

This document contains questions relating to knowledge criteria within the following topics in the L5 Operations/Departmental Manager End-point Assessment:
Leading People, Managing People, Communication, Building Relationships, Operational Management, Project Management and Finance.

SCENARIO A

Scenario	Butlers Fine Wines are an importer and distributor of New World wines to the hotel and restaurant trade in the Midlands area. Eduard, the Logistics Manager, is becoming increasingly concerned about customer complaints. The main problem is late and missed deliveries. When the issue was raised at the team meeting, a shouting match ensued between the warehouse and transport supervisors, each blaming the other for the complaints. Eduard came away from the meeting somewhat perplexed but determined to resolve the problem. He decided that the only way to understand the problem would be to get a clear view of customer expectations, from this he would then clarify the responsibilities of both teams.	
Question 1	What approach should Eduard take in formulating a plan to clarify team objectives?	
A	Set SMART objectives based on job specifications.	
B	Set SMART objectives based on departmental goals.	
C	Set SMART objectives based on past performances.	
D	Set SMART objectives based on financial records.	
Question 2	How should Eduard introduce KPI's for each team member?	
A	By sending out emails to tell everyone what their KPI's are.	
B	By explaining individual KPI's at team member appraisals.	
C	By asking supervisors to notify team members of their KPI's.	
D	By only setting KPI's for supervisors so as to motivate them.	
Question 3	Eduard wants to investigate the nature of the customer complaints in greater detail. He has looked at a variety of business tools to help him and evaluated which approach is likely to be the most effective. What would be the best approach for Eduard to use?	
A	A focus group meeting.	
B	McKinsey's 7 S analysis.	
C	A team group meeting.	
D	Porters 5 force analysis.	

SCENARIO B

Scenario	Nasrin purchased Chine Road Private Dental Practice when her father-in-law retired 4 years ago. She now employs 2 other dentists, a receptionist and a dental hygienist. At the last practice meeting she announced that she had agreed with the area clinical commissioning group to accept NHS patients into the practice. One of the dentists was very supportive of the change although the receptionist and dental hygienist seemed a little taken aback. Nasrin thought everyone would come round to the idea but was surprised when she overheard the dental hygienist using inappropriate language and saying to the receptionist that he was unhappy about the new patients who may join the practice.	
Question 4	What action should Nasrin take to help win over all her employees?	

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A	Invite a clinical commissioning group team member to the next practice meeting to discuss the change.	
B	Tell the dental hygienist his negative remarks were overheard and might lead to disciplinary action.	
C	Speak to the supportive dentist and ask him to find out what the other team members think.	
D	At the next meeting be firmer and stress that the change will benefit everyone in the long run.	
Question 5	What visionary leadership style should Nasrin adopt to inspire her employees through the change process?	
A	A transactional style.	
B	A commanding style.	
C	A stabilising style.	
D	A transformational style.	
Question 6	What is the best way for Nasrin to identify barriers that could prevent effective change taking place?	
A	Take a sample of recent customer feedback.	
B	Organise a practice team building away day.	
C	Observe activities taking place in the practice.	
D	Monitor external telephone conversations.	
Question 7	Nasrin realises two members of staff are actively resisting the change process. What approach should she use?	
A	Remind them the other staff are accepting the change.	
B	Increase pressure on them to see her point of view.	
C	Build as much communication as she can into the process.	
D	Focus on her other employees and ignore these two.	

SCENARIO C		
Scenario	Jasper resigned his university post 6 years ago to establish 3D R&D with the aim of designing a carbon fibre 3D printer. The project was an instant success and led to a number of other research projects based on Graphene, an immensely strong material that efficiently conducts heat and electricity. The business now employs 23 research engineers working on 41 different Graphene projects. There have been some valuable developments although Jasper is becoming increasingly concerned that a breakthrough will be required soon to generate financial returns to maintain the current level of activity. He feels a more structured management and reporting system might identify possible options.	
Question 8	How would a contingency plan benefit Jasper and his business?	
A	It would link potential customers to current project activities.	
B	It would protect resources and take account of possible future events.	
C	It would generate additional funding from new stakeholders.	
D	It would reduce research project costs to ensure financial stability.	
Question 9	What would Jasper gain by assuming the role of process manager?	
A	He would save costs by combining similar projects.	
B	He would reduce time by supporting each project.	
C	He would save costs as he would be the manager.	
D	He would reduce time by leading his staff effectively.	
Question 10	Which three key aspects of each project should Jasper control to minimise risk?	
A	Time, quality and costs.	
B	Method, costs and time.	
C	Quality, method and time.	
D	Costs, method and quality.	
Question 11	A business acquaintance has explained how he uses kaizen for continuous improvement. Should Jasper introduce it in his business?	
A	No – It is an untried approach with no guaranteed results.	
B	Yes – It will help his research staff find new customers.	
C	Yes – It will reduce or eliminate waste and mistakes.	
D	No – It will stifle or prevent breakthrough thinking.	

