

Paper Code: M-EPA-TLS3002
Level 3

Team Leader/Supervisor

EPA Mock Knowledge Test

Information for registered Centres

The seal on this examination paper must only be broken by the learner at the time of the examination.
Under no circumstances should a learner use an unsealed examination paper.

Information for candidates

Under no circumstances should you the candidate use an unsealed examination paper.

This examination consists of **30 multiple-choice** questions. The minimum pass mark is 15 correct answers.
 The duration of this examination is **60 minutes**.

You are **NOT** allowed any assistance to complete the answers.

You must use a pencil to complete the answer sheet - pens must **NOT** be used.

When completed, please leave the **Examination Answer Sheet (EAS)** on the desk.

EXAMINATION ANSWER SHEET (EAS) INSTRUCTIONS:

For each question, fill in **ONE** answer **ONLY**.

If you make a mistake ensure you erase it thoroughly.

You must mark your choice of answer by shading in **ONE** answer circle only.

Please mark each choice like this:

01 A B C D **ANSWER COMPLETED CORRECTLY**

Examples of how NOT to mark your Examination Answer Sheet (EAS). These will not be recorded.

01 A B C D **DO NOT** partially shade the answer circle
ANSWER COMPLETED INCORRECTLY

01 A B C D **DO NOT** use ticks or crosses
ANSWER COMPLETED INCORRECTLY

01 A B C D **DO NOT** use circles
ANSWER COMPLETED INCORRECTLY

01 A B C D **DO NOT** shade over more than one answer circle
ANSWER COMPLETED INCORRECTLY

All candidates **MUST** sign the Examination Answer Sheet (EAS) in the bottom right-hand corner of the page before leaving the examination room.

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A characteristic of autocratic leadership in project management is that:

- A. the team leader makes all the decisions and has full control over the project
- B. team members make their own decisions and are fully responsible for their project tasks
- C. the team leader takes into account the opinions and ideas of team members and decisions are made collectively
- D. team members are asked to focus on the political arena in which the project team operates

2

Who is responsible for ensuring that a worker is eligible to work within the UK when joining a company?

- A. The local council
- B. The company employing the worker
- C. HMRC - Her Majesty's Revenue and Customs
- D. The police

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Change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved. What two critical elements must be included in the initial planning?

- A. Communication and resources
- B. Reward and recognition
- C. Critical path analysis and GANTT chart
- D. Performance management and grievance procedure

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You have reviewed a piece of work that a member of your team has completed and have found issues with their attention to detail. The **most** appropriate way to manage this situation is to:

- A. tell them over email to review the piece of work again and invite them to ask you for a meeting to discuss if they need to
- B. arrange a one-to-one meeting with the team member to go through the issue with them face-to-face
- C. wait until the next appraisal comes around and bring up the issue as part of a formal performance management process
- D. correct the problems yourself and if it happens again arrange a one-to-one meeting to emphasise the importance of attention to detail

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A key benefit to the coaching style of management is that it:

- A. creates a personal bond between the coach and coachee, focussing on building a sense of trust, and boosts morale
- B. allows the manager to focus on the coachee's training needs, professional development and motivation
- C. is the most appropriate to solve problems with disruptive team members
- D. means employees maintain a fast pace to keep up with the needs of the business

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After undertaking a performance management review for poor performance with a team member, how long should you wait before reviewing if the person has improved?

- A. You should discuss the time period with your manager and agree a time that is convenient for the business
- B. One month after retraining and additional coaching has taken place
- C. A time period determined by the employee as to what they felt they could achieve
- D. A reasonable amount of time for the retraining and other support mechanisms to show improvement

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Which of these definitions accurately defines the term 'real-time' when referring to data management?

