



EXIN Lean IT

FOUNDATION

Certified by


考试样卷

202111 版本

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考试说明

本试卷是 EXIN Lean IT Foundation (LEANITF.CH) 试题。EXIN 考试准则适用于该考试。

本试卷由 40 道单项选择题组成。每道选择题有多个选项，但这些选项中只有一个是正确答案。

本试卷的总分是 40 分。每道题的分数是 1 分。您需要获得 26 分或以上通过考试。

考试时间为 60 分钟。

祝您好运!

考试样卷

1 / 40

在DMAIC的测量（Measure）阶段，你会使用哪种工具？

Which tool is used in the Measure phase of DMAIC?

- A) SIPOC
SIPOC
- B) 标准操作规程 (Standard Operating Procedure)
Standard Operating Procedure
- C) 石川图
Ishikawa Diagram
- D) 价值流图 (Value Stream Map)
Value Stream Map

2 / 40

为什么授权一线人员对于精益组织如此重要？

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

- A) 因为一线是主要流程的组成部分
Because the frontline is part of the primary process
- B) 利用一线人员的专业知识
To make use of the frontline employees' professional knowledge
- C) 确保一线人员了解客户需求
To ensure that the frontline employees have knowledge of the customer needs
- D) 因为一线具有自主权
Because the frontline has its own autonomy

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为什么要引进看板（Kanban）系统？

Why should a Kanban system be introduced?

- A) 控制新工作的启动
To control the initiation of new work
- B) 将已经开发的内容可视化
To visualize what has been developed
- C) 管理事件的库存
To manage the inventory of incidents
- D) 确保未遗忘任何工作单元
To ensure that no units of work are forgotten

4 / 40

帕累托图 (Pareto chart) 展示什么?

What does a Pareto chart display?

- A) 价值流分析**
An analysis of value stream flow
- B) 产品质量分配**
The distribution of product quality
- C) 各类浪费在过程中的占比**
The percentages of the various types of waste in a process
- D) 按从大到小的顺序排列导致问题或状况的起因**
The causes of a problem or condition from large to small contribution

5 / 40

哪一项活动应描述为必要 (或商业) 非增值活动 (Necessary Non-Value-Added) (NNVA) ?

Which activity should be described as Necessary Non-Value-Added (NNVA)?

- A) 返工**
Rework
- B) 财务**
Finance
- C) 过度生产**
Overproduction
- D) 等待时间**
Waiting time

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你会在DMAIC的分析 (Analyze) 阶段使用哪个工具?

What tool is used in the Analyze phase of DMAIC?

- A) SIPOC**
SIPOC
- B) 石川图**
Ishikawa Diagram
- C) 价值流图 (Value Stream Map)**
Value Stream Map
- D) 关键质量特性 (Critical to Quality)**
Critical to Quality

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技能知识 (Skills and Knowledge) 分析的主要目的是什么?

What is an important objective of a Skills & Knowledge analysis?

- A) 个人发展
Personal development
- B) 平衡供需
Balance demand and supply
- C) 提高技能知识
Improve skills and knowledge
- D) 增加灵活性
Increase flexibility

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“绝望谷” (Valley of Despair) 通常在什么情况下出现?

When does the 'Valley of Despair' occur?

- A) 管理层决定停止项目时
The moment when management decide to stop the project
- B) 当已经明确某种改变将致无法实现精益的 (Perfection) 极致完美原则时
When it is clear that the changes will not achieve the lean principle of perfection
- C) 当人员了解因精益导致工作方式发生变化时
When people understand the changes to the way they work due to Lean
- D) 当大家对改变没有成功而感到沮丧时
When people become despondent with the lack of success regarding the change

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在拉动式生产 (Pull System) 中, 空槽 (Empty spot) 表示什么意思?

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

- A) 表示看板 (Kanban) 失效
It means that Kanban doesn't work
- B) 表示生产线出现问题
It means there is a problem down the production line
- C) 是补给信号
It is a replenishment signal
- D) 与安灯 (Andon) 一样
It is the same as Andon

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在与员工的绩效沟通（Performance Dialogue）过程中，经理**不应**谈及哪些话题？

Which topics should **not** be covered by the manager during a performance dialogue with an employee?

- A) 讨论员工的新目标和现有目标
Discussing new and ongoing objectives for the employee
- B) 为员工完成其目标提供支持
Offering support to the employee to enable them to meet their objectives
- C) 与员工讨论解决方案，使其能够达到目标
Discussing solutions with the employee to enable them to meet their objectives
- D) 对员工的表现或行为给予反馈
Giving feedback on how the employee performed or behaved

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哪一个调查问题根本原因的精益工具？

What is a Lean tool to investigate the root cause of problems?

- A) 3个为什么 (3 Whys)
3 Whys
- B) 4个为什么 (4 Whys)
4 Whys
- C) 5个为什么 (5 Whys)
5 Whys
- D) 6个为什么 (6 Whys)
6 Whys

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丰田汽车公司总裁张富士夫（Fujio Cho）针对精益领导力（Lean Leadership）提出关键讯息。

具体是什么？

Chairman Cho of Toyota had a key message regarding Lean Leadership.

What was this key message?

- A) 明确战略目标
Define strategic goals
- B) 到现场去观察，问问为什么，表现出尊重
Go see, ask why, show respect
- C) 确保组织中全员积极参与
Ensure active participation of everyone in the organization
- D) 支持员工培养解决问题技能
Support employees to develop problem-solving skills

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改进 (Improve) 阶段的目标是什么?

What is an objective of the Improve phase?

- A) 制定流程控制计划 (Process Control Plan)
Develop Process Control Plans
- B) 快速实现改进
Make quick-hit improvements
- C) 实施解决方案
Implement solutions
- D) 创建高阶 (High-Level) 流程图
Create high-level process map

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哪一个**不是**浪费 (Waste) 形式?

What is **not** a form of waste?

- A) 不经解释将工作转到下一条生产线
Passing on work to the next-in-line without explanation
- B) 解决事件
Solving an incident
- C) 实施未授权变更
Implementing unauthorized changes
- D) 培训最终用户
Training end-users

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哪一项是精益生产中**最重要**的行为?

What is the **most** important behavior within Lean?

- A) 学
Learning
- B) 说
Talking
- C) 听
Listening
- D) 看
Seeing

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哪一个是浪费形式？

What is a form of waste?

- A) 软件编程
Programming software
- B) 设计和管理项目计划
Creating and managing a project plan
- C) 确定系统规范
Defining system specifications
- D) 管理库存变动表
Managing the list of inventory changes

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哪一种信息墙包括了指引组织方向所需的所有必要KPI？

What board contains all necessary KPIs needed to steer the organization?

