

Paper Code: M-EPA-ODM5001
Level 5

Operations Departmental Manager EPA - Knowledge Test

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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 **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 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.

Section A

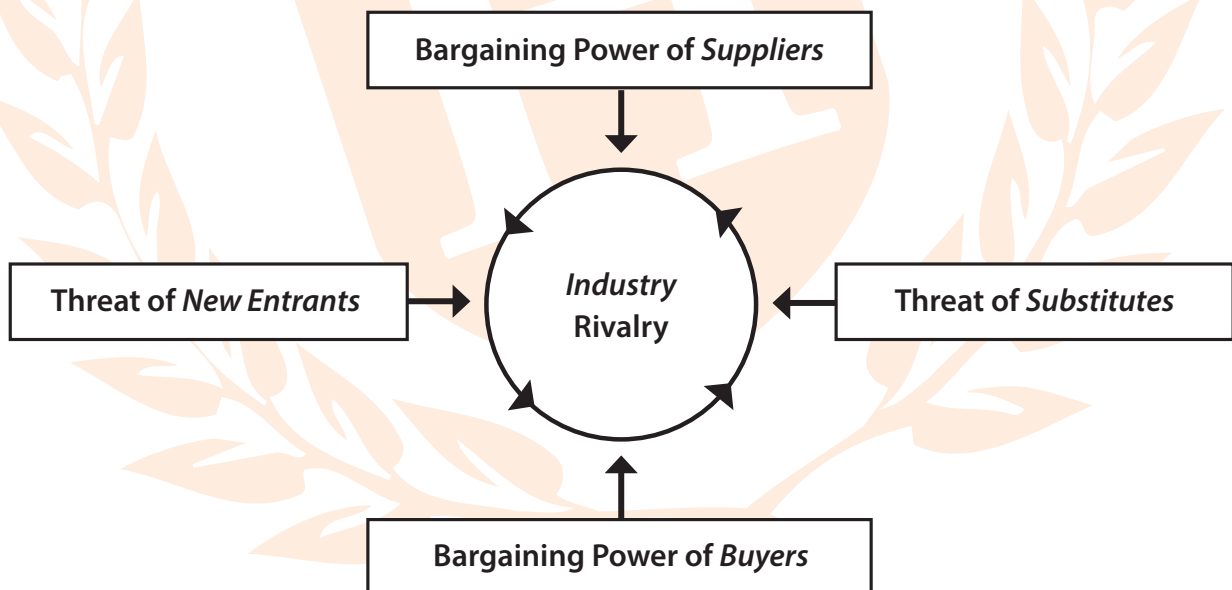
1

Which of these statements most accurately defines operational management?

- A. Operational management is another name for the central operations department within a business
- B. Operational management is the management of processes that transform inputs into goods and services that add value for the customer
- C. Operational management is a strategy where all employees work together to identify and gradually improve processes over time
- D. Operational management is the process of monitoring and improving the quality of product and service output across the business

Scenario: questions 2 - 8 relate to this scenario

You work for a large soft drinks manufacturer and you are attending a strategy meeting with senior managers to discuss the introduction of a new brand of energy drink called Crazy Cola. Your colleague has conducted an analysis of the competition in the sector using Porter's Five Forces model:



2

Using this model, which of the following is a threat of substitutes for the company?

- A. Coca Cola
- B. Evian Spring Water
- C. Tap water
- D. A new diet drink

3

During the strategy meeting it is agreed that in order to improve profitability on all products, the organisation needs to adopt a continuous improvement ethos. Which of the following would not contribute to an ethos of continuous improvement?

- A. All levels of management actively support and become involved
- B. Management encourages a collaborative attitude to solving problems
- C. A willingness to explore new methods and test new ideas for improving processes
- D. A company-wide measurement of waste and those responsible for creating it

Later in the meeting, you are given the following information about the introduction of the new drink.

