



**Sample Exam**

**Edition 202603**



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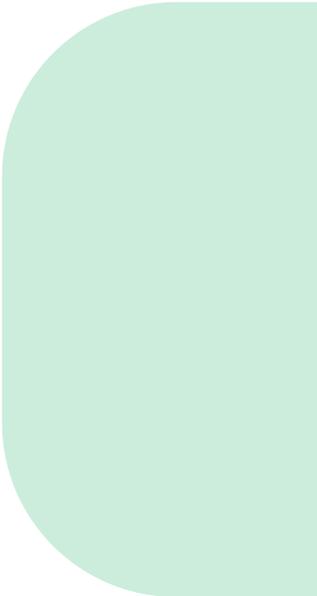
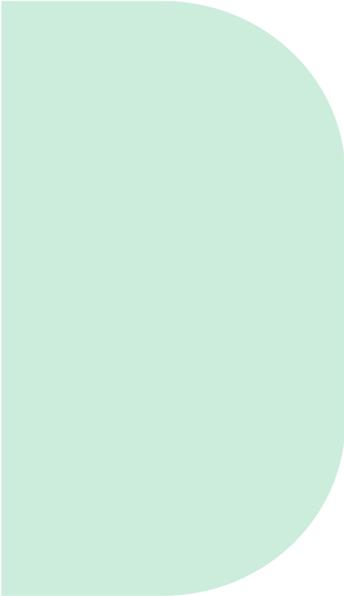
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# Introduction

This is the EXIN Kanban Foundation (KANBANF.EN) sample exam. The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is correct.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth 1 point. You need 26 points or more to pass the exam.

The time allowed for this exam is 60 minutes.

Good luck!

# Sample exam

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Kanban is often used in software development, even though it originated in Toyota automotive assembly, more than half a decade ago. Kanban can be extended to other types of work as well. It can be beneficial for an organization to use Kanban in several or even all departments.

What should Kanban in different departments throughout a single organization look like?

- A) - Kanban can only be used for software development or production departments.
  - A mix between Kanban boards and other visualizations should be created.
  - The organization should not track the work on an organizational level, because departments are independent.
- B) - The departments should decide themselves if they want to use Kanban.
  - Departments should be able to create Kanban boards that suit their needs.
  - The organization cannot track work on an organizational level, because merging different Kanbans is impossible.
- C) - The Kanban implementation may be different for each department.
  - There can be various shapes and sizes of Kanban boards in a single organization.
  - The organization should track high-level activities on a separate organizational-level Kanban board.
- D) - The organization should attempt to standardize all work.
  - All Kanban boards should look exactly the same, to create a unified view of work done.
  - The organization does not have to maintain an organizational-level Kanban board but tracks work using swim lanes.

2 / 40

What is the **main** reason why every Kanban system is different?

- A) Kanban has various historical roots that resulted in many different types of Kanban systems.
- B) Kanban is a set of principles that are adapted to the specific process they are applied to.
- C) Kanban is culturally sensitive and is, therefore, adjusted accordingly in every country.
- D) Kanban is implemented differently based on the vendors' tools that are used in the system.

3 / 40

Why does a Kanban culture increase business value for an organization?

- A) Because Kanban can be rolled out in a hierarchical manner and improves team productivity
- B) Because Kanban has an impact at all levels of an organization by improving collaboration
- C) Because Kanban is a cost-effective and efficient way of increasing the number of employees
- D) Because Kanban reduces the number of employees required to do the same amount of work

**4 / 40**

In an organization, four teams start working with Kanban. After a few months, the teams work as follows:

- The **development team** has defined a rigid process, that describes how team members do their work. This ensures that the most optimal results are achieved. The team has no manager.
- The **finance team** has visualized the way the work is done. The specialist team members know how to do their jobs. They find and solve problems themselves.
- The **marketing team** is a small team that works under the direction of their manager. The manager ensures that work gets done. It is easy to see who is to blame when something goes wrong.
- The **testing team** has made their work visible. This makes it easier for their manager to spot performance issues, supervise the team, and intervene quickly when a mistake is made.

Which team successfully transitioned to Kanban?

- A) Development
- B) Finance
- C) Marketing
- D) Testing

**5 / 40**

In which type of organizational culture is Kanban **most** successful?

- A) In a culture in which employees are trusted and encouraged to experiment and fail
- B) In a culture of an Agile nature where the teams adopt Scrum and add customer value
- C) In a culture that is very competitive but clear about what is expected from all employees
- D) In a culture where all employees work with the same method that gives positive results

**6 / 40**

When adopting Kanban, how can organizational change **best** be managed?

- A) Analyze and adjust the organizational structure to support an improved flow of work
- B) Ensure top management provides as much direction as possible to roll out Kanban quickly
- C) Implement Kanban as one big project in a short period to ensure everyone cooperates
- D) Start from the current position and optimize what already exists in smaller increments

**7 / 40**

What is the **largest** impact that kaizen has on an organization's culture?

- A) Kaizen encourages all employees to change their behavior to improve the process.
- B) Kaizen helps the team to visualize improvement opportunities in an organization.
- C) Kaizen leads to a culture in which all team members look out for team performance.
- D) Kaizen requires the organization to make big changes and improve continuously.

8 / 40

How does Kanban drive continuous improvement in an organization?

- A) By eliminating slack in the value chain, which will optimize the team's performance
- B) By limiting work in progress (WIP), which will show the team where bottlenecks are
- C) By preferring the largest changes, which will allow the team to impact processes greatly
- D) By prioritizing requirements early, which will pull all requirements forward continuously

9 / 40

What is the **main** reason why a kaizen culture is hard to achieve?

- A) It conflicts with some western cultural values.
- B) It needs many changes to the organizational structure.
- C) It often meets with resistance among the employees.
- D) It requires a significant investment in the employees.

10 / 40

An organization is moving towards a kaizen culture to stimulate continuous improvement.

There are few levels of middle management between leadership and operational employees. Leadership and operational employees have confidence in each other.

They have implemented an intranet site where employees can post ideas for process and organizational improvements. The ideas are assessed and approved by management. When management approves a change, it is implemented by the employees themselves.

What element of kaizen culture is missing in this scenario?

- A) Atmosphere of collaboration
- B) Employee empowerment
- C) Flat organizational structure
- D) High-trust culture

11 / 40

A team has a number of different work item types, but they have no idea what types those exactly are. The Kanban consultant recommends making a demand analysis.

How should this analysis be done?

- A) Create a new work item type for each work item and do a regular supply-and-demand analysis to keep the Kanban consultant happy
- B) Group work items into a maximum of three different work item types and do preferably an anecdotally derived subjective analysis
- C) Identify the work item types for all items and do a quantitative study if historical data is available, or a qualitative analysis otherwise

**12 / 40**

A team wants to start using Kanban. As a result, the team creates a new workflow. Once the new workflow is ready, a Kanban consultant is hired to help the team improve their processes.

The consultant discovers that the team does not understand their new workflow. He decides it is best to map and use the old workflow, based on official documentation about the old processes. Months later, the Kanban consultant realizes that this was a mistake.

What should the Kanban consultant have done instead?

- A) He should have also mapped the workflow that the team uses currently, to help them compare the workflows and decide which one is better for them.
- B) He should have started to use work-in-progress limits (WIP-limits), even though using the previous workflow to jump start changes in the environment is fine.
- C) He should have mapped the workflow as it was instead of reinstating the previous workflow, because Kanban recommends mapping current processes.
- D) He should have used a new and improved workflow that would reflect all the team's process improvements, since the official workflow was outdated.

**13 / 40**

Policies are one of the main success criteria for a process, depending on how visible they are.

Why is it important to make policies explicit?

- A) Explicit policies facilitate communication and risk management between teams because they provide transparency and empowerment to teams.
- B) Explicit policies help teams speed up the completion of work items because they provide a detailed list of tasks that show how the work should be done.
- C) Explicit policies increase efficiency because they include a set of rules and regulations that allow the team to work without interference from others.
- D) Explicit policies support teams in identifying a specific problem and possible solutions because they provide teams with concrete evidence and metrics.