- A) 日信息墙 (Day board)
Day board
- B) 周信息墙 (Week board)
Week board
- C) 月信息墙 (Month board)
Month board
- D) 改善信息墙 (Improvement board)
Improvement board

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下列哪一个工具可用于了解增值活动所耗费的时间？

What tool would be used to understand how much time is spent on value-added activities?

- A) DMAIC
DMAIC
- B) SIPOC
SIPOC
- C) PCE
PCE
- D) 品质关键点 (Critical to Quality)
Critical to Quality

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下列哪一选项是精益生产的原则？

What is a principle of Lean?

- A) 组织应实现盈利
The organization should be profitable
- B) 价值由客户定义
Value is defined by the customer
- C) 员工满意
Employees are satisfied
- D) 客户满意
Customers are satisfied

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下列哪一项不属于KPI的要求范畴？

What is **not** a requirement for a KPI?

- A) 支持战略执行
Supports execution of the strategy
- B) 整体组织保持一致
Consistent across the organization
- C) 由经理掌权
Should be owned by the manager
- D) 可由团队控制
Controllable by the team

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什么是IT组织的关键生产要素？

What is the key production factor within IT?

- A) 质量
Quality
- B) 时间
Time
- C) 金钱
Money
- D) 服务
Services

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在精益转型（Lean transformation）中，IT如何发挥催化变革的作用？

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

- A) 全员都需要电脑
Everyone needs computers
- B) 信息促成所有价值流（Value Stream）
Information enables all Value Streams
- C) 互联网接入至关重要
Access to the Internet is vital
- D) IT与所有人息息相关
IT touches everyone

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技能和知识（S&K）分析的目的是什么？

What is the purpose of a Skills & Knowledge (S&K) analysis?

- A) 制定与技能知识相符的个人发展计划（Personal Development Plan）
Produce Personal Development Plans aligned to S&K
- B) 按照客户需求和技能知识实现职责划分
Enable segregation of duties according to customer demands and S&K
- C) 根据员工偏好培养技能知识
Develop S&K in line with employee preferences
- D) 培养足够的技能知识，满足客户对IT所带来价值的期望
Develop the right amount of S&K to provide the value that customers expect from IT

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下列哪一项不属于增值活动（Value-Added activity）？

What is **not** a Value-Added activity?

- A) 协调事件解决
Coordinating an incident resolution
- B) 开展影响分析
Carrying out an impact analysis
- C) 建立项目计划
Creating a project plan
- D) 软件编程
Programming software

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哪一项**不是**精益目标？

Which is **not** a goal of Lean?

- A) 改进客户价值
Improving customer value
- B) 持续改进
Continual improvement
- C) 减少浪费
Reducing waste
- D) 提高利润
Increasing profits

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流 (Flow) 如何简化需求规划？

How does Flow simplify demand planning?

- A) 通过冻结规划期
By freezing the planning horizon
- B) 通过满足客户需求
By meeting customer needs
- C) 通过缩短规划期
By shortening the planning horizon
- D) 通过取消无用工作
By removing wasted effort

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看板 (Kanban) 卡的用途是什么？

What is the purpose of a Kanban card?

- A) 向客户传达产品或服务状态
To communicate the status of the product or service to the customer
- B) 通知过程中的产品或服务状态
To inform the process about the progress of the product or service
- C) 将过程中的漏洞可视化
To visualize the loop holes in the process
- D) 电脑系统故障时作为人工备份系统
A manual back-up system for if the computer system fails

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哪一项最有可能是指定产品的客户需求？

What is **most** likely to be a customer requirement for a specified product?

- A) 高效制造
The product is built in an efficient way
- B) 低成本制造
The product is cheap to build
- C) 达到期望
The product meets expectations
- D) 服务可靠
The product is reliable in service

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哪一选项属于对过载（Overburden）（Muri）的定义？

What is a definition of overburden (Muri)?

- A) 经理无法妥当规划
Managers are not able to plan correctly
- B) 由于人员工作量不切实际，无法满足客户需求
Inability to meet customer demand due unrealistic workloads on people
- C) 员工不确定下一步工作
Employees are uncertain what to do next
- D) 鼓励用户采取变通方法的长系统升级周期
Long system upgrade cycles encouraging user workarounds

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哪些是客户在服务中重视的项目？

Which list contains examples of what a customer values in a service?

- A) 价格、可靠性和及时性
Pricing, Reliability and Timeliness
- B) 设计、功能点（features）和可用性
Design, Features and Availability
- C) 创新、完整性和运营
Innovation, Completeness and Operation
- D) 模式、成果和准确性
Model, Achievement and Accuracy

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哪个DMAIC阶段会开展根源分析（Root Cause Analysis）？

In which DMAIC phase would a Root Cause Analysis be carried out?

- A) 定义 (Define) 阶段
Define
- B) 测量 (Measure) 阶段
Measure
- C) 分析 (Analyze) 阶段
Analyze
- D) 改进 (Improve) 阶段
Improve

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从错误中学习是IT组织进步的一种途径。

下列哪项说法体现以精益方式来面对错误？

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?

- A) 在IT环境中，我们只是凡人，总会犯错
In IT, we are only human, we all make mistakes
- B) IT管理层必须注意确保完成改进工作
IT management must focus on ensuring that improvement work is done
- C) 知道是谁“犯的错误比知道犯错的“原因”更重要
It is more important to know WHO made a mistake than WHY it occurred
- D) 虽然工作中难以避免犯错，但必须给予重视
Mistakes are an inevitable part of work, but must be taken seriously

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价值流可能存在的主要障碍是什么？

What is a major possible barrier for the value flow?

- A) Muri
Muri
- B) Poka-yoke
Poka-yoke
- C) 看板 (Kanban)
Kanban
- D) 自働化 (Jidoka)
Jidoka

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CTQ树的目标是什么？

What is the CTQ tree used for?

- A) 描述在IT环境中对交付服务至关重要的技术系统
To describe the technical systems that are critical within IT for delivering services
- B) 将IT中的约束条件转化为客户价值
To translate the constraints in IT to customer value
- C) 将客户期望转化为可度量的内部目标和活动
To translate customer expectations to measurable internal objectives and activities
- D) 描述达到客户价值所需的关键KPI
To describe critical KPIs necessary to meet customer value

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过载 (Overburden) 的定义是什么？

What is the definition of overburden?

