanban doesn't work
- B. It means there is a problem down the production line
- C. It is a replenishment signal
- D. It is the same as Andon

**Answer: C**

### Question: 10

Which tool is used in the Measure phase of DMAIC?  
Response:

- A. SIPOC
- B. Standard Operating Procedure
- C. Ishikawa Diagram
- D. Value Stream Map

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**Answer: D**

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