**14 / 40**

Velocity is one of the Agile metrics that measures team performance best. Velocity is how much work is delivered per iteration.

Which Kanban metric measures something similar to velocity?

- A) Burndown charts
- B) On-time performance
- C) Story points
- D) Throughput

**15 / 40**

Within Kanban, what is the benefit of thinking of any process as a set of policies?

- A) Policies are a series of actions to make something or achieve a particular result, which helps the team understand what management needs.
- B) Policies can be made explicit easily once they are identified, which helps the team understand them and change them if they become outdated.
- C) Policies govern behavior that the team could use to reduce waste and variation in their reports to upper management and stakeholders.
- D) Policies help the team add value by focusing on aligning products and services with the needs of the business and its most important stakeholders.

**16 / 40**

Balancing demand against throughput and limiting work in progress (WIP) creates slack capacity.

What is the relation between slack and continuous improvement?

- A) Creating slack is a practice that sets a specific cadence and capacity allocation before and after a project starts so that teams can work on process and technology improvements.
- B) Creating slack is one of the main steps of the continuous improvement method suggested by Kanban to change the company's culture and improve crucial aspects of the workflow.
- C) Creating slack should be avoided when building a continuous improvement culture, since it represents waste, so demand and throughput should be adjusted so that capacity is fully utilized.
- D) Creating slack with these practices enables teams to have more time to think of and act on small improvements with enough frequency to create a continuous improvement culture.

**17 / 40**

Juliet is a manager at a car supplier company. Juliet wants the team to continuously improve. Her team has identified a constraint: every time a large order comes in that is not in stock, there is a manual step of signing off on ordering parts by Juliet. The team is unsure what to do next.

What should the team do?

- A) - Decide if and how the manual step can be taken out of the process
  - Make whatever changes are necessary to optimize the process
  - Identify a new constraint and keep improving the process
- B) - Do a full value-stream mapping to identify all other constraints
  - Ask Juliet which constraint to lift and how to change the process
  - Make whatever changes Juliet suggests to improve the process
- C) - Take the manual step out of the process without asking Juliet
  - Use statistical process control to drive a large kaizen event
  - Organize a competition to find the most constraints in the process
- D) - Recast the pull system as a drum-buffer-rope implementation
  - Order more inventory to prevent the constraint from occurring
  - Ask Juliet to identify more constraints with the five focusing steps

**18 / 40**

A team complains about their current daily stand-up meetings, even though they like meeting shortly every day. The team says the meetings take too long and are more a status report to the managers instead of something related to the actual work.

Is changing to Kanban daily stand-up meetings useful for this team?

- A) Yes, because Kanban daily stand-up meetings focus only on blocked and delayed items, making the work move faster through the workflow while decreasing defects and cost of delay.
- B) Yes, because Kanban daily stand-up meetings focus only on the flow of work, gathering enough information to keep the team and the card wall up to date with the work status.
- C) Maybe, because Kanban daily stand-up meetings focus more on the flow of work, but only if the team is working with software development, maintenance items or technical support.
- D) No, because Kanban daily stand-up meetings do not focus on the three-question approach, which would give the team more transparency and faster feedback about the work items.
- E) No, because the team is better off without the obligation of attending a meeting every day, allowing the team members to focus on the flow of work and defects.

**19 / 40**

A team started to work on a new batch of 5 items. After a while, a Kanban consultant attended their standup meeting and noticed that a work item was blocked but had no indication of that on the card wall or the electronic tracking tool. The team does not understand the goal of visually tracking the blocked items.

What is the **main** goal of visually tracking blocked items?

- A) The goal is to bring the team together and provide them all the necessary lagging and leading indicators, so they make better decisions during daily standup meetings and retrospective meetings.
- B) The goal is to create awareness of risks, processes, and blocked items, to help the team deliver their work on time while preventing defects or creating problems in the workflow of related teams.
- C) The goal is to give management and stakeholders enough information about the items' status so that they do not have to ask the team for information when building accurate status reports.
- D) The goal is to visually communicate enough information to make the system self-organizing and self-expediting while creating a sense of autonomy, transparency, and fast decision-making.

**20 / 40**

Arya is a Kanban consultant. During a daily standup meeting, a work item was signaled as blocked with a pink sticky note and the project manager commented on the blockage.

Even though the blockage was visualized, which provides a visual clarity for the team, Arya thought there would be a better way. She wants to improve the way the team manages and tracks issues.

What should Arya do?

- A) Advise the team to create an 'issue' work type and link it to the original work item, tracking its start and end date, and status, and assign a team member to the issue.
- B) Ask for more information about the work item and the reason for blocking it, then refer to a book about the Kanban method for the team to learn about issue management.
- C) Remove the pink sticky note from the board and create an 'issue' work type that represents the blockage, thus showing the team how to manage blockages properly.
- D) Tell the team that they should have asked her opinion before blocking the item so they would not be questioned by the project manager about the blocked item.

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What are the **main** activities of drawing a card wall?

- A) - Identify work item types
  - Name work item types
  - Visualize work items by using swim lanes
- B) - Map the value stream
  - Define upstream and downstream stakeholders
  - Establish boundary interfaces
- C) - Model the workflow
  - Create ordered columns to represent the activities
  - Add any necessary buffers or queues
- D) - Understand the demand of each work item type
  - Allocate capacity
  - Specify limits for queues in swim lanes

22 / 40

What is a good reason for using swim lanes on a task board?

- A) Attaching issues to the corresponding work items
- B) Displaying the flow of activities for each team member
- C) Showing the order of the tasks performed in a workflow
- D) Visualizing the types of work in a value stream

23 / 40

A team accepts many work items into its queues. The team experiences delays to its work items and some work is not completed on time.

What is the consequence of limiting the work in progress (WIP)?

- A) It eliminates the need for buffers in front of potential bottlenecks.
- B) It ensures that each person works on only one item at a time.
- C) It increases the size of queues between workflow stages.
- D) It prevents a temporary bottleneck from stopping the whole Kanban system.

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What type of information should be on the work item card, when it is placed on the board?

- A) Buffers
- B) Capacity allocation
- C) Item ID
- D) Steps that must be performed
- E) Workflow activity

25 / 40

When designing work item cards, several aspects should be considered. One aspect is that the card should have enough information.

Why should the card have enough information?

- A) To distinguish the work item type
- B) To enable self-organization of the team
- C) To identify the team's exact workload
- D) To start the work as soon as possible

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Why should different work item types be distinguished from each other?

- A) Because it allows the team to cope with concurrent activities
- B) Because it helps to analyze demand for each work item type
- C) Because it is a prerequisite for electronic or physical tracking
- D) Because it is the basis on which items are kept in the backlog

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What is a benefit of using work item types when mapping the value stream?

- A) It facilitates the allocation of work items to the right team members.
- B) It helps the team distinguish different types of work and their priorities.
- C) It improves visualization of the value stream by using different colors.
- D) It increases efficiency by setting work-in-progress limits (WIP-limits).

28 / 40

How should a team **ideally** set work-in-progress limits (WIP-limits) for work items?

- A) By agreeing on a limit after a good discussion with relevant stakeholders
- B) By deciding first if the team is mature enough to work with WIP-limits
- C) By estimating the WIP-limit without discussions from historic data
- D) By setting a limit of at most one work item at a time per person

29 / 40

Why is it important to use appropriate release cadences?

- A) Because they accelerate the delivery of work
- B) Because they build regularity and trust with customers
- C) Because they reduce the work that must be done
- D) Because they set work-in-progress limits (WIP-limits)

**30 / 40**

When is it useful to make an on-demand or ad hoc delivery?

- A) When there are legal or regulatory requirements that need to be met
- B) When there are work items being deployed on a highly frequent basis
- C) When there is consensus in the delivery team to deliver an item early
- D) When there is high pressure from management to deliver an item

**31 / 40**

A team wants to use Kanban and has established their work-in-progress limits (WIP-limits).

What does capacity allocation for this team require?