- A. Real-time is where a specific amount of time is detailed by the system's IT manufacturer for processing the data in order to generate management reports
- B. Real-time is where the data is processed and available to managers immediately and therefore giving managers timely information to act upon
- C. Real-time refers to using GMT (Greenwich Mean Time) when referring to all times on data reports so that all reports generated from any country are working to the same time zone
- D. Real-time is a term used by IT providers that indicates the time that it will take to install a data management system into a business and the business's customer being completely satisfied

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When an engagement level is assessed as neutral, the stakeholder is:

- A. unaware of the project
- B. resistant to project changes and keen to support the status quo
- C. supportive of the changes being brought about by the project
- D. aware of the project but neither resistant nor supportive

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You have been asked to project manage a relocation of your office to a new site and, as project leader, you have selected 4 people to assist you. To maximise the chances of a successful project, they have been selected because:

- A. they all have full-time employment contracts, enjoy a challenge and have their own vehicle
- B. they are all excellent workers and always finish their work ahead of schedule
- C. they each have particular skills that are required to complete the task
- D. they all have expressed a desire for professional development opportunities

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The **most** appropriate description of an organisational culture is:

- A. the way employees feel about the organisation, which then influences their relationship with customers
- B. the diversity of the employees within the organisation
- C. that it is based on how team members get on with one another
- D. a system of shared values and beliefs, led by managers, which governs how employees behave

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Anything that could go wrong and threaten the project is a potential risk. To determine the best approach, the most effective project managers will assess:

- A. influence v effect
- B. probability v impact
- C. cost v benefit
- D. profit v loss

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Your organisation is planning to double the output of a key product line to meet increased customer demand. The **first** stakeholder group to inform of this change is:

- A. workers, so they know to expect a greater workload
- B. suppliers, so that they can plan and meet your demand accordingly
- C. customers, so that they are aware and can plan their purchases accordingly
- D. shareholders, to generate further investment

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You have been advised that your department must deliver 'value for money'. In order to do so, you should ensure the team is working:

- A. fewer hours for less pay
- B. more hours with fewer people
- C. efficiently and effectively
- D. fewer hours with more people

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Which of the following is the **best** example of a SMART target?

- A. Increasing the number of sales of a product range by 10% within the next year
- B. increasing staff morale within the next 6 month period
- C. Reducing the number of issues caused by an operating system software by 50%
- D. Reducing the number of customer complaints by 100% within the next 3-month period

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Your team is working with another department towards a company goal. What is the **most** important factor to ensure success?

- A. Effective communication
- B. The procedures used
- C. Director-level buy-in
- D. Using the same computer systems

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Critical path project management is based on which of these concepts?

- A. Some tasks are deemed more critical than others and therefore extra care and attention must be paid to them
- B. There are some tasks that cannot be started until the prior one has been completed, but others can be undertaken simultaneously
- C. There is only one path that can be followed in completing the project and this must be followed absolutely
- D. That while there is one main path to achieve the project there can be several short cuts at extra cost

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The **main** reason businesses value diversity and inclusion is because:

- A. they will want to have the widest talent pool to include all possible personnel
- B. they follow government legislation regarding diversity and inclusion
- C. they need to stay ahead of their competition regarding diversity and inclusion
- D. it is good for business reputation to show diversity and inclusion is important

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Which of these items would **not** be used in developing an organisational strategy?

- A. The company's marketing calendar
- B. The mission statement
- C. The company's vision statement
- D. Business objectives

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Large companies have a CEO (or MD) as well as a chairperson because:

- A. the CEO (or MD) runs the operations of the company while the chairperson is the head of the board of directors
- B. the CEO (or MD) is responsible for the sales and turnover whereas the chairperson is responsible for overall profitability
- C. the chairperson reports to the CEO (or MD) and undertakes special projects, like the large takeover of another company
- D. the role of the chairperson is to ensure the salary and benefits of employees are appropriate to the market rate and the performance of the company

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You have recently introduced a new way of working within your team. They are fairly familiar with their roles and responsibilities within the team and their differences are being resolved easily between themselves meaning you are acting more as a facilitator than a director. According to Tuckman's team development model, which stage of team development are you in?

