H Highfield Assessment®

Paper Code: M-EPA-ODM5002

Operations or Departmental Manager - Mock Knowledge Test

Level **5**

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

M-EPA-ODM5002 ANSWERS

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 Ⓐ Ⓑ Ⓒ　**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 1: Operational Management

Scenario

In your role as a departmental manager, you have noticed an increasing number of customer complaints regarding late deliveries. This issue has been affecting overall customer satisfaction and could potentially harm the company's reputation. To tackle this challenge, you decide to hold a team meeting to identify the root causes of the delays.

During the meeting, you encourage team members to share their perspectives and insights about the order fulfilment process. As the discussion unfolds, it becomes clear that communication breakdowns between departments are contributing to the delays. To address this, you propose the implementation of a more structured communication plan, which includes regular updates and check-ins between teams.

You also emphasise the importance of collaboration and setting clear expectations to improve the workflow. Your goal is to create a more efficient process that not only enhances customer satisfaction but also fosters a culture of teamwork and accountability within the department.

1

How can a SWOT analysis contribute to addressing customer complaints about late deliveries?

A. By analysing competitors' delivery times

B. By assessing market trends affecting delivery performance

C. By determining the weaknesses in the current delivery fulfilment process

D. By identifying the strengths of the delivery team

2

Why is it essential to encourage team members to share their insights during discussions about operational challenges?

A. To determine which departments are underperforming

B. To ensure that all suggestions align with management's strategy

C. To establish who is responsible for the delays

D. To foster a culture of accountability

3

How can you effectively use Kotter's 8-stage change model when addressing customer complaints regarding late deliveries?

A. By encouraging individual team members to work independently

B. By focusing on the financial impact of the change and the effect of this

C. By implementing changes without team input to avoid confusion

D. By providing a clear vision and creating urgency for improvement

4

What is a **main** benefit of using the plan, do, check, act (PDCA) model in addressing delivery issues?

A. It eliminates the need for regular monitoring of the team

B. It encourages a fixed approach to problem-solving

C. It provides a cycle for continuous improvement to processes

D. It restricts unnecessary communication between departments

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What **must** be prioritised when implementing a new technology solution for order fulfilment to ensure data security?

A. Comprehensive staff training on data handling protocols

B. Developing a marketing strategy for the new technology

C. Eliminating all paper records related to customer data

D. Ensuring cost savings over data security measures

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What is the **main** purpose of implementing a structured communication plan in response to customer complaints?

A. Ensuring all departments are aware of their individual responsibilities

B. Establishing regular updates to enhance interdepartmental collaboration

C. Reducing the number of customer complaints through increased supervision

D. Streamlining the order fulfilment process without additional resources

7

How does effective contingency planning contribute to improving the order fulfilment process?

A. By allowing for immediate resource allocation

B. By ensuring consistent product quality

C. By maintaining customer engagement during disruptions

D. By providing a proactive approach to potential delays

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How can the Ansoff Matrix assist you in addressing issues related to late deliveries?

A. By analysing customer feedback for improvement

B. By assessing current market conditions

C. By identifying opportunities for market penetration

D. By managing resource allocation effectively

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SECTION 2: Project Management and Finance

Scenario

You have been assigned to lead a project focused on launching a new marketing campaign for a product that has been underperforming in the market. As the project manager, you are responsible for ensuring the campaign is delivered within the budget and on schedule.

To kick off the project, you organise a planning meeting with your team to discuss objectives, budget constraints and key milestones. You encourage each team member to contribute ideas and suggest innovative strategies for reaching your target audience. As the project progresses, you establish a timeline with clear deliverables and regularly review the budget to track expenses. You also hold weekly check-ins to address any challenges the team faces and adjust plans as necessary.

By maintaining open communication and fostering collaboration, your goal is to ensure the campaign is not only successful but also remains financially viable throughout its execution.

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Why is it essential to review the budget regularly during the campaign's progress?

