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**Shared by Larsen on 09-08-2024**

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# Question 1

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**Question Type:** MultipleChoice

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Continuous improvement -- making small changes in operations and activities in a never-ending way -- is called in Japanese:

## Options:

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- A- Zazen
- B- Paisan
- C- Chozen
- D- Kaizen

## Answer:

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D

## Explanation:

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Kaizen - continuous improvement.

Small changes.

The other answers are essentially unrelated and facetious.

## Question 2

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**Question Type:** MultipleChoice

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'XXX theories of leadership are now largely discredited as a means of identifying team leaders'.

This quotation comes from the Profex Publishing textbook for this subject. Which word has XXX replaced?

**Options:**

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**A-** Trait

**B-** Tres

**C-** Tait

**D-** Tray

**Answer:**

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A

## Explanation:

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Trait.

The trait theory of leadership is the idea that successful leaders have particular personal traits (characteristics) which have enabled them to become effective leaders. 'A born leader', etc. Winston Churchill, V I Lenin, Laurens van der Post, and such like.

The view now is that leadership is more likely to be taught or trained, resulting in effective leaders.

## Question 3

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**Question Type:** MultipleChoice

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R Meredith Belbin made a distinction in his work between 'solo leaders', who were kind-of historic leaders; and 'team leaders' who are seen as being leaders for modern times, or of the future.

From the list shown, select the one answer which represents the solo leader, rather than the team leader.

**Options:**

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- A- Encourages diversity, and lets team members be themselves
- B- Creates a mission that team members can work together to achieve
- C- Chooses to limit their role in teamworking: delegates
- D- Sets objectives and separate tasks for individual team members

**Answer:**

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D

**Explanation:**

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The correct answer to the QUESTION NO : is: 'Sets objectives and separate tasks for individual team mem-bers'.

So in a sense, the 'team leader' allows the group to function / facilitates the group's success; where the 'solo leader' is more directive and 'involved'. If you have experience of military leadership you may wish to reflect on which camp those leaders fall into.

## Question 4

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**Question Type:** MultipleChoice

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Within the overall philosophy of just-in-time production, a signalling system to indicate when the next stage of the production process needs output from the previous stage, is called:

**Options:**

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A- Heijunka

B- Kaizen

C- Kanban

D- Lankan

**Answer:**

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C

**Explanation:**

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A kanban system pulls product through the production process from the previous stage.

Kaizen means continuous improvement; heijunka is related to production scheduling and levelling; Lankan is a place in Sri Lanka, and elsewhere - it is unrelated to this course.

Kaizen, kanban and heijunka can be related to the notion of the implementation of change and im-provement.

## Question 5

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**Question Type:** MultipleChoice

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'Doing things for less cost' is a description of:

### Options:

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A- Effectiveness

B- Efficiency

C- Economy

### Answer:

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C

### Explanation:

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Economy.

A clear description given.

The other possible answers shown may be the subject of other QUESTION NO :s in this and other L3 tests.

## Question 6

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**Question Type:** MultipleChoice

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Which of the following departments would be both internal customers and internal suppliers of an organisational procurement function?  
Select all that apply.

### Options:

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- A- Accounting and finance
- B- Legal department
- C- Human resources
- D- Information and communications technology

### Answer:

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A, B, C, D

### Explanation:

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All options apply.

All of the named departments will both take and provide services from / to the procurement function.

## Question 7

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**Question Type:** MultipleChoice

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Which two of the following actions are most likely to be carried out by the buying organisation?

### Options:

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- A- Approve the invoice
- B- Specify the need
- C- Submit the invoice
- D- Acknowledge the order

### Answer:

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A, B

### **Explanation:**

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Specifying the need and checking the invoice would come from the buyer's side.

The other two options would be carried out by the seller.

## **Question 8**

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### **Question Type: MultipleChoice**

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A psychological view in which an employee treats the business and the work as if it were their own:

### **Options:**

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- A-** Legal ownership
- B-** Work ownership
- C-** Problem ownership
- D-** Small business ownership

**Answer:**

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B

**Explanation:**

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Work ownership - the idea that a person 'takes ownership' of their work, and thus performs better.

A sub-set could be problem ownership - taking ownership of workplace problems because of work ownership.

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