MICRO EXERCISE

Kaizen, 5S and Lean Thinking

CIPS Level 2 Module 1 (L2M1): Introducing Procurement and Supply

15 multiple-choice questions | Kaizen · lean thinking · waste · just in time · 5S

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Instructions: Choose the one best answer for each question. Answers, with a brief reason for each, are given at the end of the paper.

Q1. What does the Japanese word Kaizen mean?

- **A.** Continuous improvement
- **B.** Quick profit
- **C.** Strict control
- **D.** Lowest price

Q2. How does Kaizen usually make improvements?

- **A.** Through one large change every few years
- **B.** By replacing all the staff
- **C.** Through small, step-by-step changes
- **D.** By buying new machines only

Q3. Who should take part in Kaizen?

- **A.** Senior managers only
- **B.** Everyone in the organisation
- **C.** Outside consultants only
- **D.** The procurement team only

Q4. What is the main aim of lean thinking?

- **A.** To increase stock levels
- **B.** To hire more staff
- **C.** To make products more complex
- **D.** To remove waste

Q5. In lean thinking, who decides what "value" is?

- **A.** The customer
- **B.** The supplier
- **C.** The finance team
- **D.** The competitor

Q6. *A warehouse in Dubai holds three times more stock than it needs.*

Which type of waste is this?

- **A.** Motion
- **B.** Inventory
- **C.** Defects
- **D.** Waiting

Q7. *Workers in a Muscat factory stand idle because parts have not arrived.*

Which type of waste is this?

- **A.** Transport
- **B.** Overproduction
- **C.** Inventory
- **D.** Waiting

Q8. *A factory in Sharjah makes 1,000 units when customers ordered only 600.*

Which type of waste is this?

- **A.** Defects
- **B.** Motion
- **C.** Overproduction
- **D.** Waiting

Q9. Which approach supports lean thinking by ordering goods only when they are needed?

- **A.** Just in time
- **B.** Bulk buying
- **C.** Panic buying
- **D.** Stockpiling

Q10. What does 5S help to create?

- **A.** A larger workforce
- **B.** Higher prices
- **C.** More paperwork
- **D.** A clean, organised and safe workplace

Q11. Which list shows the 5S steps in the correct order?

- **A.** Shine, Sort, Sustain, Set in order, Standardise
- **B.** Sort, Set in order, Shine, Standardise, Sustain
- **C.** Standardise, Sort, Shine, Sustain, Set in order
- **D.** Sustain, Shine, Sort, Standardise, Set in order

> **Q12.** *A storekeeper in Doha removes broken tools and items nobody has used for a year.*

Which 5S step is this?

- **A.** Shine
- **B.** Sustain
- **C.** Sort
- **D.** Standardise

> **Q13.** *Office staff in Abu Dhabi give every item a labelled place so it is easy to find.*

Which 5S step is this?

- **A.** Set in order
- **B.** Sort
- **C.** Shine
- **D.** Sustain

> **Q14.** *A team in Manama cleans its work area every day and checks equipment while cleaning.*

Which 5S step is this?

- **A.** Sort
- **B.** Shine
- **C.** Set in order
- **D.** Standardise

> **Q15.** *A Riyadh company runs monthly 5S checks and trains new staff so that good habits continue.*

Which 5S step is this?

- **A.** Sort
- **B.** Shine
- **C.** Sustain
- **D.** Set in order

Answer Key

Kaizen, 5S and Lean Thinking: correct answers with brief reasons

Q	Answer	Reason
1	A	Kaizen means continuous improvement: making small changes for the better, all the time.
2	C	Kaizen focuses on small, regular improvements rather than one big change.
3	B	Kaizen involves everyone, from senior managers to staff on the shop floor.
4	D	Lean thinking aims to remove waste so that only activities that add value remain.
5	A	Value is defined from the customer's point of view: what they are willing to pay for.
6	B	Holding more stock than needed is inventory waste. It ties up money and space.
7	D	Time lost while people or machines stand idle is waiting waste.
8	C	Making more than customers need is overproduction.
9	A	Just in time reduces inventory waste by receiving goods only as they are needed.
10	D	5S is a method for organising the workplace so it is clean, tidy, safe and efficient.
11	B	The order is Sort, Set in order, Shine, Standardise and Sustain.
12	C	Sort means removing items that are not needed from the work area.
13	A	Set in order means arranging items so they are easy to find, use and put back.
14	B	Shine means keeping the workplace and equipment clean, and spotting problems early.
15	C	Sustain means making 5S a habit, through training, checks and discipline.