A. To allow for an increase in the budget if needed

B. To ensure expenses are aligned with the campaign's financial goals

C. To identify team members who are overspending on the campaign

D. To reduce the need for future budget reporting

10

How can weekly check-ins with the team improve process management when monitoring the campaign's progress?

A. By addressing challenges promptly and adjusting plans

B. By allowing creative ideas to be prioritised over budgets

C. By reducing the need for milestone planning

D. By tracking team attendance and ensuring accountability

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What is the **main** benefit of using a bottom-up approach when setting the marketing campaign budget?

A. It allows senior management to set an overall budget cap

B. It encourages team members to estimate costs based on their tasks

C. It ensures the budget is finalised before discussing any objectives

D. It limits the budget planning process to the project manager only

12

What is the **main** purpose of using the Project Charter in the new marketing campaign?

A. To detail the budget and financial forecasts for the project's campaign

B. To outline the innovative strategies for reaching the target audience

C. To provide a framework for the project initiation's key objectives

D. To specify the technical requirements of the marketing materials

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You decide to use a project baseline in financial forecasting for the marketing campaign. What is the **main** reason for this?

A. To adjust marketing strategies during the campaign

B. To compare actual performance against initial estimates

C. To evaluate potential marketing risks before the campaign starts

D. To finalise team members' roles and responsibilities

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Which of the following benefits can the project manager gain from using a Gantt chart in the marketing campaign?

A. It allows team members to work independently and promotes individual accountability

B. It helps identify team roles and responsibilities and ensures all tasks are allocated

C. It provides a clear visual timeline for tasks and helps the team track progress

D. It simplifies the budget process and helps avoid unnecessary expenditures

15

How can a qualitative risk assessment benefit the project's campaign?

A. It categorises risks based on their financial impact on the campaign

B. It eliminates the need for a contingency plan

C. It evaluates risks based on their effect on the campaign's success

D. It measures risks using exact numerical data

SECTION 3: Leading People and Communication

Scenario

As a newly appointed manager, you are determined to improve employee engagement within your department. You have taken charge of a team that was previously under an autocratic leader. You recognise that effective communication is vital for fostering a positive work environment.

To initiate this process, you organise a series of one-on-one meetings with each team member to understand their individual perspectives and gather feedback. During these discussions, you actively listen to their concerns and suggestions while also sharing your vision for the department's future. After gathering insights, you implement a new communication strategy that includes regular team meetings and feedback sessions. You also introduce an open-door policy to encourage ongoing dialogue.

Over time, you notice an improvement in team morale and collaboration, as team members feel more valued and empowered. Your focus on building strong relationships through effective communication is paving the way for a more motivated and cohesive team.

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Which of the following is an effective way to involve remote teams in monitoring project objectives?

A. Assigning each team an individual objective

B. Conducting separate reviews for each team

C. Facilitating regular cross-team progress discussions

D. Providing teams with detailed reports when the project is complete

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How does a coaching leadership style differ from an autocratic style when improving team morale?

A. Coaching style focuses on team development, while autocratic style maintains strict control

B. Coaching style minimises communication, while autocratic style seeks input from team members

C. Coaching style provides direct orders, while autocratic style builds team relationships

D. Coaching style requires detailed task guidance, while autocratic style promotes autonomy

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How can it be ensured that members of the team have the necessary skills to complete their assignments effectively when delegating tasks?

A. By assigning tasks without guidance, encouraging independence

B. By providing access to training and relevant resources

C. By relying on team members' previous experiences without assessing current skills

D. By selecting tasks based on assumptions about team members' capabilities

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What is a potential impact of a market culture on the process of managing change within the department?

A. It emphasises stability, making dynamic change efforts easier to implement

B. It encourages individual autonomy, leading to resistance against standardised changes

C. It fosters loyalty among team members, reducing resistance to change

D. It promotes a competitive atmosphere, prioritising individual success over team collaboration

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What is the benefit of using 1-to-1 coaching sessions to enhance the team's performance?

