

Paper Code: M-EPA-IMP4002

Improvement Practitioner - EPA **Level 4** Mock Knowledge Examination

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 **40 multiple-choice** questions.

The exam is worth **40 marks**, with a Pass being **25 marks**, Merit **30 marks**, and Distinction **36 marks**.

The duration of this examination is **40 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.

1

Under the Health and Safety Act (1974), all employers **must**:

- A. make reasonable adjustments for employees
- B. provide inclusivity training in induction
- C. provide a safe place to work
- D. provide manual handling training

2

What is the **main** benefit of using the responsible, accountable, consulted, informed (RACI) model when managing change?

- A. It allows all stakeholders to see deadlines and the return on investment
- B. It shows each person what to do and how to do it
- C. It is helpful in toll-gate reviews for the tracking of tasks and benefits
- D. It avoids confusion and duplication of work and assists communication

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The purpose of the 8D approach is to:

- A. identify, fix and stop recurring problems
- B. guide project managers through a known methodology
- C. enable understanding throughout all stakeholders
- D. improve financial forecasts against actuals

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The purpose of 'is/is not' analysis is to:

- A. analyse if a problem is likely to occur or not
- B. understand the stakeholders who are most likely and least likely to be affected by the outcomes of a project
- C. document the circumstances resulting in a problem and the boundaries of what it is or is not
- D. illustrate the resources and costs that will result from solving problems and which costs can be attributed to 'business as usual' activities

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In flow diagrams, the function of a swim lane is to:

- A. identify individuals' responsibilities
- B. show cost management
- C. identify task priorities
- D. show systems analysis

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How does an understanding of Theory of Constraints support process analysis?

- A. Gives information about activities that provide most value to the business
- B. Helps to identify key wastes and eliminate them from the process flow
- C. Helps to identify a lack of skilled personnel
- D. Provides understanding of bottlenecks and how to manage them

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The **main** use of the Kanban system in the manufacturing process is to:

- A. add customer value
- B. control inventory
- C. reduce waste
- D. improve processes

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Which of the following is **most** likely to be seen on a control chart?

- A. A root cause analysis process showing bottlenecks in a process
- B. A stakeholder mapping document that shows power and influence
- C. A process flow map that shows inputs, processes and outputs
- D. A line of central tendency with an upper and lower control limit

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The 3 measures of central tendency are:

- A. mean, median and mode
- B. median, range and mode
- C. average, mean and median
- D. mean, average and mode

10

The **best** reason to verify the root cause of a problem is to:

- A. ensure that allocated tasks related to solving the problem are allocated to the correct people
- B. prioritise the order in which potential root causes are dealt with
- C. statistically prove that the possible root cause is the real root cause
- D. provide statistical evidence of the value of solving the root cause of a problem

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One expected **benefit** of following customer compliance requirements of a business is:

- A. clearer standards and measures to assist with management of operations
- B. receiving more positive comments and fewer customer complaints
- C. business processes are more efficient and unnecessary costs are eliminated
- D. absenteeism and staff turnover are reduced to acceptable levels

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Risk analysis and management is used to clarify the business case by producing:

- A. a risk assessment to understand how much training is required for staff
- B. a risk log to show all risks to customer service throughout the project
- C. both a risk log and risk assessment to analyse risk for a specified governance process
- D. a risk log to assist with a business case as it outlines all known risks at the start of a project

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Which of these terms **best** describes the toll-gate review process?

- A. A meeting of the steering committee and project manager to determine the feasibility of a project on its initiation
- B. A checkpoint in a project to determine if all the goals in a stage have been completed and if you can move on to the next stage
- C. A budgetary review of the project involving the chief financial officer to determine whether the project is being delivered to the agreed budget
- D. A summative review of the project as it reaches its conclusion to determine its success or failure and to document any lessons learned

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Benefits tracking is helpful in project management because it:

- A. assists when producing a business case and risk analysis
- B. allows a project lead to ensure all expected benefits are managed
- C. tracks the expected benefits to make sure there is a return on investment
- D. tracks the expected benefits to ensure they are realised and controlled

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Why would a work breakdown structure be created?

- A. To define each task, associated costs and schedule
- B. To allocate staff to specific tasks and train them accordingly
- C. To enable a full risk assessment to take place and be mitigated
- D. For the project sponsor to understand what the project team will complete

16

Which of the following is the **most** likely response from individuals going through organisational change?

- A. Anger, consultation, disagreement and achievement
- B. Shock, resignation and low morale
- C. Denial, grief, anger and loss
- D. Shock, anger, acceptance and commitment

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Why is process management important when managing projects?

- A. Process management enables the staff to improve the process
- B. Well managed processes ensure successful projects
- C. Project management is about improving processes
- D. Well managed processes make risk analysis simpler in projects

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A compelling point of view supports organisational change by using:

- A. communication, insistence, HR policies and senior leaders
- B. emails, letters to all staff, meetings, focus groups and risk assessments
- C. communication, data, inspiration, storytelling and empowerment
- D. delegation, confrontation and financial forecasts

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What is included within the 5 principles of Lean to help reduce waste?

- A. Value stream
- B. Push production
- C. Performance
- D. Efficiency

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Why are DMAIC phases important when using Six Sigma problem solving?

