Paper Code: M-EPA-ODM5003

LEVEL 5

Operations or Departmental Manager - Mock Knowledge Test

Information for registered centres

The seal on this examination paper must only be broken by the candidate at the time of the examination.

Under no circumstances should a candidate 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 **90 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 Ⓐ Ⓑ Ⓒ ⬤   **ANSWER COMPLETED CORRECTLY**

Examples of how NOT to mark your examination answer sheet (EAS). These will no

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

01 Ⓐ Ⓑ ✓ ✗   **DO NOT** use ticks or crosses
ANSWER COMPLETED INCORRECTLY

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

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

M-EPA-ODM5003 ANSWERS

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

SECTION 1: Operational Management

Scenario

As a manager, you are responsible for overseeing the daily operations of your team. Recently, you have received feedback indicating inconsistencies in the quality of work produced by different team members. Recognising the importance of maintaining high standards, you organise a team meeting to address these concerns. During the session, you encourage open dialogue, allowing team members to express their thoughts on current processes and any obstacles they face.

As the discussion progresses, you discover that some team members lack clarity regarding their specific roles and responsibilities. To rectify this, you propose implementing a set of clear guidelines and expectations, as well as private one-to-one meetings to follow up on progress. You also suggest regular training sessions to ensure that everyone is equipped with the necessary skills and knowledge. By fostering an environment of continuous improvement and communication, you aim to enhance overall team performance and deliver consistently high-quality results.

1

What is the **main** purpose of establishing clear guidelines and expectations for the team members?

A. It ensures that tasks are started and completed behind schedule

B. It helps to improve team communication and morale

C. It prevents team members from asking questions

D. It reduces the need for performance reviews

2

How can lagging key performance indicators (KPIs) be used to assess the team's performance?

A. By analysing areas for improvement based on previous results

B. By helping team members anticipate future challenges

C. By rewarding team members for completing tasks early

D. By setting new goals for the team after tasks are completed

3

What is the **main** goal of using the Kaizen approach when developing the continuous improvement plan for the team?

A. To create sudden, major changes within the team

B. To ensure that team members complete tasks faster

C. To focus on making small, ongoing improvements

D. To identify new market opportunities for the team

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How can environmental scanning support the continuous improvement of the team's operations?

A. By comparing team performance against other departments

B. By highlighting where individual team members have succeeded in their role

C. By identifying external trends that may affect the team's success

D. By providing feedback on customer satisfaction levels

5

How can setting clear targets benefit the team's operational planning?

A. By allowing team members to select their own tasks

B. By creating opportunities to increase annual leave

C. By measuring progress towards specific goals

D. By reducing the need for training sessions

6

How can contingency planning help to improve consistency in the team's performance?

A. By allowing flexibility for unplanned events

B. By eliminating the need for daily reviews

C. By focusing on individual preferences for task management

D. By reducing the need for long-term planning

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According to Kotter's 8-stage model, what is the **first** step to successfully managing change within the team?

A. Building a coalition among employees

B. Communicating a clear vision

C. Establishing a sense of urgency

D. Removing obstacles to change

8

What is an effective way to ensure team members' feedback remains confidential while discussing performance issues in the one-to-one meetings?

A. By documenting feedback on a shared drive accessible to the whole team

B. By encrypting digital feedback records and limiting access to authorised personnel

C. By posting feedback on a noticeboard to foster communication and transparency

D. By storing feedback in unprotected files on personal devices

SECTION 2: Project Management and Finance

Scenario

As a departmental manager, you have been tasked with overseeing a significant project aimed at upgrading your team's software systems. The project has a strict timeline and budget constraints and it is essential to manage resources effectively. To begin, you convene a kick-off meeting with your team to outline the project scope, objectives and financial limits.