- A) 无力解决问题
Incapability to solve problems
- B) 无法凭借特定资源满足客户需求
Inability to meet customer demand with a certain resource
- C) 无法根据情境领导力管理人员
Inability to manage people based on situational leadership
- D) 对IT组织面临的挑战缺乏了解
Lack of understanding of the challenges of the IT organization

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哪一项不是六西格玛 (Six Sigma) 的目标？

What is **not** a specific objective of Six Sigma?

- A) 统计分析
Statistical analysis
- B) 解决问题
Problem solving
- C) 行为变化
Behavior and attitude change
- D) 减少变化性
Reduction of variation

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哪一项是客户之声（Voice of the Customer）（VoC）工具的用途？

What is a purpose of Voice of the Customer (VoC) tools?

- A) 用来根据客户需求设定优先事项和目标
To set priorities and goals consistent with customer needs
- B) 用来通过确定可从消除浪费角度着手开展工作的领域
To identify areas where work can be started on eliminating waste
- C) 用来记录并归类成本相关的浪费
To document and categorize the costs associated with waste
- D) 用来协助向VoC联络人反馈汇总结果
To facilitate the feedback of summary results to VoC contacts

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为什么对于IT管理层而言，深刻理解精益生产原则和方法如此重要？

Why is it important that IT management deeply understands the principles and methods of Lean?

- A) 创建IT服务的可持续改进
To create sustainable improvements in IT services
- B) 为IT客户快速交付成果
To quickly deliver results for IT customers
- C) 为IT组织内部团队设定目标
To set goals for the teams within IT
- D) 确保股东获得所期望的价值
To ensure shareholders get the value they expect

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哪一项是改善信息墙（Improvement Board）的输入和日信息墙（Day Board）的输出？

What is input of the improvement board and output of the day board?

- A) 绩效（Performance）与进步（Progress）
Performance & progress
- B) 团队KPI
Team KPIs
- C) 当周目标
Objectives for the week
- D) 问题
Problems

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若工作完成效率不高，最有可能的原因是什么？

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

- A) IT
IT
- B) 缺乏领导力
Lack of leadership
- C) 流程欠佳
Poor designed processes
- D) 缺乏信息
Lack of information

答案解析

1 / 40

在DMAIC的测量（Measure）阶段，你会使用哪种工具？

Which tool is used in the Measure phase of DMAIC?

- A) SIPOC
SIPOC
 - B) 标准操作规程 (Standard Operating Procedure)
Standard Operating Procedure
 - C) 石川图
Ishikawa Diagram
 - D) 价值流图 (Value Stream Map)
Value Stream Map
- A) 错误。在定义（Define）阶段使用。
Incorrect. SIPOC is used in the Define phase.
- B) 错误。在分析（Analyze）阶段使用。
Incorrect. A Standard Operating Procedure is used in the Control phase.
- C) 错误。用于改进（Improve）阶段的根因分析。
Incorrect. The Ishikawa diagram is used in Improve phase for root cause analysis.
- D) 正确。用于记录过程测量。
Correct. The value Stream Map is used in the Measure phase as baseline measures on time, quality, and cost.

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为什么授权一线人员对于精益组织如此重要？

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

- A) 因为一线是主要流程的组成部分
Because the frontline is part of the primary process
 - B) 利用一线人员的专业知识
To make use of the frontline employees' professional knowledge
 - C) 确保一线人员了解客户需求
To ensure that the frontline employees have knowledge of the customer needs
 - D) 因为一线具有自主权
Because the frontline has its own autonomy
- A) 错误。这种说法本身没错但与问题不相关。授权一线人员的原因是他们知道客户的需求，无需通过获得管理层的准许便可向客户交付价值。
Incorrect. This is true but not relevant. The reason for empowering the frontline employees is so they know what the customer wants and can deliver the value required without having to gain permission from management.
- B) 错误。虽然专业知识可能十分重要，但是了解客户需求对于精益IT更加重要。
Incorrect. Whilst professional knowledge may be important, knowledge of customer needs is more important for Lean IT.
- C) 正确。一线保持高效的关键在于，一线人员知道客户的需求，无需获得管理层许可即可交付所需价值。
Correct. The key to an effective frontline is that the frontline employees know what the customer wants and can deliver the value required without having to gain permission from management.
- D) 错误。不总是这样。一线保持高效的原因在于，一线人员知道客户的需求，无需获得管理层许可即可交付所需价值。
Incorrect. This is not always true. The reason for an effective frontline is that the frontline employees know what the customer wants and can deliver the value required without having to gain permission from management.

3 / 40

为什么要引进看板（Kanban）系统？

Why should a Kanban system be introduced?

- A) 控制新工作的启动
To control the initiation of new work
 - B) 将已经开发的内容可视化
To visualize what has been developed
 - C) 管理事件的库存
To manage the inventory of incidents
 - D) 确保未遗忘任何工作单元
To ensure that no units of work are forgotten
-
- A) 正确。看板（Kanban）系统确保新的工作在看板（Kanban）触发时才启动。
Correct. The Kanban system ensures that work can be scheduled and new work can be initiated when the Kanban triggers it.
 - B) 错误。拉动式生产（Pull System）没有产品规划。
Incorrect. A pull system, like Kanban, does not specifically support development.
 - C) 错误。看板（Kanban）不是库存管理系统。
Incorrect. Kanban is not an inventory control system
 - D) 错误。这并不是使用看板（Kanban）的主要原因。
Incorrect. This can be a side effect of using Kanban

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帕累托图 (Pareto chart) 展示什么?

What does a Pareto chart display?

- A) 价值流分析
An analysis of value stream flow
 - B) 产品质量分配
The distribution of product quality
 - C) 各类浪费在过程中的占比
The percentages of the various types of waste in a process
 - D) 按从大到小的顺序排列导致问题或状况的起因
The causes of a problem or condition from large to small contribution
-
- A) 错误。帕累托图 (Pareto chart) 按从大到小的顺序展示导致问题或状况的起因。
Incorrect. The Pareto chart shows the causes of problem or condition order from large to small contribution.
 - B) 错误。帕累托图 (Pareto chart) 按从大到小的顺序展示导致问题或状况的起因。
Incorrect. The Pareto chart shows the causes of problem or condition order from large to small contribution.
 - C) 错误。帕累托图 (Pareto chart) 按从大到小的顺序展示导致问题或状况的起因。
Incorrect. The Pareto chart shows the causes of problem or condition order from large to small contribution.
 - D) 正确。帕累托图 (Pareto chart) 按从大到小的顺序展示导致问题或状况的起因。
Correct. The Pareto chart shows the causes of problem or condition order from large to small contribution.

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哪一项活动应描述为必要（或商业）非增值活动（Necessary Non-Value-Added）（NNVA）？

Which activity should be described as Necessary Non-Value-Added (NNVA)?