- A. It is a proven method to show return on investment
- B. It allows all stakeholders to understand project management
- C. It provides a guide to introducing new ideas
- D. It clearly provides a structure for process improvement

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A **benefit** of using a balanced scorecard is that it:

- A. shows individuals how their role is directly linked to organisational strategy
- B. assists performance management and shows individual performance against KPIs
- C. shows senior managers that individual staff members are performing in line with expectations
- D. enables a targeted approach to managing a bonus within a large organisation

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The Cost of Poor Quality is **best** defined as the costs incurred when:

- A. purchasing material and labour attributed to rectification work
- B. reimbursing customers for returns and delays
- C. conducting statistical process control
- D. producing defective material

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The **key** objective of value stream mapping is to:

- A. document, analyse and quantify the value of each process in detail
- B. investigate a specific area of the overall process cycle and analyse the value it brings to the supply chain
- C. document, analyse and improve the flow of information or materials required to produce a product
- D. analyse and eliminate the operating methods that create the most waste

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Dividing available production time by customer demand is used to calculate:

- A. takt time
- B. balanced scorecard
- C. escape point
- D. waiting time

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Which of the following is **most** likely to be seen in a parameter diagram?

- A. Swim lanes
- B. Bottlenecks
- C. Noise factors
- D. Risk rating

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The 3 factors in Overall Equipment Effectiveness are:

- A. availability, performance and waste
- B. availability, performance and quality
- C. performance, efficiency and waste
- D. performance, quality and utilisation

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In data analysis, it is important to measure the spread of data as it:

- A. provides an indication of when data sample size is large enough to cease collection
- B. identifies sample data that can be removed from the analysis
- C. indicates whether the mean, median or mode is the best consideration in data analysis
- D. gives an idea of how well the measures of central tendency represent the data

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Pivot tables are useful in data analysis because they:

- A. summarise data quickly and are easy to understand
- B. reorganise data which aids creative thinking
- C. manage data and make changes that are insightful
- D. allow data to be understood by all stakeholders

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It is important to understand the critical inputs of a process because these **must** be:

- A. removed to eliminate waste and improve quality of the end product
- B. used to deliver the end product to the customer on time
- C. able to meet customer requirements by ensuring the product is at or above a certain quality
- D. carried out in a pre-defined order for the end product to be right first time

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The **most** likely benefit of statistical analysis software is that it:

- A. is often free to use and therefore a cost-effective option
- B. can understand and access different types of data and perform analysis
- C. requires very little IT knowledge or skills to be able to run complex analysis
- D. requires no user input in order to deliver solutions to problems

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The **main** purpose of process capability analysis is to:

- A. predict if a process can meet its specifications
- B. determine the maximum output of a system
- C. understand the inputs and outputs of the system
- D. ensure the system is controlled

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The **most** significant difference between passive and active analytics is:

- A. accuracy
- B. reproducibility
- C. cost
- D. consent

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The purpose of Design of Experiments is to:

- A. allow for a range of testing to take place without the associated cost
- B. show the effects of a range of factors on output results
- C. allow project leads an understanding of all related issues
- D. enable data analysis to reduce project risks

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Continuous data is used in process capability analysis as it:

- A. provides a complete set of performance measures including standard Six Sigma statistics and traditional capability
- B. ensures that problems can be solved by people with relevant skills and knowledge
- C. provides a means for determining if an adequate amount of data has been collected
- D. provides a complete set of performance measures, an assessment of process stability and a determination on adequacy of data size

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Which of the following is a **key** advantage of visually representing data in graphical form?

- A. The data can be more easily manipulated to present a desirable picture to the reader
- B. It allows as much information as possible to be communicated to a wider audience
- C. The technical details behind each data set are easy to see in one form
- D. Readers can more easily understand the substance of the findings rather than the technical details behind them

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An 'escape point' in a control system is **best** described as the point that:

- A. allows a problem to occur without detection
- B. prevents any problems from occurring
- C. indicates the end of the process
- D. determines where variance to standard impacts the quality to the customer

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Which of the following **best** describes the differences between repeatability and reproducibility?

- A. Repeatability is related to a count. Reproducibility enables the count to happen again
- B. Repeatability is variability in measurement. Reproducibility enables experiments
- C. Repeatability is data collection. Reproducibility uses historical data
- D. Repeatability is automatic data collection. Reproducibility is data collected by a person

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What is the **main** difference between failure mode and failure cause?

- A. Mode is the average number of failures. Cause is the issue
- B. Mode is the frequency failure rate. Cause is the issue
- C. Mode is what could go wrong. Cause is why it went wrong
- D. Mode is the cost of that failure. Cause is the reason for failure

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A prioritisation matrix is a:

- A. method to determine the respective roles, interactions and authority of project team members
- B. technique to identify and justify which problems to solve first and achieve consensus about an issue or proposed solution
- C. method used to explore costs, business mission and vision and the timescale of completion
- D. technique to identify which problems can be discounted as non-urgent and prioritise those that remain after non-essential issues have been eliminated

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A failure mode and effects analysis is a structured approach to identify the ways in which a process or product can:

- A. fail, estimate risk, and prioritise actions to reduce risk
- B. fail and analyse the impact of those risks on business profitability
- C. fail needs and estimate the cost of the failure to the business
- D. fail and communicate those ways to the decision makers in the business



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