- A) Allocating two or three items per person that are assigned tasks
- B) Creating a comparative demand analysis for each work item type
- C) Determining total allocations and specific queue limits
- D) Reaching consensus with stakeholders and senior management

**32 / 40**

An organization has invested heavily in a recent marketing campaign to attract customers to a new range of products. This was highly successful, and more customer orders than normal come in.

The order processing team has always performed well. They have recently started to use a new order processing system. Unfortunately, the new order processing system cannot handle the increased number of orders. Despite working overtime and even nights to address the increased demand, orders are frequently fulfilled later than promised.

As a consequence, customers complain about the time it takes for their orders to be fulfilled.

What is the bottleneck and the **best** solution?

- A) The new processing system. The solution is to investigate and improve the system's capacity.
- B) The number of complaints. The solution is to automate responses to customer complaints.
- C) The number of customer orders. The solution is to limit the number of customer orders.
- D) The number of employees. The solution is to hire more employees to provide 24/7 coverage.

**33 / 40**

An organization wants a more structured approach to prioritizing the input for a value stream within a Kanban system.

Which meeting would **best** serve this purpose?

- A) After meeting
- B) Daily stand-up meeting
- C) Queue replenishment meeting
- D) Release planning meeting

**34 / 40**

A team has a growing backlog for a particular product. Some of the backlog items are several months old. The product development manager and project manager request meetings with business managers when there is capacity in the Kanban system for more input.

How would a backlog purge policy and a regular input cadence help this team?

- A) The bottlenecks in the system would be removed, and the project manager would be able to show an improved flow to the business.
- B) The collaboration between the business and the team would be improved, and unnecessary items in the backlog would be removed.
- C) There would be a reduction in the variability of the product's performance, and the business managers would need to talk to team representatives less frequently.
- D) There would be improved clarity of information for each work item, and the business managers would be better aligned with product development.

**35 / 40**

A team receives frequent complaints that important work is delivered too late. Especially important work items that should be expedited, are not delivered to other team's satisfaction.

Overall, the team has trouble to deal with their workload. The current prioritization method is based on detailed estimates from the team on how long they will take. The team has a functioning pull-system, and everyone pulls new tasks from the team's card wall.

Which approach would help reduce the frequent complaints **most**?

- A) Defining classes of service with their own service level agreements (SLAs)
- B) Estimating risk profiles and allocating capacity according to demand
- C) Holding release planning meetings with business representatives
- D) Reducing work in progress (WIP) for each project or value stream

**36 / 40**

How would establishing a delivery cadence benefit a service provider?

- A) It creates regular delivery, which builds trust with customers.
- B) It prevents all ad hoc deliveries, which increases productivity.
- C) It reduces the cost of coordination, which reduces resources.
- D) It supports timeboxing, which results in a better prioritization.

### 37 / 40

A company creates bespoke cat-tracking collars. Customers choose the size and color of the collar, and the method of tracking. In addition, the customer can fill in a field with special requests for different types of ornaments. As a result, each order is different.

The production team struggles with getting the orders ready within the time they promise on the website. They have researched internally and asked customers to give input. This analysis gave the following information:

- It is difficult to predict how many orders are expected in any given week.
- There is currently no way to expedite requests for customers.
- Customers are generally very happy with their order, even if it is a bit late.
- There are actually three common types of ornaments added: a small bell, an ID card, and a small jewel.
- Some orders are late because certain colors are delivered later than expected.
- A few customers (2%) return an order with a request for a change.

What **internal** source of variability should be solved?

- A) Expedite requests. By adding the functionality for expediting requests, customers are happier.
- B) Irregular flow. By creating more regular marketing messages, customers will order more regularly.
- C) Resource availability. By ordering more back stock of collar colors, the work is no longer delayed.
- D) Rework. By paying more attention to the original order, the team reduces the amount of rework.
- E) Work item size. By adding common ornaments as a standard request, the orders are standardized.
- F) Work item type mix. By removing the special requests, the team will improve their throughput.

### 38 / 40

An organization does not allow remote work on development projects for security reasons. All employees involved in the development process must work in a secured location on site. There is no continuity plan for working outside of the organization's main buildings.

There is currently maintenance done on the roads around the main building to improve the capacity of these roads. Although alternate routes are always available, an alternate route takes more than double the travel time to arrive at work.

What is an **external** source of variability for completing development projects for this organization?

- A) Availability of computing equipment when arriving late at work
- B) Availability of the roads during the maintenance times
- C) Capacity of the roads to help employees get to work on time
- D) Continuity of the roads for traveling to the main building

### 39 / 40

The employees of a company work mostly remotely because the office has limited capacity. The company policy is that everyone works for roughly 50% from home, on average.

What is the **recommended** strategy to ensure the team's productivity?

- A) - The project manager assigns tasks to team members and controls a physical board.
  - Team members report back on the status of work to the manager daily.
  - The team has a weekly online meeting to discuss challenges and progress.
- B) - The team members select their own tasks from a digital or physical version of the board.
  - Team members are tasked to keep the digital and physical version of the board in sync.
  - The team meets daily to update and synchronize the boards and discuss progress.
- C) - The team members select their own tasks from a digital board.
  - Team members only work in a digital setting, without a physical board.
  - The team meets weekly in an online setting while watching the digital board together.
- D) - The team members select their own tasks from a physical board.
  - Team members update each other on progress via e-mail or on the board in the office.
  - The team meets daily in a hybrid setting (video and in-person) to discuss progress.

### 40 / 40

JetStream is a project-driven company in the aeronautic industry. Projects are often large and interdependent. JetStream successfully uses Kanban for small projects. The company now wants to use Kanban for all projects, including large, complex projects in which many teams work together, but is unsure how.

Can JetStream use Kanban in their large, complex projects as well?

- A) Yes. Kanban simplifies large, complex projects with interdependencies, and the entire project can be viewed on a single Kanban board.
- B) Yes. Teams can work on sub-projects with their own Kanban board and, send a representative of the team to attend project-wide meetings.
- C) No. Kanban is only suitable for simple projects, and the company should use proven project management techniques for larger projects.
- D) No. Teams can work on larger team-level projects using Kanban, but traditional project management is most suitable for cross-team projects.

# Answer key

1 / 40

Kanban is often used in software development, even though it originated in Toyota automotive assembly, more than half a decade ago. Kanban can be extended to other types of work as well. It can be beneficial for an organization to use Kanban in several or even all departments.

What should Kanban in different departments throughout a single organization look like?

- A) - Kanban can only be used for software development or production departments.
    - A mix between Kanban boards and other visualizations should be created.
    - The organization should not track the work on an organizational level, because departments are independent.
  - B) - The departments should decide themselves if they want to use Kanban.
    - Departments should be able to create Kanban boards that suit their needs.
    - The organization cannot track work on an organizational level, because merging different Kanbans is impossible.
  - C) - The Kanban implementation may be different for each department.
    - There can be various shapes and sizes of Kanban boards in a single organization.
    - The organization should track high-level activities on a separate organizational-level Kanban board.
  - D) - The organization should attempt to standardize all work.
    - All Kanban boards should look exactly the same, to create a unified view of work done.
    - The organization does not have to maintain an organizational-level Kanban board but tracks work using swim lanes.
- A) Incorrect. Kanban can be used in any department. The organization should track work at an organizational level.
- B) Incorrect. An organization should, to a certain extent, be able to decide to use Kanban in every department. The organization should track work at an organizational level.
- C) Correct. Kanban should be adapted to the department or team using it. The organization should track internal and external dependencies at an organizational level. (Literature: A, Chapter 3 & 13)
- D) Incorrect. Standardizing work means standardization within the process in question. Kanban boards can be different between departments. The organization should track work at an organizational level.

2 / 40

What is the **main** reason why every Kanban system is different?

- A) Kanban has various historical roots that resulted in many different types of Kanban systems.
  - B) Kanban is a set of principles that are adapted to the specific process they are applied to.
  - C) Kanban is culturally sensitive and is, therefore, adjusted accordingly in every country.
  - D) Kanban is implemented differently based on the vendors' tools that are used in the system.
- A) Incorrect. Kanban originated in the Toyota Production System (TPS) and developed from there.
- B) Correct. Kanban principles are adapted to the situation they are applied to and are not fixed rules. (Literature: A, Chapter 2)
- C) Incorrect. Kanban principles are universal.
- D) Incorrect. Kanban principles are independent of the tools used for it.