- The production levels of existing products will be unaffected
- The new drink will be produced using existing processes and facilities
- The workforce is expected to increase by 2%
- A major marketing campaign is planned that includes TV advertising

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You are asked what the most likely impact is on existing management systems of introducing the new brand of energy drink. The **most** appropriate response to give is:

- A. the whole management system will need to be updated
- B. the operational readiness and start-up procedures are the only procedures affected
- C. the management system is designed to support the manufacture of soft drinks and will support the introduction of the new drink
- D. a new process is required for the management of the marketing campaign

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By understanding how the workforce will react to changes brought about by the introduction of new product lines, what would be the best way of managing those changes?

- A. Enforcement, and acting within organisational and regulatory guidelines
- B. Effective leadership, proper communication and employee involvement
- C. Communication, tell the workforce exactly what changes will be made and when they will be implemented
- D. Sell the vision of the company and offer incentives for the swift implementation of the changes

6

You already hold a customer database that can be used in a marketing campaign for the new energy drink. Under data protection law, you must:

- A. make sure the information is kept secure, accurate and up to date
- B. make sure all the information is available equally to organisations on the database
- C. never delete a customer from the database without their consent
- D. hold the information for a maximum of three years

7

The strategy of the business is to achieve a market share of 20% within 12 months of launching Crazy Cola. To meet demand, the production team has strict targets to meet. The senior production team agrees key performance indicators (KPIs) to support the business's objectives. In **establishing** the KPIs, which of the below factors should be considered?

- A. Business processes, working patterns and customer demand
- B. They need to be understandable, measurable and specific
- C. Data analytics, the need to keep KPIs under review and legal requirements
- D. They need to be understandable, accepted and agreed by all operators

8

In setting the target of 20% market share, the business recognises the need to develop a sales and operations planning. Which of the following best describes this process?

- A. Forecasting the demand for a product or service so it can be produced and delivered more efficiently and to the satisfaction of customers
- B. Planning of manufacturing utilising the resource allocation of employees, materials and production capacity
- C. Aligning the overall business plan with the sales, production, marketing and financial plans, among others
- D. Estimating the capital required and making financial policies in relation to investment, procurement and administration of funds

Section B

Scenario: questions 9 - 15 relate to this scenario

You are employed as project manager for a company that imports, stores and distributes a range of cosmetics products from Europe for sale in the UK. All functions including warehousing, logistics and administration are currently carried out across two sites.

Because each site operates in different ways, the level of service differs, and customers' feedback and expectations can vary depending on where orders are received and processed.

Therefore, it has been decided to move all office-based staff to one site.

The management of this project is your responsibility. This will include the decommissioning of the current office space on one site, fitting out the new offices, relocating staff and converting the old offices into additional warehouse space.

You begin by creating a project initiation document.

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The purpose of the project initiation document is to:

- A. provide all the project steps in detail
- B. define the project, its scope, funding and responsibilities
- C. formally agree the budget and timescales that cannot be exceeded
- D. monitor, review and re-plan project activities against the original scope

10

Having defined the project's requirements, you see the plan as one sequential workstream from start to finish. Assuming few or no alterations to the plan, which of the following project management methodologies would be **most** appropriate?

- A. Agile
- B. Lean
- C. Waterfall
- D. Scrum

11

One of the risks identified is turnover of staff, as they fear bringing departments together may lead to job losses anyway. How should this risk be managed as part of the project?

- A. Include everybody in project communications, engage those affected by the changes and encourage ownership towards the success of the project
- B. Send out a formal communication stating the objectives of the project and informing people that increased efficiency will lead to better job security
- C. Pass on the identified risk to the human resources department to deal with any questions or concerns raised by individuals
- D. Ignore this risk as it does not directly impact your objective of completing the moves

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You are provided with an overall project budget by the board that you need to work within when planning all activities. Which method has the board used to provide you with the budget?

- A. Bottom-up method
- B. Top-down method
- C. Parametric
- D. Work-based scheduling

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Which tool is **most** appropriate to use to monitor the schedule, cost and scope of the project against the original plan?

- A. Project baseline
- B. Brainstorming
- C. Milestone reporting
- D. Gantt chart

14

What are the main purposes of process management in this organisation?