- A) 返工
Rework
 - B) 财务
Finance
 - C) 过度生产
Overproduction
 - D) 等待时间
Waiting time
-
- A) 错误。返工不增值。
Incorrect. Rework does not add value.
 - B) 正确。财务是NNVA活动。
Correct. Finance is an NNVA activity.
 - C) 错误。过度生产不增值。
Incorrect. Over production does not add value.
 - D) 错误。等待时间不增值。
Incorrect. Waiting time does not add value.

6 / 40

你会在DMAIC的分析（Analyze）阶段使用哪个工具？

What tool is used in the Analyze phase of DMAIC?

- A) SIPOC
SIPOC
 - B) 石川图
Ishikawa Diagram
 - C) 价值流图（Value Stream Map）
Value Stream Map
 - D) 关键质量特性（Critical to Quality）
Critical to Quality
-
- A) 错误。在定义（Define）阶段使用。
Incorrect. SIPOC is used in the Define phase.
 - B) 正确。石川图是根因分析工具。
Correct. An Ishikawa diagram is a root cause analysis tool and a primary deliverable in the Analyze phase is the identification of the problems root causes and their priority.
 - C) 错误。在测量（Measure）阶段使用。
Incorrect. The VSM is used in the Measure phase.
 - D) 错误。在测量（Measure）阶段使用。
Incorrect. CtQ is used in the Define phase.

7 / 40

技能知识 (Skills and Knowledge) 分析的主要目的是什么?

What is an important objective of a Skills & Knowledge analysis?

- A) 个人发展
Personal development
 - B) 平衡供需
Balance demand and supply
 - C) 提高技能知识
Improve skills and knowledge
 - D) 增加灵活性
Increase flexibility
-
- A) 错误。技能知识分析有利于个人发展计划，但不是主要目的。
Incorrect. S&K analysis can contribute to personal development plans but is not the primary purpose.
 - B) 正确。目标是确保可用的技能知识满足向客户交付所需价值的需要。
Correct. Goal is to ensure the S&K available match what is needed to deliver the required value to customers.
 - C) 错误。这可能是分析的结果而不是主要目的。
Incorrect. This may be a result of the analysis but is not the primary purpose.
 - D) 错误。这可能是提高技能知识的结果而不是主要目的。
Incorrect. This may be a result of improving skills and knowledge but is not the primary purpose.

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“绝望谷” (Valley of Despair) 通常在什么情况下出现?

When does the 'Valley of Despair' occur?

- A) 管理层决定停止项目时
The moment when management decide to stop the project
 - B) 当已经明确某种改变将致无法实现精益的 (Perfection) 极致完美原则时
When it is clear that the changes will not achieve the lean principle of perfection
 - C) 当人员了解因精益导致工作方式发生变化时
When people understand the changes to the way they work due to Lean
 - D) 当大家对改变没有成功而感到沮丧时
When people become despondent with the lack of success regarding the change
-
- A) 错误。这个时候是大家因未实现期望而对变革感到失望的反应。
Incorrect. It is the moment that people become disillusioned with a change in reaction to not realizing the expectations.
 - B) 错误。极致完美 (Perfection) 是无法达到的。是由于没有达到预期使得人们对变革失望的时候
Incorrect. Perfection will never be achieved. It is the moment that people become disillusioned with a change in reaction to not realizing the expectations.
 - C) 错误。是由于没有达到预期使得人们对变革失望的时候
Incorrect. It is the moment that people become disillusioned with a change in reaction to not realizing the expectations.
 - D) 正确。是由于没有达到预期使得人们对变革失望的时候
Correct. It is the moment that people become disillusioned with a change in reaction to not realizing the expectations.

9 / 40

在拉动式生产 (Pull System) 中, 空槽 (Empty spot) 表示什么意思?

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

- A) 表示看板 (Kanban) 失效**
It means that Kanban doesn't work
 - B) 表示生产线出现问题**
It means there is a problem down the production line
 - C) 是补给信号**
It is a replenishment signal
 - D) 与安灯 (Andon) 一样**
It is the same as Andon
-
- A) 错误。空槽 (Empty spot) 可能有众多原因, 看板 (Kanban) 系统可能运行状态正常**
Incorrect. There may be any number of reasons that a slot is empty, the Kanban system may be working perfectly
 - B) 错误。空槽 (Empty spot) 可能有众多原因, 生产线出问题是可能其中一个原因。**
Incorrect. There may be any number of reasons that a slot is empty, a possible reason is a problem in the production line
 - C) 正确。空槽 (Empty spot) 时肯定表明需要补给。**
Correct. An empty slot is always a sign that replenishment is required.
 - D) 错误。安灯 (Andon) 是一个关于防止失误在整条生产线上传递的信号。**
Incorrect. Andon is a signal related to stopping errors from being passed.

10 / 40

在与员工的绩效沟通 (Performance Dialogue) 过程中, 经理**不应**谈及哪些话题?

Which topics should **not** be covered by the manager during a performance dialogue with an employee?

- A) 讨论员工的新目标和现有目标
Discussing new and ongoing objectives for the employee
 - B) 为员工完成其目标提供支持
Offering support to the employee to enable them to meet their objectives
 - C) 与员工讨论解决方案, 使其能够达到目标
Discussing solutions with the employee to enable them to meet their objectives
 - D) 对员工的表现或行为给予反馈
Giving feedback on how the employee performed or behaved
-
- A) 错误。这是绩效沟通的第一步。
Incorrect. This is the first step in a performance dialogue.
 - B) 错误。这是绩效沟通的第一步。
Incorrect. This is the second step in a performance dialogue.
 - C) 正确。绩效沟通是关于讨论约定目标的达成, 而非讨论具体内容。
Correct. The performance dialogue is about discussing the achievement of agreed objectives, not to discuss content such as solutions.
 - D) 错误。这是提供反馈的一个方面, 也是绩效沟通的第三步。
Incorrect. This is the third step in a performance dialogue.

11 / 40

哪一个是调查问题根本原因的精益工具?

What is a Lean tool to investigate the root cause of problems?

- A) 3个为什么 (3 Whys)
3 Whys
 - B) 4个为什么 (4 Whys)
4 Whys
 - C) 5个为什么 (5 Whys)
5 Whys
 - D) 6个为什么 (6 Whys)
6 Whys
-
- A) 错误。此工具称为5个为什么 (5 Whys) 。
Incorrect. The tool is called 5 Whys.
 - B) 错误。此工具称为5个为什么 (5 Whys) 。
Incorrect. The tool is called 5 Whys.
 - C) 正确。此工具称为5个为什么 (5 Whys) 。
Correct. The tool is called 5 Whys.
 - D) 错误。此工具称为5个为什么 (5 Whys) 。
Incorrect. The tool is called 5 Whys.