3 / 40

Why does a Kanban culture increase business value for an organization?

- A) Because Kanban can be rolled out in a hierarchical manner and improves team productivity
  - B) Because Kanban has an impact at all levels of an organization by improving collaboration
  - C) Because Kanban is a cost-effective and efficient way of increasing the number of employees
  - D) Because Kanban reduces the number of employees required to do the same amount of work
- A) Incorrect. Kanban is not rolled out in a hierarchical way. The benefits are in improving collaboration company-wide.
- B) Correct. One of the benefits of Kanban is that it improves collaboration company-wide, both locally and hierarchically. (Literature: A, Chapter 2)
- C) Incorrect. Kanban is not primarily aimed at improving productivity. The benefits are in improving collaboration company-wide. The number of employees is not related to using Kanban.
- D) Incorrect. Kanban is not aimed at reducing employee headcount. The benefits are in improving collaboration company-wide.

4 / 40

In an organization, four teams start working with Kanban. After a few months, the teams work as follows:

- The **development team** has defined a rigid process, that describes how team members do their work. This ensures that the most optimal results are achieved. The team has no manager.
- The **finance team** has visualized the way the work is done. The specialist team members know how to do their jobs. They find and solve problems themselves.
- The **marketing team** is a small team that works under the direction of their manager. The manager ensures that work gets done. It is easy to see who is to blame when something goes wrong.
- The **testing team** has made their work visible. This makes it easier for their manager to spot performance issues, supervise the team, and intervene quickly when a mistake is made.

Which team successfully transitioned to Kanban?

- A) Development
  - B) Finance
  - C) Marketing
  - D) Testing
- A) Incorrect. The team's Kanban reflects the work they do, but few guidelines and loosely defined procedures better serve a functioning Kanban team.
- B) Correct. Kanban relies on self-managed teams, doing what they do best with little interference. Issues are easily spotted, and the team works to resolve the issues quickly. (Literature: A, Chapter 15)
- C) Incorrect. Kanban relies on self-managed teams rather than command-and-control structures. If something goes wrong, the team should focus on the issue and not on finding someone to blame.
- D) Incorrect. Although anyone in the team can easily see where and when something goes wrong, the role of management is not to supervise but rather to coach and help remove obstacles for the team.

5 / 40

In which type of organizational culture is Kanban **most** successful?

- A) In a culture in which employees are trusted and encouraged to experiment and fail
  - B) In a culture of an Agile nature where the teams adopt Scrum and add customer value
  - C) In a culture that is very competitive but clear about what is expected from all employees
  - D) In a culture where all employees work with the same method that gives positive results
- A) Correct. Kanban has no direct need for a different culture, it will only gradually improve an organizational culture. However, to be truly successful, the organizational culture must change to a high-trust culture that allows experimentation. (Literature: A, Chapter 5)
- B) Incorrect. Kanban changes the culture but does not lead to a Scrum culture specifically, although that could be an option.
- C) Incorrect. Kanban will change the culture over time, but it is not specifically successful in a culture that is very competitive. Competition is the enemy of collaboration.
- D) Incorrect. Kanban does not force employees into using a specific method.

6 / 40

When adopting Kanban, how can organizational change **best** be managed?

- A) Analyze and adjust the organizational structure to support an improved flow of work
  - B) Ensure top management provides as much direction as possible to roll out Kanban quickly
  - C) Implement Kanban as one big project in a short period to ensure everyone cooperates
  - D) Start from the current position and optimize what already exists in smaller increments
- A) Incorrect. Kanban is independent of the organizational structure, which needs no immediate change.
- B) Incorrect. A top-down directive approach is not helpful in getting Kanban accepted.
- C) Incorrect. Kanban is best implemented in small, gradual steps.
- D) Correct. Kanban recommends continual improvement and making gradual changes from the current situation of the organization. (Literature: A, Chapter 5)

7 / 40

What is the **largest** impact that kaizen has on an organization's culture?

- A) Kaizen encourages all employees to change their behavior to improve the process.
  - B) Kaizen helps the team to visualize improvement opportunities in an organization.
  - C) Kaizen leads to a culture in which all team members look out for team performance.
  - D) Kaizen requires the organization to make big changes and improve continuously.
- A) Incorrect. Kaizen does not require behavior change but may lead to it.
- B) Incorrect. Kaizen is a culture and a mindset, not a methodology.
- C) Correct. Kaizen changes the organization's culture in such a way that collaboration is improved, and everybody is focused on increasing performance. (Literature: A, Chapter 5)
- D) Incorrect. Kaizen does not require organizational change but leads to small improvements.

8 / 40

How does Kanban drive continuous improvement in an organization?

- A) By eliminating slack in the value chain, which will optimize the team's performance
  - B) By limiting work in progress (WIP), which will show the team where bottlenecks are
  - C) By preferring the largest changes, which will allow the team to impact processes greatly
  - D) By prioritizing requirements early, which will pull all requirements forward continuously
- 
- A) Incorrect. Kanban creates slack in the value chain to provide bandwidth for greater process improvement. Without slack there is no tactical agility in the business.
  - B) Correct. Existing processes will be optimized through the introduction of visualization and limiting WIP to catalyze changes. (Literature: A, Chapter 15)
  - C) Incorrect. The Kanban method is designed to minimize the initial impact of changes.
  - D) Incorrect. Kanban promotes a prioritization scheme that delays commitments for as long as possible.

9 / 40

What is the **main** reason why a kaizen culture is hard to achieve?

- A) It conflicts with some western cultural values.
  - B) It needs many changes to the organizational structure.
  - C) It often meets with resistance among the employees.
  - D) It requires a significant investment in the employees.
- 
- A) Correct. Western cultural values are much focused on a directive culture, whereas kaizen is focused on cross-functional collaboration. (Literature: A, Chapter 5)
  - B) Incorrect. Organizational structures do not need to change as a result of implementing kaizen.
  - C) Incorrect. Kaizen is about gradual change, thereby reducing employee's resistance to it.
  - D) Incorrect. Kaizen does not require any significant investment.

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An organization is moving towards a kaizen culture to stimulate continuous improvement.

There are few levels of middle management between leadership and operational employees. Leadership and operational employees have confidence in each other.

They have implemented an intranet site where employees can post ideas for process and organizational improvements. The ideas are assessed and approved by management. When management approves a change, it is implemented by the employees themselves.

What element of kaizen culture is missing in this scenario?

- A) Atmosphere of collaboration
- B) Employee empowerment
- C) Flat organizational structure
- D) High-trust culture

- A) Incorrect. The intranet site is there to stimulate collaboration.
- B) Correct. The decision-making is still done by the management. (Literature: A, Chapter 5)
- C) Incorrect. The scenario indicates that there are few levels of management, so the flat organizational structure is in place.
- D) Incorrect. The scenario mentions that leadership and operational employees trust each other.

11 / 40

A team has a number of different work item types, but they have no idea what types those exactly are. The Kanban consultant recommends making a demand analysis.

How should this analysis be done?

- A) Create a new work item type for each work item and do a regular supply-and-demand analysis to keep the Kanban consultant happy
  - B) Group work items into a maximum of three different work item types and do preferably an anecdotally derived subjective analysis
  - C) Identify the work item types for all items and do a quantitative study if historical data is available, or a qualitative analysis otherwise
- 
- A) Incorrect. Work item types should be identified, and groups of work items should emerge. There should not be a separate work item type for each work item. A supply-and-demand analysis indicates the relationship between the quantity producers want to sell at various price points and the quantity that consumers wish to buy. This is not helpful.
  - B) Incorrect. Work item types should be identified, and groups of work items should emerge. There is no limitation of three different work item types. For each type of work identified, a demand analysis should be made. If historical data is available, that is preferable for a quantitative study. If there is not, then an anecdotally derived subjective analysis will suffice.
  - C) Correct. Work item types should be identified, and groups of work items should emerge. For each type of work identified, a demand analysis should be made. If historical data is available, that is preferable for a quantitative analysis. (Literature: A, Chapter 6)

12 / 40

A team wants to start using Kanban. As a result, the team creates a new workflow. Once the new workflow is ready, a Kanban consultant is hired to help the team improve their processes.