A. To allow for personalised goal-setting

B. To ensure that tasks are completed more quickly

C. To monitor employee attendance closely

D. To provide general updates on company-wide objectives

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How can using non-verbal communication effectively during one-on-one meetings contribute to improving employee engagement?

A. By allowing the message to be reinforced through body language, creating an open environment

B. By focusing solely on using written communication during the meeting to ensure no misunderstandings occur

C. By minimising eye contact during the meeting to maintain authority and control during the conversation

D. By using neutral body language to avoid overwhelming the employee during the discussion

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You want to implement Belbin's Team Roles to improve team dynamics. What is the **main** consideration to ensure this is successfully implemented?

A. Avoiding constructive criticism to prevent conflict

B. Ensuring that all team members have similar roles

C. Matching team roles with employees' skills and strengths

D. Rotating roles frequently to increase engagement and opportunities

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How can adopting different forms of digital communication, such as video conferencing, support the open-door policy being introduced?

A. By ensuring that communication is formal and structured, reducing the potential for casual conversation

B. By limiting face-to-face interactions, helping to maintain boundaries between management and employees

C. By providing remote team members with easy access to management, encouraging ongoing dialogue and feedback

D. By reducing the need for in-person meetings, allowing for more focus on task completion

SECTION 4: Managing People and Building Relationships

Scenario

As a departmental manager, you are responsible for managing a talented, diverse team with varying backgrounds and experiences. Recently, you have noticed some communication barriers that have led to conflicts among team members. To address these challenges, you organise a workshop focused on building interpersonal skills and fostering understanding among team members.

During the workshop, you encourage participants to share their experiences, promoting empathy and collaboration. You facilitate activities that highlight different communication styles and the importance of active listening. Following the workshop, you establish regular team check-ins to maintain open lines of communication. By promoting a culture of understanding and support, you aim to enhance collaboration within the team.

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What role do regular team check-ins play in managing conflicts at all levels within the department?

A. They allow for strict enforcement of compliance with rules

B. They limit discussions to formal agenda items only

C. They provide a platform for addressing issues promptly

D. They serve to highlight individual performance over team dynamics

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Which of the following is a **key** advantage of using a skills matrix in talent management?

A. It encourages employees to specialise in 1 skill area to ensure deep expertise within the team

B. It focuses on past performance, neglecting future development needs

C. It identifies gaps in team competencies, supporting the development of training plans

D. It limits the ability to assess individual skills by focusing on collective team capabilities

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Why is creating succession plans for high performers a **key** aspect of talent management?

A. It ensures that potential future leaders are identified for promotions in the organisation

B. It focuses on retaining low-performing staff to improve overall team stability

C. It prevents employees from moving into leadership roles by focusing on moves within the team

D. It reduces the need to recruit externally by promoting only current employees to higher roles

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How can interpersonal skills workshops be used to enhance collaborative working within the team?

A. By assigning roles based on hierarchy rather than team dynamics

B. By facilitating discussions that allow team members to express their thoughts

C. By focusing solely on performance metrics

D. By implementing a strict agenda that limits personal sharing

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When developing a new team member, how can personal development plans (PDPs) contribute to their success within the department?

A. By aligning individual goals with both team and organisational objectives

B. By focusing on individual career aspirations without considering team objectives

C. By minimising feedback opportunities to ensure new team members are not overwhelmed

D. By providing a rigid set of objectives that must be followed regardless of team dynamics

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How can networking with external partners improve both team performance and supplier relationships within the department?

A. By focusing on socialising at events outside of the team's operational hours

B. By forming close personal ties that may lead to informal agreements

C. By opening up the business to partnerships that only provide financial incentives

D. By sharing best practices that can be adopted to enhance team processes

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Which of the following is a **key** benefit of promoting empathy and understanding within the team?

A. It discourages team members from voicing differing opinions to maintain harmony

B. It ensures that all team members adopt the same communication style for consistency

C. It helps reduce misunderstandings, leading to enhanced productivity

D. It shifts focus away from project goals, focusing on interpersonal relationships

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Level 5

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