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丰田汽车公司总裁张富士夫 (Fujio Cho) 针对精益领导力 (Lean Leadership) 提出关键讯息。

具体是什么？

Chairman Cho of Toyota had a key message regarding Lean Leadership.

What was this key message?

- A) 明确战略目标
Define strategic goals
 - B) 到现场去观察，问问为什么，表现出尊重
Go see, ask why, show respect
 - C) 确保组织中全员积极参与
Ensure active participation of everyone in the organization
 - D) 支持员工培养解决问题技能
Support employees to develop problem-solving skills
-
- A) 错误。这是行政领导职责。这并非丰田汽车公司总裁的核心内容。
Incorrect. This is an executive leadership responsibility. It was not the Toyota Chairman's key message.
 - B) 正确。这正是丰田汽车公司总裁针对精益领导力提出的核心内容。
Correct. This is the key message from the Toyota Chairman regarding Lean Leadership.
 - C) 错误。这是精益转型要求。这并非丰田汽车公司总裁的核心内容。
Incorrect. This is a requirement of lean transformation. It was not the Toyota Chairman's key message.
 - D) 错误。这是管理层的职责。这并非丰田汽车公司总裁的核心内容。
Incorrect. This is a management responsibility. It was not the Toyota Chairman's key message.

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改进 (Improve) 阶段的目标是什么?

What is an objective of the Improve phase?

- A) 制定流程控制计划 (Process Control Plan)
Develop Process Control Plans
 - B) 快速实现改进
Make quick-hit improvements
 - C) 实施解决方案
Implement solutions
 - D) 创建高阶 (High-Level) 流程图
Create high-level process map
- A) 错误。流程控制计划 (Process Control Plan) 是在控制 (Control) 阶段制定。
Incorrect. Process Control Plans are developed in the Control phase.
- B) 错误。快速实现改进出现在测量 (Measure) 阶段。
Incorrect. Quick-hit improvements are made in the Measure phase.
- C) 正确。解决方案在改进 (Improve) 阶段实施。
Correct. Solutions are implemented in the Improve phase.
- D) 错误。高阶 (High-Level) 流程图在定义 (Define) 阶段创建。
Incorrect. High-level process maps are created in the Define phase.

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哪一个**不是**浪费 (Waste) 形式?

What is **not** a form of waste?

- A) 不经解释将工作转到下一条生产线
Passing on work to the next-in-line without explanation
 - B) 解决事件
Solving an incident
 - C) 实施未授权变更
Implementing unauthorized changes
 - D) 培训最终用户
Training end-users
- A) 错误。这个活动会导致下一条生产线站点浪费，因为必须开展工作纠正问题。
Incorrect. This activity will lead to waste at the next-in-line station, since work will need to be done to correct the problem(s).
- B) 错误。解决事件属于浪费；从一开始就不应该发生。
Incorrect. Solving an incident is waste; it should not have been there in the first place.
- C) 错误。实施未授权变革不是价值增加活动。
Incorrect. Implementing unauthorized changes is not a Value-Add activity.
- D) 正确。向最终用户提供知识和技能是价值增加活动。
Correct. Giving knowledge and skills to end-users is a Value-Add activity.

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哪一项是精益生产中最重要的行为？

What is the **most** important behavior within Lean?

- A) 学
Learning
 - B) 说
Talking
 - C) 听
Listening
 - D) 看
Seeing
- A) 正确。精益生产涉及持续改进，而改进的唯一方式就是不断学习。
Correct. Lean is about continual improvement and the only way to improve is to keep learning.
- B) 错误。解释目标、意图等十分重要，但说话本身不是最重要的精益行为。
Incorrect. It is important to explain goals, intentions, etc. but talking itself is not the most important Lean behavior.
- C) 错误。倾听发生的一切十分重要，但倾听本身不是最重要的精益行为。
Incorrect. It is important to listen to what is going on but listening itself is not the most important Lean behavior.
- D) 错误。亲眼见证发生的事情十分重要，但见证本身不是最重要的精益行为。
Incorrect. It is important to see what is happening but seeing itself is not the most important Lean behavior.

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哪一个是浪费形式？

What is a form of waste?

- A) 软件编程**
Programming software
 - B) 设计和管理项目计划**
Creating and managing a project plan
 - C) 确定系统规范**
Defining system specifications
 - D) 管理库存变动表**
Managing the list of inventory changes
- A) 错误。软件编程是价值创造行为。**
Incorrect. Programming software is an act of value creation.
- B) 错误。设计向客户交付价值的计划不是一种浪费形式。**
Incorrect. Creating a plan for delivering value to the customer is not a form of waste.
- C) 错误。确定恰当规范为客户增加价值。**
Incorrect. Defining the right specifications adds value to the customer.
- D) 正确。这是一个活动，库存管理本身是浪费。**
Correct. This is an activity, the management of inventory, which in itself is waste.

17 / 40

哪一种信息墙包括了指引组织方向所需的所有必要KPI？

What board contains all necessary KPIs needed to steer the organization?

- A) 日信息墙 (Day board)**
Day board
 - B) 周信息墙 (Week board)**
Week board
 - C) 月信息墙 (Month board)**
Month board
 - D) 改善信息墙 (Improvement board)**
Improvement board
- A) 错误。日信息墙 (Day board) 用于指导每日工作。**
Incorrect. The day board is for steering the work on a daily basis.
- B) 正确。KPI是周信息墙 (Week board) 上记录的一个项目。**
Correct. KPIs are one of the things that are recorded on the week board.
- C) 错误。月信息墙没有这一项。一个月对于有效指导时间过长。**
Incorrect. There is no such thing. A month is too long for effective steering.
- D) 错误。改善信息墙 (Improvement board) 是关于监控改进过程，而不是监控KPI。**
Incorrect. Improvement board is about monitoring the progress of improvements not KPIs.

18 / 40

下列哪一个工具可用于了解增值活动所耗费的时间？

What tool would be used to understand how much time is spent on value-added activities?

- A) DMAIC
DMAIC
 - B) SIPOC
SIPOC
 - C) PCE
PCE
 - D) 品质关键点 (Critical to Quality)
Critical to Quality
-
- A) 错误。DMAIC用于解决问题。
Incorrect. DMAIC is used to solve problems.
 - B) 错误。SIPOC用于界定过程的范围。
Incorrect. SIPOC is used to scope a process.
 - C) 正确。PCE用于衡量时间使用。
Correct. PCE is used to measure time usage.
 - D) 错误。CtQ用于定义客户要求。
Incorrect. CtQ is used to define the customer's requirements.