During this meeting, you emphasise the importance of adhering to the budget while also encouraging innovative thinking. As the project unfolds, you monitor progress closely and hold regular update meetings to discuss any emerging issues or potential risks. You also encourage your team to propose solutions that could enhance efficiency and reduce costs. By fostering a collaborative environment and maintaining transparency about financial expectations, you aim to ensure that the project is completed successfully and that the new software system meets the needs of the department.

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What is the **main** purpose of using a Gantt chart when managing the software upgrade project?

A. To allocate the project's financial budget

B. To identify potential risks and opportunities for the project

C. To provide a visual timeline of project tasks and deadlines

D. To track individual team members' performance during the project

10

What is the role of a Project Charter in managing the software upgrade project?

A. It analyses the risks involved in the project

B. It documents the financial expenditure of the project

C. It formally authorises the project and outlines key stakeholders

D. It tracks the date and completion of project milestones

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How can process management help meet the timeline constraints of the software upgrade project?

A. By identifying and eliminating unnecessary tasks

B. By increasing the number of team members involved

C. By recognising the need to switch between tasks and projects

D. By reducing the quality of the software system to speed up completion

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How does a risk register help in managing risks during the software upgrade project?

A. It allows for prioritising risks based on impact

B. It guarantees that no risks will occur during the project

C. It increases the project's overall budget spent on risk

D. It removes the need for regular risk monitoring

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What is the purpose of using a bottom-up method when setting the project budget?

A. It ensures costs are calculated by management for accuracy

B. It involves estimating costs based on detailed input from the team

C. It makes adjustments to the budget based on early spending

D. It reduces the need for regular financial reviews during the project

14

What is the appropriate action to take if a budget overrun is identified during the software upgrade project?

A. Adjust the budget and seek approval for corrective actions

B. Delay essential work and reduce hours to bring the project back on track

C. Reallocate budgets from the department to cover costs elsewhere

D. Submit a request to raise prices when the software becomes available

15

What is a **key** feature of qualitative financial forecasting methods?

A. It ensures complete accuracy in predicting future financial outcomes

B. It involves expert judgement and market analysis to estimate future costs

C. It is based entirely on historical numerical data from previous projects

D. It relies on software calculations from previous versions of technology

SECTION 3: Leading People and Communication

Scenario

In your role as a departmental manager, you have observed a decline in team morale, impacting overall productivity. To address this, you decide to organise a team-building event to strengthen relationships and improve communication. You carefully plan a day of activities that encourage collaboration, trust and problem-solving. During the event, you facilitate discussions that allow team members to share their experiences and highlight their individual strengths.

This creates a supportive atmosphere where everyone feels comfortable expressing their ideas. After the event, you implement regular team huddles to maintain the momentum and foster open communication. You also encourage team members to provide ongoing feedback and recognise each other's contributions. As a result, you notice an increase in collaboration and a positive shift in team dynamics. Your efforts to prioritise team building and communication are helping to create a more cohesive and motivated work environment.

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What leadership style improves morale by building emotional connections between team members?

A.   Affiliate leadership

B.   Autocratic leadership

C.   Commanding leadership

D.   Pacesetting leadership

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Which of the following approaches is effective for maintaining strong communication among remote teams after a collaborative event?

A.   Establishing a rotating leadership structure within each team to manage tasks

B.   Holding periodic check-ins with remote teams to review objectives and gather feedback

C.   Requiring each remote team to submit weekly reports without any group discussions

D.   Setting individual goals for each team member, avoiding team-wide meetings

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According to Belbin's team theory, how can the team's performance be enhanced after observing a decline in morale?

A.   By aligning team roles to each member's strengths and preferences

B.   By assigning team members random tasks to test their flexibility

C.   By encouraging team members to take on unfamiliar roles to boost their skill set

D.   By rotating team roles frequently to avoid stagnation

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How does shadowing benefit team members following a decline in morale?

A.   It allows employees to imitate others without needing to gain new insights or skills

B.   It enables team members to learn from each other in a practical, real-world context

C.   It isolates individuals from their teams, focusing on individual performance

D.   It restricts learning opportunities to formal training sessions only

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How can a role culture influence the implementation of changes within the department?