SCENARIO D		
Scenario	Russell Brewery started life in Devon about 40 years ago as a farm based business employing 3 part-time people selling cider to locals and occasional tourists at the farm gate. Connor is now its third generation owner and Managing Director. He aims to develop the business as a limited company across the South West selling two draught and 5 bottled ciders, some with fruit flavourings. Connor feels the market for draught cider sold through licensed businesses is strong although having spoken to a possible investor he now realises a sound financial structure will be required to run what might become a reasonably sized limited company employing more than 20 full-time staff.	
Question 12	What will be one of Connor's contractual financial responsibilities as Managing Director?	
A	He must ensure that all outstanding debts are collected.	
B	He must correctly pay staff and himself for work done.	
C	He must recruit an experienced Financial Director.	

D	He must provide weekly expense statements to all staff.	
Question 13	What should Connor do if the first months material cost variance is adverse?	
A	Examine the reasons causing the variance.	
B	Aim for a favourable variance next month.	
C	Ignore it, the first month is often adverse.	
D	Change the standard to equal the variance.	
Question 14	What should Connor use when setting the annual sales target?	
A	His experience and research of the market.	
B	His previous year's target increased by 10%.	
C	The figure that his sales team put forward.	
D	A benchmark based on his largest competitor.	
Question 15	When should the sales target be monitored?	
A	When conducting staff appraisals.	
B	At least once every four weeks.	
C	At the end of the budgetary year.	
D	When an adverse variance occurs.	

SCENARIO E		
Scenario	The baggage handling operation of WestScot Airlines is contracted out to Safe & Secure. They employ 6 teams each consisting of 4 handlers working around the clock. Each team has a team leader and the airport operation is managed by Morag who reports to the Safe & Secure board in Edinburgh. WestScot have received a number of complaints relating to luggage – either going missing or bursting open. The situation has deteriorated to the point that WestScot have suggested to Safe & Secure's board that their contract may be terminated if things do not improve. The board feel that Morag is not getting the best out of her teams and have given her 3 months to turn the situation around. Observing the baggage handlers in action Morag could see the team leaders did not appear to be in control of their teams.	
Question 16	What approach should Morag use at her next team leaders' meeting to resolve the complaints problem?	
A	Be decisive and tell team leaders they have 3 months to rectify the complaints problem.	
B	Be persuasive in putting forward her ideas of how to rectify the complaints problem.	
C	Be trusting by letting the team leaders work out for themselves how to rectify the complaints problem.	
D	Be open by asking the team leaders for their ideas of how to rectify the complaints problem.	
Question 17	Morag wants an analysis of the complaints undertaken and delegates the task to the most experienced team leader. What should she include in the task briefing?	
A	The assignment of authority, how the task should be performed and the establishment of accountability.	
B	The assignment of authority, the creation of responsibility and the establishment of accountability.	

C	The creation of responsibility, the establishment of accountability and how the task should be performed.	
D	How the task should be performed, the creation of responsibility and the assignment of authority.	
Question 18	The team leaders are keen to regain control of their teams and maintain satisfactory performance outcomes. What guidance should Morag give them to achieve this?	
A	That they should remind team members of their responsibilities and purpose.	
B	That they should refer team members to the company rules and regulations.	
C	That they should clarify with team member their roles and establish team goals.	
D	That they should provide team members with the correct handling equipment.	
Question 19	Morag has proposed to the board of directors a profit sharing scheme that would involve all employees receiving a bonus distributed as a percentage of annual pay. If adopted, why might such a scheme not improve performance?	
A	Bonus payments encourage competition within the team leading to lower performance overall.	
B	Employees cannot see how their work and actions directly impact on the profitability of the company.	
C	Research shows that individual performance is largely based on working conditions not bonuses.	
D	Employees work at a set performance level regardless of any financial incentives offered.	