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下列哪一选项是精益生产的原则？

What is a principle of Lean?

- A) 组织应实现盈利
The organization should be profitable
 - B) 价值由客户定义
Value is defined by the customer
 - C) 员工满意
Employees are satisfied
 - D) 客户满意
Customers are satisfied
-
- A) 错误。这不是精益生产原则。
Incorrect. This is not a principle of Lean.
 - B) 正确。这是精益生产原则。
Correct. This is a principle of Lean.
 - C) 错误。这不是精益生产原则。
Incorrect. This is not a principle of Lean.
 - D) 错误。这不是精益生产原则。
Incorrect. This is not a principle of Lean.

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下列哪一项不属于KPI的要求范畴?

What is **not** a requirement for a KPI?

- A) 支持战略执行
Supports execution of the strategy
 - B) 整体组织保持一致
Consistent across the organization
 - C) 由经理掌权
Should be owned by the manager
 - D) 可由团队控制
Controllable by the team
-
- A) 错误。KPI应与战略相关。
Incorrect. A KPI should be related to the strategy.
 - B) 错误。KPI对于所有人而己的定义是相同的。
Incorrect. Everyone using a KPI should use the same definition.
 - C) 正确。KPI由团队而非团队经理掌握。
Correct. KPIs are owned by teams not the team manager.
 - D) 错误。KPI对于所有人而己的定义是相同的。
Incorrect. A team should not be measured on a KPI it cannot influence.

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什么是IT组织的关键生产要素?

What is the key production factor within IT?

- A) 质量
Quality
 - B) 时间
Time
 - C) 金钱
Money
 - D) 服务
Services
-
- A) 错误。质量不是生产要素。
Incorrect. Quality is not a production factor.
 - B) 正确。时间代表IT环境内的技能程度。
Correct. Time represents the amount of skills working within IT.
 - C) 错误。金钱是生产要素，但不是IT的关键要素。
Incorrect. Money is a production factor but not the key factor for IT.
 - D) 错误。服务不是生产要素。
Incorrect. Services are not a production factor.

22 / 40

在精益转型 (Lean transformation) 中, IT如何发挥催化变革的作用?

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

- A)** 全员都需要电脑
Everyone needs computers
 - B)** 信息促成所有价值流 (Value Stream)
Information enables all Value Streams
 - C)** 互联网接入至关重要
Access to the Internet is vital
 - D)** IT与所有人息息相关
IT touches everyone
-
- A)** 错误。并非事事如此。
Incorrect. This is not true in all cases
 - B)** 正确。IT对高效的信息流至关重要, 而信息对变革是必要的。
Correct. IT is vital for efficient information flows and information is necessary for change to happen
 - C)** 错误。并非事事如此。
Incorrect. This is not true in all cases
 - D)** 错误。虽然这可能是真的, 但不代表IT是主要催化因素。
Incorrect. Although this may be true, this does not mean that IT is a major catalyst

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技能和知识 (S&K) 分析的目的是什么?

What is the purpose of a Skills & Knowledge (S&K) analysis?

- A) 制定与技能知识相符的个人发展计划 (Personal Development Plan)
Produce Personal Development Plans aligned to S&K
 - B) 按照客户需求和技能知识实现职责划分
Enable segregation of duties according to customer demands and S&K
 - C) 根据员工偏好培养技能知识
Develop S&K in line with employee preferences
 - D) 培养足够的技能知识, 满足客户对IT所带来价值的期望
Develop the right amount of S&K to provide the value that customers expect from IT
-
- A) 错误。这不是技能知识分析的目的。NNVA可能由技能知识矩阵产生。
Incorrect. This not a purpose of a S&K analysis. It is possibly the NNVA that results from a S&K matrix.
 - B) 错误。这与技能知识矩阵试图实现的目标背道而驰。
Incorrect. This is the opposite of what the S&K matrix is trying to achieve.
 - C) 错误。这不是技能知识分析追求的直接效果。
Incorrect. This is not the direct effect sought by a S&K analysis.
 - D) 正确。技能知识分析能够引导具有多技能成员团队的发展, 从而为客户创造价值。
Correct. A S&K analysis should lead to the development of teams of multi-skilled people who can deliver the value to the customer.

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下列哪一项不属于增值活动 (Value-Added activity) ?

What is **not** a Value-Added activity?

- A) 协调事件解决
Coordinating an incident resolution
 - B) 开展影响分析
Carrying out an impact analysis
 - C) 建立项目计划
Creating a project plan
 - D) 软件编程
Programming software
-
- A) 正确。是非增值活动。
Correct. NVA activity.
 - B) 错误。是增值活动。
Incorrect. VA activity.
 - C) 错误。是增值活动。
Incorrect. VA activity.
 - D) 错误。是增值活动。
Incorrect. VA activity.

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哪一项**不是**精益目标？

Which is **not** a goal of Lean?

- A) 改进客户价值
Improving customer value
 - B) 持续改进
Continual improvement
 - C) 减少浪费
Reducing waste
 - D) 提高利润
Increasing profits
-
- A) 错误。这是精益目标。
Incorrect. This is a reason of doing Lean.
 - B) 错误。这是精益目标。
Incorrect. This is a reason of doing Lean.
 - C) 错误。这是精益目标。
Incorrect. This is a reason of doing Lean.
 - D) 正确。利润可能是（有希望是）精益的结果，但不是进行精益的原因。
Correct. Profit may be (is hopefully) a result of Lean but not the reason for doing Lean.

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流 (Flow) 如何简化需求规划？

How does Flow simplify demand planning?

- A) 通过冻结规划期
By freezing the planning horizon
 - B) 通过满足客户需求
By meeting customer needs
 - C) 通过缩短规划期
By shortening the planning horizon
 - D) 通过取消无用工作
By removing wasted effort
-
- A) 错误。这可能造成过载 (Muri) 。
Incorrect. This would cause overburden (Muri)
 - B) 错误。这是精益目标。
Incorrect. This is a goal of Lean
 - C) 正确。通过单件流，所需的规划量大大降低。
Correct. Flow means working with single piece flow. The amount of planning needed is much lower.
 - D) 错误。这是精益的总体目标。
Incorrect. This is a general aim of Lean

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看板 (Kanban) 卡的用途是什么?

What is the purpose of a Kanban card?