- A. To identify variations to the process and allocate responsibility for management of processes to the respective department heads in logistics and administration
- B. To apportion expense to the correct cost centres and ensure that aligned processes can be measured against agreed key performance indicators
- C. To align processes in the warehousing department with the organisation's environmental responsibilities and ensure that health and safety is always at the forefront of any business process
- D. To align functional processes within administration and logistics to the organisation's strategic goals, and establish process measurement systems and educate managers to manage processes effectively

15

Following your successful completion of the project, financial forecasting of profitability has been reported by the chief financial officer based on a causal forecasting method. What does this mean?

- A. The forecasts are based on historical patterns that are observed over equally spaced time intervals
- B. Breaking down past efficiency and profitability into its trend, seasonal and cyclical components, and analysing the cause of each to forecast each one individually
- C. The profitability of the business has a cause-and-effect relationship with an improvement in efficiency brought about by the project's outcomes
- D. The management team derives forecasts based on its knowledge of the industry and of specific customers

Section C

Scenario: questions 16 - 23 relate to this scenario

You are new in post as the operations manager of a team of five. Four of your team are full-time office-based and one is a remote worker who comes into the office once a month.

One of the objectives you have agreed with your senior management team is to increase your team's output by 15% over the next 12 months.

You have not yet implemented any changes to the team's way of working and instead are keen to establish the strengths and weaknesses of the team to better understand and plan how to meet the agreed objectives. So far, you have made the following observations:

- of the office-based team, you have noted that one team member is especially strong in character, works very autonomously, and has a desire to be the best they can be in the role.
- another team member is very opinionated and is prone to pushing their own agenda.
- the remote worker lacks confidence and sends you, as their manager, a lot of emails to check they are making the correct decisions.
- each team member appears to be knowledgeable and works well in their roles.
- the processes in place are not fully reflective of the activities the team carries out and refers to outdated job titles, tasks and systems.
- the team dynamic in the office is generally supportive and the team regularly meets outside of work, apart from the lone worker. However, the team does not integrate with other departments well.

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When considering the issues and observations you have identified, you now need to rank them in order of importance or priority. Which of the following actions should be undertaken **first**?

- A. Correct the outdated processes
- B. Address the attitude of the opinionated team member
- C. Develop progression opportunities for the strongest team member
- D. Strengthen communication between the office-based and remote team member

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According to Maslow's theory of motivating factors, which factor is most likely to be the **most** important to address when working with the strongest member of the team?

- A. Safety
- B. Physiological
- C. Self-actualisation
- D. Social

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You are keen to lay out your vision as to how the team should work together to achieve team goals. The **most** appropriate method of communicating this to your team is to:

- A. send out a clearly written memo detailing your vision with a breakdown of objectives and timelines
- B. speak with the opinionated team member to get their 'buy-in' to help spread positivity about your ideas
- C. call a team meeting to discuss your vision in an open forum with the whole team and agree future agendas and the frequency or mode of meetings
- D. hold individual meetings with each team member to make sure each person understands your vision and where they fit in

You spend the next period defining your project plan to meet the objective you have been set to increase the output of your team by 15% over the next 12 months. Some things you consider are:

- automating the quotes and buying systems
- reducing the time taken to deal with internal complaints relating to your team
- updating job role descriptions to reduce duplication of effort
- improve communication within the team and with other departments

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The **most** appropriate action to take to inform the initial development of a project plan is to:

- A. meet with the strongest member of your team and explore all the ideas they suggest
- B. undertake a SWOT analysis based on your experience of working with the team so far
- C. arrange a knowledge-sharing event between the whole team and complete a team SWOT together
- D. delegate the objective to a member of your team for their personal development

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To help you to meet this objective, the project plan must include the delegation of tasks to your team. The **most** appropriate team task to delegate is:

- A. identify ways to reduce the time taken to deal with internal complaints relating to your team
- B. set a meeting schedule between your team and other departments
- C. update individual job role descriptions
- D. monitor progress towards the objective against the project plan

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A team member that you have recognised as having development potential comes to you with a problem that they have identified on a task they have been assigned. Which of the following approaches is **best** to take?