The consultant discovers that the team does not understand their new workflow. He decides it is best to map and use the old workflow, based on official documentation about the old processes. Months later, the Kanban consultant realizes that this was a mistake.

What should the Kanban consultant have done instead?

- A) He should have also mapped the workflow that the team uses currently, to help them compare the workflows and decide which one is better for them.
  - B) He should have started to use work-in-progress limits (WIP-limits), even though using the previous workflow to jump start changes in the environment is fine.
  - C) He should have mapped the workflow as it was instead of reinstating the previous workflow, because Kanban recommends mapping current processes.
  - D) He should have used a new and improved workflow that would reflect all the team's process improvements, since the official workflow was outdated.
- 
- A) Incorrect. Kanban does not recommend comparing different workflows. Instead, the team should map what it is currently doing to understand the process and improve from there.
  - B) Incorrect. Using WIP-limits is a good thing but it does not help a team to map their workflow or acknowledge current processes.
  - C) Correct. To start a Kanban implementation, teams should start from what they do now. This implies that mapping the workflow that is used currently should be the starting point. In addition, the previous workflow was based on official documentation, which is unlikely to reflect actual processes. (Literature: A, Chapter 6)
  - D) Incorrect. Kanban encourages teams and companies to map the actual workflow so they can improve what is being used, instead of trying to implement workflows that are not part of the team's reality.

**13 / 40**

Policies are one of the main success criteria for a process, depending on how visible they are.

Why is it important to make policies explicit?

- A) Explicit policies facilitate communication and risk management between teams because they provide transparency and empowerment to teams.
  - B) Explicit policies help teams speed up the completion of work items because they provide a detailed list of tasks that show how the work should be done.
  - C) Explicit policies increase efficiency because they include a set of rules and regulations that allow the team to work without interference from others.
  - D) Explicit policies support teams in identifying a specific problem and possible solutions because they provide teams with concrete evidence and metrics.
- 
- A) Correct. By making policies explicit, teams can interact more efficiently with each other and solve problems in a more effective way. Explicit policies help people understand what they agreed to do, or which risks are present. (Literature: A, Chapter 4)
  - B) Incorrect. Explicit policies help team members by making clear what they agreed to do, or which risks are present, but they do not necessarily accelerate the process.
  - C) Incorrect. Policies are not rules or regulations. They are more flexible than rules or regulations which means they can be changed whenever needed.
  - D) Incorrect. Explicit policies might specify the necessary tools to find a problem, but they are not the actual tool.

**14 / 40**

Velocity is one of the Agile metrics that measures team performance best. Velocity is how much work is delivered per iteration.

Which Kanban metric measures something similar to velocity?

- A) Burndown charts
  - B) On-time performance
  - C) Story points
  - D) Throughput
- 
- A) Incorrect. Burndown charts help track the amount of work delivered but are not a metric by themselves. Kanban may or may not use burndown charts.
  - B) Incorrect. Kanban is less interested in on-time performance or on-time delivery of the team, because of the continuous-flow system. A decrease in variation of due-date performance would be a good Kanban metric, but it does not track a similar thing to Agile's velocity.
  - C) Incorrect. Velocity can be measured in story points, but they are not a metric by themselves. Kanban may or may not use story points.
  - D) Correct. Throughput is reported as a trend over time. The goal is to continually increase it. Throughput is very similar to the Agile velocity metric. It indicates how much work items were completed in a given period. (Literature: A, Chapter 12)

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Within Kanban, what is the benefit of thinking of any process as a set of policies?

- A) Policies are a series of actions to make something or achieve a particular result, which helps the team understand what management needs.
  - B) Policies can be made explicit easily once they are identified, which helps the team understand them and change them if they become outdated.
  - C) Policies govern behavior that the team could use to reduce waste and variation in their reports to upper management and stakeholders.
  - D) Policies help the team add value by focusing on aligning products and services with the needs of the business and its most important stakeholders.
- 
- A) Incorrect. This is a dictionary definition of the word process, but it does not explain why thinking of processes as a set of policies is beneficial.
  - B) Correct. Processes are sets of policies that govern behavior. Policies may become outdated, which is only noticed when they are made explicit. (Literature: A, Chapter 4)
  - C) Incorrect. Processes in Kanban should be thought of as policies that govern behavior but reducing waste and variation in reports is not the benefit of thinking of processes as a set of policies.
  - D) Incorrect. This is close to a process definition from ITIL, which should not matter in Kanban. It also does not explain why thinking of processes as a set of policies is beneficial.

16 / 40

Balancing demand against throughput and limiting work in progress (WIP) creates slack capacity.

What is the relation between slack and continuous improvement?

- A) Creating slack is a practice that sets a specific cadence and capacity allocation before and after a project starts so that teams can work on process and technology improvements.
  - B) Creating slack is one of the main steps of the continuous improvement method suggested by Kanban to change the company's culture and improve crucial aspects of the workflow.
  - C) Creating slack should be avoided when building a continuous improvement culture, since it represents waste, so demand and throughput should be adjusted so that capacity is fully utilized.
  - D) Creating slack with these practices enables teams to have more time to think of and act on small improvements with enough frequency to create a continuous improvement culture.
- 
- A) Incorrect. Slack is not a practice and does not set any specific cadence and capacity allocation.
  - B) Incorrect. Kanban does not suggest a specific continuous improvement method that contains specific steps.
  - C) Incorrect. This is the opposite of how slack is related to continuous improvement. A team needs slack to create continuous improvement.
  - D) Correct. Balancing demand against throughput enables slack, which enables continuous improvement by allowing teams to have free time to implement changes. (Literature: A, Chapter 3)

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Juliet is a manager at a car supplier company. Juliet wants the team to continuously improve. Her team has identified a constraint: every time a large order comes in that is not in stock, there is a manual step of signing off on ordering parts by Juliet. The team is unsure what to do next.

What should the team do?

- A)** - Decide if and how the manual step can be taken out of the process
    - Make whatever changes are necessary to optimize the process
    - Identify a new constraint and keep improving the process
  - B)** - Do a full value-stream mapping to identify all other constraints
    - Ask Juliet which constraint to lift and how to change the process
    - Make whatever changes Juliet suggests to improve the process
  - C)** - Take the manual step out of the process without asking Juliet
    - Use statistical process control to drive a large kaizen event
    - Organize a competition to find the most constraints in the process
  - D)** - Recast the pull system as a drum-buffer-ropo implementation
    - Order more inventory to prevent the constraint from occurring
    - Ask Juliet to identify more constraints with the five focusing steps
- 
- A)** Correct. The team can follow the five focusing steps, starting from step 2, to continuously improve. They have identified a constraint, now they should decide if they can elevate it, elevate it if possible, and then move on to a next constraint. (Literature: A, Chapter 16)
  - B)** Incorrect. A full value stream mapping may be helpful, but it cannot find all constraints. The team should take responsibility over the process improvement and not leave that to Juliet.
  - C)** Incorrect. The team should get input from Juliet on whether the manual step can be taken out. The change seems too small to warrant a large kaizen event. A competition is definitely not helpful, because it undermines psychological safety and a sense of collaboration.
  - D)** Incorrect. Recasting the pull system as a drum-buffer-ropo implementation is not necessary. Having too much inventory should be considered waste. The team should identify the constraints and not leave that to their manager.

18 / 40

A team complains about their current daily stand-up meetings, even though they like meeting shortly every day. The team says the meetings take too long and are more a status report to the managers instead of something related to the actual work.

Is changing to Kanban daily stand-up meetings useful for this team?