SCENARIO F		
Scenario	Children at Home and Wheels for Wendy are children's charities that have recently amalgamated, becoming Go Wild. A new CEO, Valentina has been appointed with the initial task of uniting the two groups of full time employees, some 16 in total. Children at Home started life as a local authority organisation and has retained many of its original staff whilst Wheels for Wendy grew spontaneously from the efforts of Wendy Wilson's need for a motorised wheel chair. Children at Home had structure and organisation, Wheels for Wendy was a fluid set up in which roles were less clear and tasks were undertaken by the most appropriate person or team. Wheels for Wendy staff have queried with Valentina why they are the only staff group with registered disabled staff.	
Question 20	What should Valentina do to bring the two original cultures together?	
A	Allow them to go on as they are as they will blend naturally over time.	
B	Explain how she intends to lead and then sell the approach to both groups.	
C	Establish a formal structure and organisation for everyone to adopt.	
D	Set up a town hall meeting to explain their differences.	
Question 21	How should Valentina respond to the remark that only Wheels for Wendy group have disabled staff?	

A	Set up a team to examine and advise her on this issue and any other related matters.	
B	Point out that statistically the new organisation is fulfilling its diversity requirement.	
C	Explain to all staff that future recruitment will employ only disabled people.	
D	Remind them that they are a disability charity so it is natural for them to have disabled staff.	
Question 22	Valentina intends to set up a talent management programme to develop senior managers for the new charity. What benefit will this achieve?	
A	A clear understanding of employees' needs in order to know who to develop.	
B	A knowledge of skills and abilities employees have outside the organisation.	
C	A demonstration to under achieving employees to show them what they can aspire to.	
D	It will allow resources to be directed to only those employees with potential.	

SCENARIO G		
Scenario	The partnership and alliance strategy at Woodbridge Council aims to enable partners to share the provision of services, extend joined up thinking to meet customer need and reduce cost through more efficient working. The Council's environmental department are in the process of establishing a partnership agreement with Boost Energy for them to deliver the governments Green Deal to Woodbridge residents and businesses. Robert, the Council's senior environmental manager is leading the negotiations and has concerns that the returns for the Council might be less than had been originally forecast. He has arranged a meeting with Francis, Boost Energy's contract manager. Woodbridge Council would like to use this project to example the benefits of collaborative working, for the whole organisation so Robert is aware of the pressure in achieving a satisfactory resolution.	
Question 23	Robert realises that his organisation has different objectives than Boost Energy for this partnership. What approach should he use when he meets Francis?	
A	Realise he is in a strong position and get Boost Energy to reduce their delivery costs.	
B	Tell Francis that other organisations can also deliver the same outcomes at less cost.	
C	Be transparent with Francis and explain his concerns aiming for a cost reduction.	
D	Aim to cut the services Boost Energy will provide in order to reduce overall costs.	
Question 24	What benefit will networking provide when the partnership agreement is in place and working?	
A	It will strengthen one partner at the expense of the other.	
B	It will lead to opportunities for each partner.	
C	It will allow the Council to closely monitor Boost Energy.	

D	It will collect cost information for use in future negotiations.	
Question 25	Francis has been asked to develop other Council managers based on his partnership experiences. What is the best approach for him to take?	
A	Produce a report for other departments outlining his successes.	
B	Set up a mentoring programme to address shared challenges.	
C	Give a presentation to Councillors at the next Council meeting.	
D	Email the partnership agreement to every Council manager.	