- A. Forming
- B. Storming
- C. Norming
- D. Performing

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In normal circumstances can a budget be changed after it has been set?

- A. No, the budget will feed into the year's profit plan
- B. Yes, it is a flexible working tool
- C. No, it is a legal document that may not be changed
- D. Yes, if all your managers up to the director agree

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An effective chairperson can make a huge difference to whether a meeting achieves its objectives. A good 'chair' will:

- A. allow all agenda items to be discussed in full until they reach a suitable conclusion
- B. ensure that controversial issues are raised outside of the meeting to avoid a loss of focus
- C. always be thinking about the meeting overall, not just the topic under discussion
- D. prioritise agenda items according to the seniority of the contributor to ensure that they are discussed first

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In a project environment, team performance is likely to be **most** effectively managed by:

- A. scheduling project team meetings on a weekly basis
- B. providing project progress reports to sponsors
- C. forecasting the use of resources and ensuring their availability
- D. discussing individual and team goals regularly

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You have been told by a manager of another department that a member of your team has been spreading negativity in the office. You have arranged to meet with your team member to discuss it. In advance of the meeting you should:

- A. ask other team members for witness accounts and examples that you can use
- B. arrange for at least one witness to be present in case the team member denies the issue
- C. ensure you have all the facts and evidence you need to support the conversation
- D. email them your concerns so that they can come to the meeting prepared

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When managing the performance of your team, the first thing you need to do is:

- A. establish and agree specific aims and objectives of what is to be achieved
- B. monitor each task as it is carried out, to ensure standards are achieved
- C. develop one individual who can instruct the rest of the team on your behalf
- D. identify the preferred working style of each team member

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As a team leader you are often required to provide constructive feedback to team members. **Constructive** feedback is:

- A. a blend of praise for achievements and suggestions for improvement, using facts to substantiate your comments
- B. a structured discussion highlighting areas of poor performance and providing suggestions for improvement
- C. a conversation focused on positive areas, glossing over any negatives to encourage continued good performance
- D. a discussion aimed at improving performance using examples of semi-related or similar incidents

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What are the 4 stages of the product life cycle?

- A. Introduction, Growth, Maturity, Decline
- B. Plan, Do, Check, Act
- C. Understanding the Product, Planning, Implementation, Review
- D. Preparation, Incubation, Illumination, Verification

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You have been asked to provide a project update with statistical analysis to the executive committee, which is made up of 12 directors based at sites throughout the UK. The **most** appropriate form of communication for this task is:

- A. email each member of the committee, outlining key milestones of the project. Attach a detailed report, inviting feedback
- B. hold a conference call for all committee members to outline statistics, milestones and progress. Include question and answer session
- C. invite all committee members to a presentation at head office, after which a full status report is provided, for feedback
- D. send a summary status report to all committee members, followed by a conference call to highlight key milestones and answer any questions

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An electronic document in which data is arranged in the rows and columns of a grid and can be manipulated and used in calculations is known as a:

- A. database
- B. GANTT Chart
- C. table
- D. spreadsheet

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Under health and safety legislation, employers must ensure the health and safety of their employees as far as is reasonably practicable. The **most** appropriate definition of reasonably practicable is:

- A. weighing up the level of risk against the money, time or trouble needed to counter it
- B. agreeing a maximum spend with stakeholders on countering the risk and not overspending
- C. making sure those most at risk from the hazard are informed and trained on implementing controls
- D. that if the level of risk is high, then it would not be worth taking the money, time or trouble to counter it





Level 3

Highfield Assessment
Highfield House
Heavens Walk
Lakeside
Doncaster
South Yorkshire
DN4 5HZ
United Kingdom

Tel: +44 0845 2260350 Tel: +44 01302 363277
Fax: +44 0845 2260360 Fax: +44 01302 739144
info@highfieldassessment.com www.highfieldassessment.com