A.   By creating clear expectations and structured processes for tasks

B.   By encouraging innovation and experimentation in new projects

C.   By fostering personal relationships that may complicate decision-making

D.   By promoting flexibility and adaptability among team members

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What can be implemented to ensure that team members feel empowered when tasks are delegated?

A.   Micromanaging every aspect of the task until completion

B.   Offering support while allowing autonomy in task execution

C.   Providing minimal task guidance and stepping back completely

D.   Restricting access to resources needed for the task

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What is the **main** benefit of using active listening during team discussions?

A.   It allows the management team to dominate the conversation

B.   It enables quicker decision-making without feedback

C.   It encourages team members to feel valued and understood

D.   It prevents misunderstandings by avoiding clarifications

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How can verbal communication be used to improve team collaboration during a team-building event?

A.   By directing most of the conversation to individuals who are high-performing and who have authority

B.   By encouraging open dialogue to ensure everyone contributes

C.   By speaking quickly to cover more topics in less time

D.   By using technical jargon that few team members know about to improve wider understanding

SECTION 4: Managing People and Building Relationships

Scenario

As a departmental manager, you have noticed a lack of collaboration between two teams working on a shared project. This division has led to misunderstandings and delays in project deliverables and the ordering of supplies from external suppliers. To bridge the gap, you arrange a joint meeting with both teams to discuss the project objectives and clarify roles.

During the meeting, you encourage team members to voice their concerns and share their perspectives on how the collaboration can be improved. To facilitate better communication, you propose establishing a shared online platform for updates and feedback, ensuring everyone stays informed about progress.

Additionally, you assign a liaison from each team to enhance communication and resolve any issues promptly. To foster ongoing relationships, you plan regular joint team-building exercises that encourage collaboration and trust. Your goal is to create a unified team dynamic where everyone feels part of the same project and is motivated to contribute effectively, ultimately leading to a successful outcome.

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Why is assigning a liaison from each team an effective strategy for managing multiple teams?

A. It allows for one-sided communication from 1 team to the other

B. It encourages open communication and quick resolution of issues

C. It helps to create a hierarchical structure between the teams

D. It limits interaction between team members to avoid conflicts

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Which of the following techniques is effective for assessing employee performance while fostering open communication among teams?

A. Conducting annual performance reviews without feedback opportunities

B. Implementing one-to-one meetings with line managers to discuss performance

C. Setting rigid performance targets that discourage collaboration

D. Using generic performance metrics that disregard individual roles

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How can implementing a balanced scorecard contribute to improved team dynamics?

A. By focusing on the team's financial performance during the project

B. By limiting feedback to annual reviews to discuss overall performance

C. By prioritising internal performance over external stakeholder feedback

D. By providing a view of performance across different perspectives

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Which of the following approaches is appropriate to ensure effective recruitment for a project that requires collaboration between teams?

A. Conducting interviews with a single focus on technical skills and qualifications

B. Developing a hiring strategy that emphasises teamwork and communication

C. Relying on referrals from existing employees without assessing cultural fit

D. Using a job description that only addresses the basic needs of the project

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Why is effective networking important in managing supplier relationships?

A. It focuses on maintaining relationships with existing suppliers

B. It helps to develop strategic relationships and mutual understanding

C. It limits interactions to formal negotiations and contract renewals only

D. It provides an opportunity to engage in casual conversations with suppliers

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When is an appropriate time for team-building exercises to be conducted to enhance collaboration?

A. After project deadlines have been met

B. At regular intervals throughout the project lifecycle

C. Exclusively when conflicts arise between teams

D. Only during the initial stages of project planning

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What is a **key** factor to consider when managing conflict between team members at different levels, in different teams?

A. Balancing the power dynamics between teams

B. Ensuring that only management makes decisions

C. Keeping discussions formal and impersonal

D. Limiting input from team members to avoid disagreement

Level 5

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