



The Toyota Way book– study questions KPP202

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| Ch 1 | The author writes about 14 principles as the foundation of the Toyota Production System. These 14 principles are divided into four categories, “4P”. Describe these categories. Where in the 4P model can you find most of the “lean” companies? | 10p |
| Ch 2 | Explain the TPS meaning of jidoka and describe why the jidoka loom became interesting within spinning industry, and how it influenced the start of Toyota Motor Company. | 5p |
| Ch 3 | The TPS house diagram has become one of the most recognizable symbols in modern manufacturing. Draw the TPS house and describe each different group and element in short. | 10p |
| Ch 4 | Wright down the five principles that you find most important and explain why. | 10p |
| Ch 5 | Explain why the development of the Lexus model is described as including “No Compromises” and give 5 examples of development goals. | 5p |
| Ch 6 | 1993 Toyota started a large project with two goals: 1 Develop a new method for manufacturing cars for the 21 st century 2 Develop a new method for developing cars for the 21 st century. Describe the new approach to car development. | 5p |
| Ch 6+7 | According to Liker one reason why Toyota exists as a business is because they base their management decisions on a long-term philosophy, even at the expense of short-term goals. Describe this by giving three examples from the book. | 10p |
| Ch 7 | According to TTW and TPS: can short term economical goals be used successfully together with long term strategic decisions? Why? | 5p |
| Ch 7 | A: What are the main differences between Ford and Toyota missions? (5p) B: And what are the induced consequences into their systems? (5p) | 10p |
| Ch 7 | Why does Toyota teach their TPS to their suppliers and even to their competitors? | 5p |
| Ch 8 | One of the headlines in the book is Create continuous process flow..... Describe how to achieve that and the benefits you can achieve. | 10p |
| Ch 8 | Describe the meaning of each of the 7+1 Waste in TPS. (5) Discuss how each of them can be worked with for improvement within TPS (5) | 10p |
| Ch 8 | Describe five benefits of One-Piece Flow and why the different results are achieved. | 10p |
| Ch 9 | The third principle of Toyota, “Use Pull Systems to Avoid Overproduction” is one of the most significant characteristics of TPS. In spite of this they still use push system as a complement. Explain the difference and why they have to use “push”. | 5p |
| Ch 10 | Describe what levelling production means and give four benefits from doing so. | 5p |

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| Ch 11 | <p>The fifth Principle of Toyota is: Build a Culture of Stopping to Fix Problems, to Get Quality Right the First Time.</p> <p>A: Describe how it can be used for improved efficiency at an industrial production line, for example for truck motor production (5p).</p> <p>B: Describe how it can be used to improve efficiency in a service company, for example when giving lectures at university level (5p).</p> | 10p |
| Ch 12 | Describe how Toyota uses standardization as basis for continuous improvement and quality. | 5p |
| Ch 12 | What are the differences between an “enabling” and a “coercive” bureaucracy? What type is Toyota according to Liker? | 10p |
| Ch 13 | <p>3a: Describe the meaning of each “S” in the “5 S:s” (5p).</p> <p>3b: Describe how 5 S:s are used by Toyota to eliminate waste by achieving “visual control so no problems are hidden” (5p).</p> | 10p |
| Ch 14 | The 8 th Principle of TPS among other support the statement: “Any information technology must meet the acid test of supporting people and processes and prove it adds value before it is implemented broadly”. Describe the full meaning of this principle and give an example that supports why it exists within TPS. | 5p |
| Ch 15 | Give three examples of what characterizes the ideal leader within TPS. | 5p |
| Ch 16 | What are the main arguments to organize work in teams in TPS? | 5p |
| Ch 17 | <p>Principle 11: Respect your extended network of partners and suppliers.....is, among other things, a guideline for how to improve the cooperation with suppliers.</p> <p>Give some examples of how Toyota works within the frame of principle 11. Can you find some differences between Toyota and Ford?</p> | 5p |
| Ch 18 | <p>How can “genchi genbutsu/ gemba/ going to the place to see the actual situation for understanding” help a new leader to understand TPS. How can “five why” contribute in this? Give also a TPS example.</p> | 5p |
| Ch 19 | Describe how the 13 th principle “ Make decisions slowly ...” can be used within TPS through the use of “A3 PDCA documents”. | 5p |
| Ch 20 | Is there always a need for five (5) Whys in the Five Why method? Explain the method. What is the effect on the learning within the organization when the method is used? | 5p |