- A. Take time to consider the problem that has been presented to you, so you can think through all the possible solutions and the ramifications and inform them of your decision
- B. Ask the team member what they would do to solve the problem to see their decision-making process and engage in questioning and discussing their ideas. Agree how they will progress and arrange a check-in for feedback
- C. Explain to the team member that you are busy working on your assigned tasks, but that you are sure that they will come up with a suitable solution, as you have confidence in them
- D. Tell the team member to discuss the problem with other team members and report back to you only when they have a unanimous agreement on a solution that will work

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An issue has arisen concerning the progress towards the goal in that the team member with the strong character is going 'solo' and is undermining the rest of the team. You do value their commitment, knowledge and experience. Which of the following leadership styles would be the **best** to employ to address this?

- A. Democratic
- B. Autocratic
- C. Laissez-faire
- D. Coaching

You have been made aware that your business is being acquired by a larger national company that offers very similar services. Currently, the existing business is regionally-based in the Midlands and is a third of the size of the larger company. The larger company has more of a corporate feel, while your company has traded on family values and is 'small and friendly'. You have been invited to work on the change forum to manage the change and bring the companies' cultures together. There is a need to have a 'one team' approach moving forward.

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You have been tasked with recommending an initial plan to bring the people culture together and manage the change. The **best** approach would be to:

- A. investigate what is in place in both businesses and recommend the best combination of both
- B. utilise McKinsey's 7-S model with others' input to assess and plan for the internal changes
- C. implement a power culture as outlined by Charles Handy
- D. invite people to talk and share their ways of working so things can organically evolve

Section D

Scenario: questions 24 - 30 relate to this scenario

You have been given the role of project manager for the implementation of IT software that will significantly increase operational efficiency and improve customer and partner relationship management across a global organisation.

You have good knowledge of IT software but will need to recruit and build a team with a range of skills and knowledge to effectively deliver the project on time and in budget.

You know there may be suitable candidates within the organisation, but you also know there will be a need to recruit team members with specialist knowledge.

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To ensure you attract the right recruits, what would you need to consider when defining each of the roles in the project team?

- A. Job analysis, job description and person specification
- B. Job description, person specification and salary expectations
- C. Job analysis, position with the organisational hierarchy and progression opportunities
- D. Team role, person specification and Herzberg's hygiene factors

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To continually develop the individuals in the team, you will need to:

- A. monitor the changing needs of the organisation and be prepared to continue to recruit externally to maintain the momentum needed to deliver a successful project
- B. keep an eye on the team members who are weak in certain areas, and 'buddy' them with team members who are strong in the same areas to keep a good balance
- C. understand the needs of your organisation, the needs of the team, and develop individuals through training, coaching and mentoring
- D. promote those team members who do well to reward good performance and inspire others to improve their own performance

Having selected and built the full project team, you then split the team into different sub-teams, each with a 'sub-team leader', who is responsible for different workstreams.

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You want to give each sub-team responsibility for achieving its own objectives and overall goal of the project. To do this effectively, you must:

- A. set individual targets for each team but keep your distance and let the sub-teams' leaders manage any problems
- B. make sure you have weekly meetings with each sub-team leader and be ready to react if they flag up any issues requiring your attention
- C. be consistent in your approach and maintain a presence with each team to ensure objectives are met, while allowing a degree of autonomy
- D. closely monitor and review the work of each sub-team leader, and maintain final responsibility for all key decisions

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Which of the below is **least** likely to be a contributing factor in each team member developing into a high performer who meets or exceeds targets?