- A) Yes, because Kanban daily stand-up meetings focus only on blocked and delayed items, making the work move faster through the workflow while decreasing defects and cost of delay.
  - B) Yes, because Kanban daily stand-up meetings focus only on the flow of work, gathering enough information to keep the team and the card wall up to date with the work status.
  - C) Maybe, because Kanban daily stand-up meetings focus more on the flow of work, but only if the team is working with software development, maintenance items or technical support.
  - D) No, because Kanban daily stand-up meetings do not focus on the three-question approach, which would give the team more transparency and faster feedback about the work items.
  - E) No, because the team is better off without the obligation of attending a meeting every day, allowing the team members to focus on the flow of work and defects.
- 
- A) Incorrect. Kanban daily stand-up meetings have no direct effect on how fast a work item gets finished. Kanban daily stand-up meetings focus on the flow of work, not just on specific items.
  - B) Correct. Kanban daily stand-up meetings are useful due to their simplicity and focus on the flow of work, helping teams to be better informed about the work status and how to move items along. (Literature: A, Chapter 7)
  - C) Incorrect. Kanban and its practices are not restricted to a specific context. It can be applied to product development, project management, marketing and other areas.
  - D) Incorrect. The three-question approach does not focus on the flow of work or feedback. It would not help the team in relating the meeting to the actual work more.
  - E) Incorrect. Whether the team benefits from Kanban daily stand-up meetings or not depends on a team's ability to manage their workflow. It is a decision based on logic and maturity, not on time management. This team wants a meeting, so there's no reason to think a daily meeting is not beneficial.

19 / 40

A team started to work on a new batch of 5 items. After a while, a Kanban consultant attended their standup meeting and noticed that a work item was blocked but had no indication of that on the card wall or the electronic tracking tool. The team does not understand the goal of visually tracking the blocked items.

What is the **main** goal of visually tracking blocked items?

- A) The goal is to bring the team together and provide them all the necessary lagging and leading indicators, so they make better decisions during daily standup meetings and retrospective meetings.
  - B) The goal is to create awareness of risks, processes, and blocked items, to help the team deliver their work on time while preventing defects or creating problems in the workflow of related teams.
  - C) The goal is to give management and stakeholders enough information about the items' status so that they do not have to ask the team for information when building accurate status reports.
  - D) The goal is to visually communicate enough information to make the system self-organizing and self-expediting while creating a sense of autonomy, transparency, and fast decision-making.
- 
- A) Incorrect. Even though visualization may help the daily standup meeting or the retrospective meeting, this is not the goal. Instead, it helps people to quickly access information related to work items.
  - B) Incorrect. Even though visualization can help with blocked items and risk management, it cannot prevent defects or problems with an item's deadline.
  - C) Incorrect. Visualization could help managers to access information, but that is not the main goal. Additionally, a status report might include information that could not be available in a card wall, such as overall cost.
  - D) Correct. Any information related to the work items should be visually accessible so that the team can make decisions in real time. (Literature: A, Chapter 7)

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Arya is a Kanban consultant. During a daily standup meeting, a work item was signaled as blocked with a pink sticky note and the project manager commented on the blockage.

Even though the blockage was visualized, which provides a visual clarity for the team, Arya thought there would be a better way. She wants to improve the way the team manages and tracks issues.

What should Arya do?

- A) Advise the team to create an 'issue' work type and link it to the original work item, tracking its start and end date, and status, and assign a team member to the issue.
  - B) Ask for more information about the work item and the reason for blocking it, then refer to a book about the Kanban method for the team to learn about issue management.
  - C) Remove the pink sticky note from the board and create an 'issue' work type that represents the blockage, thus showing the team how to manage blockages properly.
  - D) Tell the team that they should have asked her opinion before blocking the item so they would not be questioned by the project manager about the blocked item.
- 
- A) Correct. This would be an easier way to manage and track the issue related to the work item, improving how the team solves issues. (Literature: A, Chapter 20)
  - B) Incorrect. To teach Kanban is to teach continuous improvement and flow management. This course of action would be too apathic.
  - C) Incorrect. Even though creating the issue is a good idea, Arya should work on cultural change. By doing the work for the team, the consultant is not teaching anything.
  - D) Incorrect. Kanban is about transparency and self-organization. This answer shows the opposite of that.

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What are the **main** activities of drawing a card wall?

- A) - Identify work item types  
- Name work item types  
- Visualize work items by using swim lanes
  - B) - Map the value stream  
- Define upstream and downstream stakeholders  
- Establish boundary interfaces
  - C) - Model the workflow  
- Create ordered columns to represent the activities  
- Add any necessary buffers or queues
  - D) - Understand the demand of each work item type  
- Allocate capacity  
- Specify limits for queues in swim lanes
- 
- A) Incorrect. These are the main activities of establishing work item types.
  - B) Incorrect. These are the main activities of defining a start and end point of control within the value stream.
  - C) Correct. These steps are the main activities of creating a card wall. (Literature: A, Chapter 6)
  - D) Incorrect. These are the main activities of demand analysis and capacity allocation.

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What is a good reason for using swim lanes on a task board?

- A) Attaching issues to the corresponding work items
  - B) Displaying the flow of activities for each team member
  - C) Showing the order of the tasks performed in a workflow
  - D) Visualizing the types of work in a value stream
- A) Incorrect. Issues can be attached to work items irrespective of swim lanes.
- B) Incorrect. Swim lanes represent the flow of activities through a value stream or workflow, not the flow per team member.
- C) Incorrect. The order of tasks performed in a value stream is shown by the columns on a task board, not the swim lanes.
- D) Correct. After the starting point in a value stream has been selected, types of work that arrive at that point should be identified. Work item types can then be visualized by using different swim lanes on a task board. (Literature: A, Chapter 6)

23 / 40

A team accepts many work items into its queues. The team experiences delays to its work items and some work is not completed on time.

What is the consequence of limiting the work in progress (WIP)?

- A) It eliminates the need for buffers in front of potential bottlenecks.
  - B) It ensures that each person works on only one item at a time.
  - C) It increases the size of queues between workflow stages.
  - D) It prevents a temporary bottleneck from stopping the whole Kanban system.
- A) Incorrect. Buffers should be as small as possible because they lengthen lead time. However, buffers and queues smoothen flow and improve the predictability of the lead time, so they should not necessarily be eliminated. By smoothing flow, they increase throughput, so more work is delivered through the Kanban system.
- B) Incorrect. WIP-limits should be agreed upon through consensus, and the limit of one item per person might be too restrictive and lead to unnecessary idle time.
- C) Incorrect. Limiting WIP should reduce, not increase the size of queues between workflow stages. Queues should be as small as possible, to shorten lead times.
- D) Correct. Since all parts of the system have WIP-limits, temporary bottlenecks prevent the system from clogging and becoming overloaded. (Literature: A, Chapter 10)

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What type of information should be on the work item card, when it is placed on the board?

- A) Buffers
- B) Capacity allocation
- C) Item ID
- D) Steps that must be performed
- E) Workflow activity

- A) Incorrect. Buffers are part of the overall workflow, not the individual work item cards.
- B) Incorrect. The capacity allocation is relevant to the swim lanes, not the work item cards.
- C) Correct. Each item should be uniquely identified. The item ID can then be linked to the electronic version of the tracking system. (Literature: A, Chapter 6)
- D) Incorrect. This is too much detail to include on each work item card.
- E) Incorrect. The workflow activities are represented by the columns on the task board.

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When designing work item cards, several aspects should be considered. One aspect is that the card should have enough information.

Why should the card have enough information?

- A) To distinguish the work item type
- B) To enable self-organization of the team
- C) To identify the team's exact workload
- D) To start the work as soon as possible

- A) Incorrect. This is an advantage of using work item types but is not the reason why the card should have enough information on it.
- B) Correct. The type of information does not matter if the team can work with the cards to assign and prioritize their work. (Literature: A, Chapter 6)
- C) Incorrect. The workload associated with a work item is determined at a later stage.
- D) Incorrect. The scheduling of work is done based on the work item card at a later stage.

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Why should different work item types be distinguished from each other?