SCENARIO H		
Scenario	Leopard Bi-folding Doors Ltd started life as Swan Double Glazing. Due to changes in ownership, market demand and a new company strategy they now only make and install bi-folding doors. A unique selling proposition of the new business is the avoidance of any aggressive sales techniques, delivering a customer focused approach from sales and installation staff. Petra is their recently appointed Product Manager responsible for sales and home installation. Her to do list includes the recruitment and selection of 4 area sales executives. Disappointingly when reviewing customer satisfaction surveys she notes several complaints about the negative attitude and behaviour of one of the installation teams.	
Question 26	What should Petra use to screen each sales candidate at their interview?	
A	The job description.	
B	The job analysis.	
C	The job checklist.	
D	The job specification.	
Question 27	Petra is considering using the group style of mentoring to deal with the poorly performing installation team. What advantage will this have over other mentoring approaches?	
A	Group mentoring brings senior managers and team goals closer together.	
B	Group mentoring reduces the time required to achieve team goals.	
C	Group mentoring results a higher degree of competition within the team.	
D	Group mentoring enhances confidentiality for each team member.	
Question 28	What behaviour should Petra adopt to be seen as a good role model for her team?	
A	Remain detached from the team to maintain her senior position.	
B	Take quick decisions to show the team she a strong minded individual.	
C	Admit mistakes and show the team how she plans to correct them.	
D	Publish her achievements to show the team how successful she is.	

SCENARIO I		
Scenario	Ali is the public relations director at Forester's Motor Museum. The museum houses a range of vehicle types dating from before the 1930's. Visitors move through different themed rooms illustrating restoration, maintenance and vehicle use and purpose. The museum is wholly funded from visitor entrance charges. It employs 34 people, 19 being vehicle mechanics and restoration engineers. Ali is concerned that mechanics and engineers are reluctant to speak to visitors or answer their questions and is investigating a downloadable mobile phone app that could provide a commentary of each vehicle. Feedback suggests	

	that a higher level of interaction would improve visitor satisfaction, boost return visits and increase income.	
Question 29	What would be the most effective means for Ali to communicate with primary school visitors during their tour of the museum?	
A	Increase signage throughout the whole museum.	
B	Provide a guide to take them around the museum.	
C	Email a teacher information pack to the school.	
D	Give a 40 minute talk prior to viewing exhibits.	
Question 30	How should Ali go about getting the mechanics and engineers cooperation in voicing over exhibit information?	
A	Meet with them in small groups to explore how they might deliver voiceovers.	
B	Send them all an email asking for their help in producing the app voiceovers.	
C	Call a team meeting and tell them that they each need to complete a voiceover.	
D	Ask each one to provide a script to be spoken by a professional voiceover artist.	
Question 31	The use of a mobile app has filtered down to the mechanics and engineers through informal discussions. How can these discussions benefit employees?	
A	It will confirm decisions that have been taken.	
B	It will provide reliable management information.	
C	It will provide a support network during period of change.	
D	It will avoid the spread of false information.	

SCENARIO J		
Scenario	Only Afters is a dessert club run by Lloyd from his home. Now retired, he started the club when managing a busy 3 star restaurant. Over the years membership has grown to around 200 although monthly meetings tend to attract about 40 diners. Lloyd manages the club website and maintains a record bank of the restaurants used, details of past events and members' personal information, all from his computer on spreadsheets. As records were started prior to 1998 Lloyd has not given much thought to data protection or indeed the security of the club information he holds. At the last meeting a club member asked Lloyd how the club intends to respond to the requirements of the General Data Protection Regulation 2018. Lloyd had not heard of it and later sought guidance from a friend working in HR who explained the implications for the club.	
Question 32	How should Lloyd ensure the clubs records are held safely on his computer?	
A	Print off all the clubs information and hold it securely.	
B	Ensure there are safeguards in place to prevent data breaches.	
C	Check his computer has a modern central processing unit.	
D	Turn off the computer firewall to prevent data leakage.	
Question 33	What step should Lloyd take to meet data protection legislation?	

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A	He should arrange for the data to be stored in the cloud.	
B	He should determine what personal data he needs to keep.	
C	He should transfer all records into a paper based system.	
D	He should explain on the website that records are held.	
Question 34	Lloyd has been approached by a club member offering to formally manage the visits to restaurants that the club uses. The member explains that she will organise and coordinate the supply of venues for future meetings. Should Lloyd go along with the suggestion?	
A	Yes – it would reduce or eliminate waste and barriers to effective restaurant service.	
B	No – Lloyd would lose control over which restaurants the club might use in the future.	
C	Yes – It would increase the menu range offered by participating restaurants.	
D	No – A system such as this could not be run by a small organisation like Only Afters.	