- A) 向客户传达产品或服务状态
To communicate the status of the product or service to the customer
 - B) 通知过程中的产品或服务状态
To inform the process about the progress of the product or service
 - C) 将过程中的漏洞可视化
To visualize the loop holes in the process
 - D) 电脑系统故障时作为人工备份系统
A manual back-up system for if the computer system fails
-
- A) 错误。整个过程中都没有向客户传达产品状态。
Incorrect. The status of the product is not communicated to the customer throughout the process.
 - B) 正确。在生产过程中，将信息添加到看板 (Kanban) 卡上，准确显示产品状态。
Correct. During the production process, information is added to the Kanban card, accurately showing the status of the product.
 - C) 错误。漏洞通过绘制价值流图发现。
Incorrect. Loop holes are found in mapping value streams.
 - D) 错误。看板 (Kanban) 确保产品状态可视化。
Incorrect. Kanban ensures that the status of a product is visible

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哪一项最有可能是指定产品的客户需求?

What is **most** likely to be a customer requirement for a specified product?

- A) 高效制造
The product is built in an efficient way
 - B) 低成本制造
The product is cheap to build
 - C) 达到期望
The product meets expectations
 - D) 服务可靠
The product is reliable in service
-
- A) 错误。客户一般不关注产品如何制造。
Incorrect. The customer generally does not care how a product is built.
 - B) 错误。不总是这样。
Incorrect. Not always true.
 - C) 正确。这是向客户提供价值的定义。
Correct. This is the definition of providing values to a customer.
 - D) 错误。可能是对的，但不是最重要要求。
Incorrect. Probably true but not the most important requirement.

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哪一选项属于对过载（Overburden）（Muri）的定义？

What is a definition of overburden (Muri)?

- A) 经理无法妥当规划
Managers are not able to plan correctly
 - B) 由于人员工作量不切实际，无法满足客户需求
Inability to meet customer demand due unrealistic workloads on people
 - C) 员工不确定下一步工作
Employees are uncertain what to do next
 - D) 鼓励用户采取变通方法的长系统升级周期
Long system upgrade cycles encouraging user workarounds
- A) 错误。由于缺少交易数据而造成的经理无法准确规划不属于过载。
Incorrect. Not overburden - managers are unable to plan accurately due to lack of transactional data.
 - B) 正确。过载表示在恰当的地点或时间没有恰当的资源可用。
Correct. Overburden means not having the right resources available at the right place or time.
 - C) 错误。不是过载，而是缺乏知识。
Incorrect. Not overburden but a lack of knowledge.
 - D) 错误。不是过载，而是浪费原因。
Incorrect. Not overburden, a cause of waste.

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哪些是客户在服务中重视的项目？

Which list contains examples of what a customer values in a service?

- A) 价格、可靠性和及时性
Pricing, Reliability and Timeliness
 - B) 设计、功能点（features）和可用性
Design, Features and Availability
 - C) 创新、完整性和运营
Innovation, Completeness and Operation
 - D) 模式、成果和准确性
Model, Achievement and Accuracy
- A) 正确。参见客户价值表。
Correct. See list of customer values.
 - B) 错误。参见客户价值表。
Incorrect. See list of customer values.
 - C) 错误。参见客户价值表。
Incorrect. See list of customer values.
 - D) 错误。参见客户价值表。
Incorrect. See list of customer values.

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哪个DMAIC阶段会开展根源分析（Root Cause Analysis）？

In which DMAIC phase would a Root Cause Analysis be carried out?

A) 定义 (Define) 阶段

Define

B) 测量 (Measure) 阶段

Measure

C) 分析 (Analyze) 阶段

Analyze

D) 改进 (Improve) 阶段

Improve

A) 错误。没有办法分析尚未定义的内容。

Incorrect. It is not possible to analyze what has not been defined.

B) 错误。没有办法分析未测量的数据。

Incorrect. It is not possible to analyze data that has not yet been measured.

C) 正确。分析阶段旨在了解问题的根本原因。

Correct. The Analysis phase is meant to understand root causes of a problem.

D) 错误。在改进 (Improve) 阶段我们已经知道了根源。

Incorrect. In the Improve phase we know the root cause.

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从错误中学习是IT组织进步的一种途径。

下列哪项说法体现以精益方式来面对错误？

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?

- A)** 在IT环境中，我们只是凡人，总会犯错
In IT, we are only human, we all make mistakes
 - B)** IT管理层必须注意确保完成改进工作
IT management must focus on ensuring that improvement work is done
 - C)** 知道是谁犯的比知道犯错的原因更重要
It is more important to know WHO made a mistake than WHY it occurred
 - D)** 虽然工作中难以避免犯错，但必须给予重视
Mistakes are an inevitable part of work, but must be taken seriously
-
- A)** 错误。精益IT不会将身为凡人作为犯错的理由。
Incorrect. Lean IT does not see being human as a reason to make mistakes
 - B)** 正确。精益IT预期管理层在将改进活动制度化上具有核心作用。
Correct. Lean IT sees a central role for management in institutionalizing improvement activities
 - C)** 错误。在精益IT中，出错原因始终更加重要。
Incorrect. Why a mistake occurred is always more important within Lean IT
 - D)** 错误。精益IT不认为错误不可避免。
Incorrect. Lean IT does not see mistakes as inevitable

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价值流可能存在的主要障碍是什么？

What is a major possible barrier for the value flow?

- A) Muri
Muri
- B) Poka-yoke
Poka-yoke
- C) 看板 (Kanban)
Kanban
- D) 自働化 (Jidoka)
Jidoka

- A) 正确。Muri即过载（指工作步骤或工作时间内所产生的），与Mura不一致或变异是一样都是主要障碍，该障碍会导致Muda产生或生产出缺陷产品。
Correct. Muri or overburden (in working procedures and work hours) is, together with Mura or inconsistency and variation, a major barrier that can lead to Muda and the production of defective products.
- B) 错误。Poka-yoke是可用于消除浪费的精益生产工具。
Incorrect. Poka-yoke is a Lean tool that can be used to help eliminate waste.
- C) 错误。看板（Kanban）是某种信号或信号提示板，该信息板用于提取或接收生产订单。
Incorrect. Kanban is signal or sign board used for conveying information about picking up or receiving the production order.
- D) 错误。“自働化”（Jidoka）是指与人结合的自动化（automation with a human touch）。
Incorrect. “Jidoka” or “Autonomation” means automation with a human touch.

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CTQ树的目标是什么？

What is the CTQ tree used for?