- A) Because it allows the team to cope with concurrent activities
- B) Because it helps to analyze demand for each work item type
- C) Because it is a prerequisite for electronic or physical tracking
- D) Because it is the basis on which items are kept in the backlog

- A) Incorrect. Concurrency is a problem relating to the workflow stages, not the work item types.
- B) Correct. Demand analysis can be performed for each type of work, which allows the Kanban system to be designed and resourced appropriately. (Literature: A, Chapter 6)
- C) Incorrect. The act of distinguishing work item types is useful for both electronic tracking and physical card walls, but it is not a prerequisite for either.
- D) Incorrect. This describes a backlog triage.

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What is a benefit of using work item types when mapping the value stream?

- A) It facilitates the allocation of work items to the right team members.
  - B) It helps the team distinguish different types of work and their priorities.
  - C) It improves visualization of the value stream by using different colors.
  - D) It increases efficiency by setting work-in-progress limits (WIP-limits).
- A) Incorrect. The allocation of work to employees is not guided by work item types, but by the actual content of the activity.
- B) Correct. Work item types are typically used to identify different types of work that may have different priorities. (Literature: A, Chapter 6)
- C) Incorrect. Work item types are not necessarily indicated by different colors.
- D) Incorrect. WIP-limits are unrelated to work item types.

28 / 40

How should a team **ideally** set work-in-progress limits (WIP-limits) for work items?

- A) By agreeing on a limit after a good discussion with relevant stakeholders
  - B) By deciding first if the team is mature enough to work with WIP-limits
  - C) By estimating the WIP-limit without discussions from historic data
  - D) By setting a limit of at most one work item at a time per person
- A) Correct. WIP-limits should be agreed upon by consensus with up- and downstream stakeholders and senior management. The number of work items can be selected and then observed to see whether it is working well, before making any adjustments. (Literature: A, Chapter 10)
- B) Incorrect. Even immature teams and processes benefit from WIP-limits. The positive tension created by imposing a WIP-limit across a value stream forces discussion about the team's issues and dysfunctions, which leads to a culture of continual improvement.
- C) Incorrect. It is true that limits could be unilaterally declared. However, there is power in gaining a consensus and obtaining a commitment from external stakeholders. When the team and process is put under stress, the team can fall back on the collaborative agreement.
- D) Incorrect. WIP-limits should be agreed upon through consensus, and the limit of one item per person might be too restrictive and lead to unnecessary idle time. In addition, this approach does not allow for the possibility of a collaborative approach to work tasks.

29 / 40

Why is it important to use appropriate release cadences?

- A) Because they accelerate the delivery of work
  - B) Because they build regularity and trust with customers
  - C) Because they reduce the work that must be done
  - D) Because they set work-in-progress limits (WIP-limits)
- A) Incorrect. A cadence is the rhythm of a type of event and has no influence on the delivery of work.
- B) Correct. Cadences are used to ensure deliverables are regularly produced and as such build trust. (Literature: A, Chapter 2)
- C) Incorrect. Cadences set a rhythm of work and activities, but a cadence cannot reduce the amount of work that must be done.
- D) Incorrect. Cadences do not set the WIP-limits. Indirectly, cadences could have influence on the WIP-limit, but this is not the reason why it is important to use appropriate release cadences.

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When is it useful to make an on-demand or ad hoc delivery?

- A) When there are legal or regulatory requirements that need to be met
  - B) When there are work items being deployed on a highly frequent basis
  - C) When there is consensus in the delivery team to deliver an item early
  - D) When there is high pressure from management to deliver an item
- A) Incorrect. Legal and regulatory requirements do not warrant on-demand and ad hoc deliveries.
- B) Correct. It makes sense to do on-demand and ad hoc deliveries in environments where the deployments are so frequent that there is no real need to develop a pattern. (Literature: A, Chapter 8)
- C) Incorrect. A team agreeing on delivering an item early does not make it useful to deliver that item early.
- D) Incorrect. Despite high pressure, the team should self-organize and determine if it makes sense to do on-demand and ad hoc deliveries.

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A team wants to use Kanban and has established their work-in-progress limits (WIP-limits).

What does capacity allocation for this team require?

- A) Allocating two or three items per person that are assigned tasks
  - B) Creating a comparative demand analysis for each work item type
  - C) Determining total allocations and specific queue limits
  - D) Reaching consensus with stakeholders and senior management
- A) Incorrect. This is the basis of the assignment of limits to work of individuals.
- B) Correct. Capacity allocation requires comparative demand analysis across the different types of work received by the Kanban system. (Literature: A, Chapter 10)
- C) Incorrect. This is determining WIP-limits. These are already established as the scenario mentions.
- D) Incorrect. This is the basis of WIP-limits, not for capacity allocation.

**32 / 40**

An organization has invested heavily in a recent marketing campaign to attract customers to a new range of products. This was highly successful, and more customer orders than normal come in.

The order processing team has always performed well. They have recently started to use a new order processing system. Unfortunately, the new order processing system cannot handle the increased number of orders. Despite working overtime and even nights to address the increased demand, orders are frequently fulfilled later than promised.

As a consequence, customers complain about the time it takes for their orders to be fulfilled.

What is the bottleneck and the **best** solution?

- A) The new processing system. The solution is to investigate and improve the system's capacity.
  - B) The number of complaints. The solution is to automate responses to customer complaints.
  - C) The number of customer orders. The solution is to limit the number of customer orders.
  - D) The number of employees. The solution is to hire more employees to provide 24/7 coverage.
- 
- A) Correct. The system's capacity causes the performance issues, which must be improved to process orders according to customer expectations. (Literature: A, Chapter 16 & 17)
  - B) Incorrect. The bottleneck occurs before the customers have complained, so improving the responses to customer complaints will not address the underlying issue.
  - C) Incorrect. Limiting the number of customer orders will not help the organization.
  - D) Incorrect. There is nothing to indicate that the number of sales employees is causing the situation, nor that 24/7 working is not already in place. This is not the bottleneck.

**33 / 40**

An organization wants a more structured approach to prioritizing the input for a value stream within a Kanban system.

Which meeting would **best** serve this purpose?

- A) After meeting
  - B) Daily stand-up meeting
  - C) Queue replenishment meeting
  - D) Release planning meeting
- 
- A) Incorrect. The purpose of after meetings is to generate improvement ideas, which result in process tailoring and innovation.
  - B) Incorrect. The purpose of daily stand-up meetings is to examine the card wall to understand which items are blocked, or to provide more information about certain items.
  - C) Correct. The purpose of queue replenishment meetings is to fill the Kanban system's input queue for a single value stream, system, or project. (Literature: A, Chapter 7)
  - D) Incorrect. The purpose of release planning meetings is to plan downstream delivery. This activity takes place at a later stage in the Kanban system than queue replenishment meetings.

### 34 / 40

A team has a growing backlog for a particular product. Some of the backlog items are several months old. The product development manager and project manager request meetings with business managers when there is capacity in the Kanban system for more input.

How would a backlog purge policy and a regular input cadence help this team?

- A) The bottlenecks in the system would be removed, and the project manager would be able to show an improved flow to the business.
  - B) The collaboration between the business and the team would be improved, and unnecessary items in the backlog would be removed.
  - C) There would be a reduction in the variability of the product's performance, and the business managers would need to talk to team representatives less frequently.
  - D) There would be improved clarity of information for each work item, and the business managers would be better aligned with product development.
- A) Incorrect. A backlog purge policy and a regular input cadence would not necessarily resolve bottlenecks.
  - B) Correct. A regular input cadence would improve collaboration and predictability; a backlog purge policy would remove backlog items over a certain age. (Literature: A, Chapter 4 & 9)
  - C) Incorrect. By purging the backlog and ensuring a regular input cadence, the product's performance would not necessarily become more consistent. Also, the intent of a regular input cadence is not that business and team representatives meet less frequently, but that they are able to focus on the prioritization of improvements in a structured way.
  - D) Incorrect. A backlog purge policy and an input cadence are not related to the type of information stored for each work item.

### 35 / 40

A team receives frequent complaints that important work is delivered too late. Especially important work items that should be expedited, are not delivered to other team's satisfaction.