- A. They are well rewarded financially
- B. They are well organised
- C. They have a say in the decision-making process
- D. They enjoy working with their colleagues

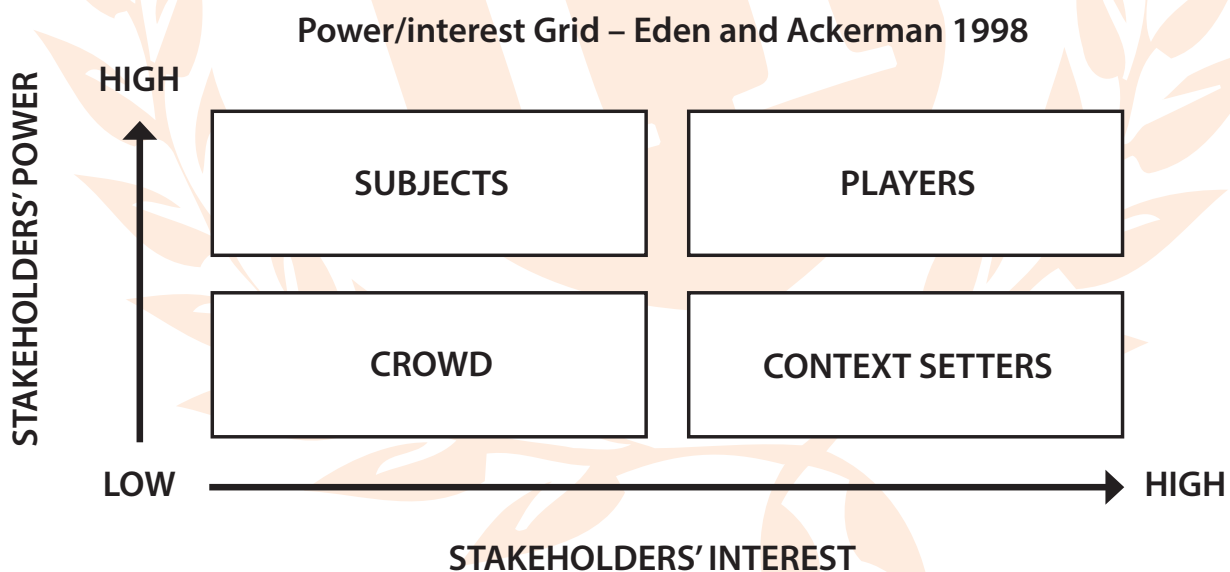
Because your team and sub-teams have a wide range of skills, experience and views, heated discussions start to happen that have the potential to damage team morale in the early stages of the project.

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In this situation, what would be the **best** approach to manage your team?

- For the avoidance of doubt, outline who will be the key decision makers straight away and identify those whose opinions you will listen to
- Encourage the expression of ideas and energise people to work together to seek solutions, while fostering the integration of several ideas
- Keep all the sub-teams apart and move those from the sub-teams where they are clearly 'at odds' with their team mates
- These things usually run their course, and the teams will tend to settle down and normalise once the strongest team members have established their place

Because one of the project's goals is to improve customer and partner relationships, you need to consider the needs of all affected stakeholders, who all consider themselves to be very important. To help you find a balance between effort and impact you map the interest and power of each stakeholder group on a quadrant to help prioritise their needs.



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Using the completed grid, what would you expect to be able to do with the result of the analysis?

- A. Determine which stakeholders have least interest in the project success and attempt to encourage their 'buy in'
- B. Use it to get all stakeholders involved in the success of the project and produce communication plans in order to do so
- C. Ensure that no stakeholders are prioritised over others and that everybody is treated fairly
- D. Determine which stakeholders to manage closely and channel your time and effort on those that have the most power and interest in the project's success

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Having established the key stakeholders (players) in the success of your project, you have identified one supplier that has worked with your company for several years and it is anticipated it will continue to do so. How can you work with this supplier to improve relationships with all your suppliers?

- A. Develop a mutually beneficial relationship, using resources or expertise from both organisations to improve the supply chain
- B. Ask the supplier to take responsibility for the delivery of improved customer service, and use your organisation as the benchmark for offering feedback to other suppliers
- C. Invite the supplier to lead a sub-project with other suppliers, with the objective of improving their service offer to you as their mutual customer
- D. Establish closer links, and make them your preferred supplier, with a view to a future merger into your own organisation







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