- A) 描述在IT环境中对交付服务至关重要的技术系统
To describe the technical systems that are critical within IT for delivering services
 - B) 将IT中的约束条件转化为客户价值
To translate the constraints in IT to customer value
 - C) 将客户期望转化为可度量的内部目标和活动
To translate customer expectations to measurable internal objectives and activities
 - D) 描述达到客户价值所需的关键KPI
To describe critical KPIs necessary to meet customer value
- A) 错误。CTQ与客户价值相关，而不是可能至关重要的技术系统。
Incorrect. CTQ is related to customer value not technical systems that may be critical.
 - B) 错误。恰恰相反。
Incorrect. It does exactly the opposite.
 - C) 正确。这是CTQ树的定义。
Correct. This is the definition of a CTQ tree.
 - D) 错误。KPI由创建CTQ树获得，但不是CTQ树的目标。
Incorrect. KPIs result from the creation of a CTQ tree, but this is not where it is used for.

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过载（Overburden）的定义是什么？

What is the definition of overburden?

- A) 无力解决问题
Incapability to solve problems
 - B) 无法凭借特定资源满足客户需求
Inability to meet customer demand with a certain resource
 - C) 无法根据情境领导力管理人员
Inability to manage people based on situational leadership
 - D) 对IT组织面临的挑战缺乏了解
Lack of understanding of the challenges of the IT organization
- A) 错误。定义不正确。
Incorrect. Not the correct definition.
 - B) 正确。是过载的定义。
Correct. Definition of overburden.
 - C) 错误。定义不正确。
Incorrect. Not the correct definition.
 - D) 错误。定义不正确。
Incorrect. Not the correct definition.

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哪一项**不是**六西格玛 (Six Sigma) 的目标?

What is **not** a specific objective of Six Sigma?

- A) 统计分析
Statistical analysis
 - B) 解决问题
Problem solving
 - C) 行为变化
Behavior and attitude change
 - D) 减少变化性
Reduction of variation
- A) 错误。六西格玛基于统计分析。
Incorrect. Six Sigma is based on Statistical analysis.
 - B) 错误。六西格玛采用根因分析。
Incorrect. Six Sigma uses root cause analysis.
 - C) 正确。六西格玛 (Six Sigma) 不关注改变人的态度与行为。
Correct. Six Sigma does not focus on changing the attitude and Behavior of people.
 - D) 错误。六西格玛 (Six Sigma) 以减少过程变化性为目的。
Incorrect. Six Sigma aims to reduce variation in processes.

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哪一项是客户之声 (Voice of the Customer) (VoC) 工具的用途?

What is a purpose of Voice of the Customer (VoC) tools?

- A) 用来根据客户需求设定优先事项和目标
To set priorities and goals consistent with customer needs
 - B) 用来通过确定可从消除浪费角度着手开展工作的领域
To identify areas where work can be started on eliminating waste
 - C) 用来记录并归类成本相关的浪费
To document and categorize the costs associated with waste
 - D) 用来协助向VoC联络人反馈汇总结果
To facilitate the feedback of summary results to VoC contacts
- A) 正确。这个是VoC工具的用途。
Correct. This is a purpose of VoC tools.
 - B) 错误。这不是VoC工具的用途。
Incorrect. This is not a purpose of VoC tools.
 - C) 错误。这不是VoC工具的用途。
Incorrect. This is not a purpose of VoC tools.
 - D) 错误。这不是VoC工具的用途。
Incorrect. This is not a purpose of VoC tools.

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为什么对于IT管理层而言，深刻理解精益生产原则和方法如此重要？

Why is it important that IT management deeply understands the principles and methods of Lean?

- A) 创建IT服务的可持续改进
To create sustainable improvements in IT services
 - B) 为IT客户快速交付成果
To quickly deliver results for IT customers
 - C) 为IT组织内部团队设定目标
To set goals for the teams within IT
 - D) 确保股东获得所期望的价值
To ensure shareholders get the value they expect
-
- A) 正确。一旦管理层了解精益生产方式，对于组织内的其他成员就不会是一时“现象”。
Correct. When management understands Lean, it will not be a temporary 'thing' for the rest of the organization.
 - B) 错误。虽然快速交付成果十分重要，但是改进的可持续性更加重要。
Incorrect. Although quickly delivering results is important, sustainability of improvements is much more important
 - C) 错误。虽然设定目标十分重要，但是改进的可持续性更加重要。
Incorrect. Goal-setting is important, but sustainability of improvements is much more important
 - D) 错误。股东价值是持续改进IT服务并由此向客户提供更多价值的结果。
Incorrect. Shareholder value is a result of sustainably improving IT services and thus providing more value to customers.

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哪一项是改善信息墙（Improvement Board）的输入和日信息墙（Day Board）的输出？

What is input of the improvement board and output of the day board?

- A) 绩效 (Performance) 与进步 (Progress)
Performance & progress
 - B) 团队KPI
Team KPIs
 - C) 本周目标
Objectives for the week
 - D) 问题
Problems
- A) 错误。这个答案可能正确，但过于笼统。
Incorrect. This answer may be correct but it is too generic.
- B) 错误。团队KPI是周信息墙（Week board）的输出。
Incorrect. This is the specific output from the day board to the week board.
- C) 错误。本周目标记录在周信息墙（Week board）上。
Incorrect. Objectives of the week are aspects on the week board.
- D) 正确。问题在每日例会识别出，并作为改善信息墙（Improvement board）的输入。
Correct. Problems are identified during the day start and used as input for the improvement board.

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若工作完成效率不高，最可能的原因是什么？

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

- A) IT
IT
 - B) 缺乏领导力
Lack of leadership
 - C) 流程欠佳
Poor designed processes
 - D) 缺乏信息
Lack of information
- A) 错误。运行欠佳的IT可能促成低效率，但未必是原因。
Incorrect. Poorly working IT may contribute to inefficiency but is not necessarily the cause
- B) 错误。领导力不佳可能促成低效率，但未必是原因。
Incorrect. Poor leaderships may contribute to inefficiency, but is not necessarily the cause
- C) 正确。流程欠佳是效率低下的主要原因之一。
Correct. Poor designed processes are one of the principal causes of inefficiency
- D) 错误。缺乏信息可能是过程中造成效率低下的症状之一，但不是最可能的原因。
Incorrect. Lack of information may be one of the symptoms within a process that causes inefficiency. It is not the most likely cause

试题评分

如下表格为本套样题的正确答案，供参考使用。

问题	答案	问题	答案
1	D	21	B
2	C	22	B
3	A	23	D
4	D	24	A
5	B	25	D
6	B	26	C
7	B	27	B
8	D	28	C
9	C	29	B
10	C	30	A
11	C	31	C
12	B	32	B
13	C	33	A
14	D	34	C
15	A	35	B
16	D	36	C
17	B	37	A
18	C	38	A
19	B	39	D
20	C	40	C



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