Overall, the team has trouble to deal with their workload. The current prioritization method is based on detailed estimates from the team on how long they will take. The team has a functioning pull-system, and everyone pulls new tasks from the team's card wall.

Which approach would help reduce the frequent complaints **most**?

- A) Defining classes of service with their own service level agreements (SLAs)
  - B) Estimating risk profiles and allocating capacity according to demand
  - C) Holding release planning meetings with business representatives
  - D) Reducing work in progress (WIP) for each project or value stream
- A) Correct. Defining classes of services will give the expedited items priority and reduce the number of complaints. In addition, the team gains capacity by only judging class of service instead of estimating tasks individually. (Literature: A, Chapter 11)
  - B) Incorrect. This activity occurs later in the process and would not affect the prioritization of work items.
  - C) Incorrect. Release planning meetings are held further downstream and would not affect the prioritization of work items.
  - D) Incorrect. The problem is the prioritization or order of work items, rather than a demand/capacity issue.

36 / 40

How would establishing a delivery cadence benefit a service provider?

- A) It creates regular delivery, which builds trust with customers.
  - B) It prevents all ad hoc deliveries, which increases productivity.
  - C) It reduces the cost of coordination, which reduces resources.
  - D) It supports timeboxing, which results in a better prioritization.
- 
- A) Correct. Although commitment and prioritization are decoupled from cadence in Kanban, regular delivery creates consistency, which builds trust because of predictability. (Literature: A, Chapter 8)
  - B) Incorrect. Regular delivery has advantages, but it may make sense to have some ad hoc deliveries as well. A delivery cadence does not prevent all ad hoc deliveries.
  - C) Incorrect. This is usually not true and is one of the things to balance when determining cadence. Coordination costs may be higher. A delivery cadence may need more resources, not fewer.
  - D) Incorrect. Kanban does not use predefined timeboxes. It separates delivery cadence from prioritization and time.

37 / 40

A company creates bespoke cat-tracking collars. Customers choose the size and color of the collar, and the method of tracking. In addition, the customer can fill in a field with special requests for different types of ornaments. As a result, each order is different.

The production team struggles with getting the orders ready within the time they promise on the website. They have researched internally and asked customers to give input. This analysis gave the following information:

- It is difficult to predict how many orders are expected in any given week.
- There is currently no way to expedite requests for customers.
- Customers are generally very happy with their order, even if it is a bit late.
- There are actually three common types of ornaments added: a small bell, an ID card, and a small jewel.
- Some orders are late because certain colors are delivered later than expected.
- A few customers (2%) return an order with a request for a change.

What **internal** source of variability should be solved?

- A) Expedite requests. By adding the functionality for expediting requests, customers are happier.
  - B) Irregular flow. By creating more regular marketing messages, customers will order more regularly.
  - C) Resource availability. By ordering more back stock of collar colors, the work is no longer delayed.
  - D) Rework. By paying more attention to the original order, the team reduces the amount of rework.
  - E) Work item size. By adding common ornaments as a standard request, the orders are standardized.
  - F) Work item type mix. By removing the special requests, the team will improve their throughput.
- 
- A) Incorrect. This is an external cause of variability. Adding this functionality may increase customer satisfaction but it will only increase variability.
  - B) Incorrect. This is an external cause of variability here because it comes from the customers. There is never much control over this, although seasonal variability can be analyzed and planned for.
  - C) Incorrect. This is an external cause of variability because the collars themselves are ordered and not delivered on time. Ordering more back stock may help reduce variability but having too much inventory can also be waste.
  - D) Incorrect. Although this is an internal source of variability, there is not much rework: only 2% return with an additional request. The scenario also does not state that the team does not pay enough attention to the original order.
  - E) Correct. Work item size is an internal source of variability. Work items with a special request are larger than work items without because they require closer reading and more attention. By standardizing the three most common ornaments into a standard request, the variability can be reduced. (Literature: A, Chapter 19)
  - F) Incorrect. Customers are generally very happy, even when orders are a little late. There is no indication that the team should increase their throughput at the cost of reducing the customization options.

### 38 / 40

An organization does not allow remote work on development projects for security reasons. All employees involved in the development process must work in a secured location on site. There is no continuity plan for working outside of the organization's main buildings.

There is currently maintenance done on the roads around the main building to improve the capacity of these roads. Although alternate routes are always available, an alternate route takes more than double the travel time to arrive at work.

What is an **external** source of variability for completing development projects for this organization?

- A) Availability of computing equipment when arriving late at work
  - B) Availability of the roads during the maintenance times
  - C) Capacity of the roads to help employees get to work on time
  - D) Continuity of the roads for traveling to the main building
- A) Incorrect. Availability of computing equipment is an internal source of variability.
  - B) Incorrect. An alternate route is always available.
  - C) Correct. Capacity is an issue. It may take longer to get to work which could impact deliverables. Alternate routes are always available. (Literature: A, Chapter 19)
  - D) Incorrect. There is always an alternate route indicated.

### 39 / 40

The employees of a company work mostly remotely because the office has limited capacity. The company policy is that everyone works for roughly 50% from home, on average.

What is the **recommended** strategy to ensure the team's productivity?

- A) - The project manager assigns tasks to team members and controls a physical board.  
- Team members report back on the status of work to the manager daily.  
- The team has a weekly online meeting to discuss challenges and progress.
  - B) - The team members select their own tasks from a digital or physical version of the board.  
- Team members are tasked to keep the digital and physical version of the board in sync.  
- The team meets daily to update and synchronize the boards and discuss progress.
  - C) - The team members select their own tasks from a digital board.  
- Team members only work in a digital setting, without a physical board.  
- The team meets weekly in an online setting while watching the digital board together.
  - D) - The team members select their own tasks from a physical board.  
- Team members update each other on progress via e-mail or on the board in the office.  
- The team meets daily in a hybrid setting (video and in-person) to discuss progress.
- A) Incorrect. This approach breaks a fundamental principle of Kanban: self-organization and self-management. Weekly meetings are usually too far apart to deal with emergent issues properly.
  - B) Correct. This approach is the most appropriate response to the challenges faced. Everyone can see a version of the board during the stand-up, the board that everyone sees has the same data, the benefit of teams in the office always being able to see a physical board remains, and the challenge with this approach is addressed by assigning someone to keep the boards in sync. (Literature: A, Chapter 6)
  - C) Incorrect. Although many teams have adopted this approach, using a physical board remains the most optimal approach to using Kanban. Weekly meetings are usually too far apart to deal with emergent issues properly.
  - D) Incorrect. This solution does not ensure that the board reflects the status of each work item correctly.

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JetStream is a project-driven company in the aeronautic industry. Projects are often large and interdependent. JetStream successfully uses Kanban for small projects. The company now wants to use Kanban for all projects, including large, complex projects in which many teams work together, but is unsure how.

Can JetStream use Kanban in their large, complex projects as well?

- A) Yes. Kanban simplifies large, complex projects with interdependencies, and the entire project can be viewed on a single Kanban board.
  - B) Yes. Teams can work on sub-projects with their own Kanban board and, send a representative of the team to attend project-wide meetings.
  - C) No. Kanban is only suitable for simple projects, and the company should use proven project management techniques for larger projects.
  - D) No. Teams can work on larger team-level projects using Kanban, but traditional project management is most suitable for cross-team projects.
- 
- A) Incorrect. Although Kanban scales well, it does not simplify the projects. Kanban scales well, but only if both high-level organizational Kanban boards and detailed team Kanban boards are used.
  - B) Correct. Kanban is suitable for scaling to larger projects. Teams should use their own Kanban boards for detailed work item management. A team representative participates in the high-level organizational stand-up meetings. (Literature: A, Chapter 13)
  - C) Incorrect. Kanban scales well if both high-level organizational Kanban boards and detailed team Kanban boards are used. Using both Kanban and traditional project management stands in the way of success with Kanban.
  - D) Incorrect. Kanban scales well if both high-level organizational Kanban boards and detailed team Kanban boards are used. Using both Kanban and traditional project management stands in the way of success with Kanban.

# Evaluation

The table below shows the correct answers to the questions in this sample exam.

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



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