

**Paper Code: M-EPA-TLS3003**
**Level 3**

# Team Leader/Supervisor

## EPA Mock Knowledge Test

**Information for registered Centres**

The seal on this examination paper must only be broken by the learner at the time of the examination.  
**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 14 correct answers.  
 The duration of this examination is **60 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

The **most** appropriate description of a paternalistic style of management is:

- A. decisions are shared between the team and the manager
- B. the manager makes all the decisions and there is minimal consultation
- C. power and decision making are given to staff with a high degree of autonomy
- D. most decisions are made by the manager and there is a high concern for staff welfare

2

A key benefit to the coaching style of management is that it:

- A. creates a personal bond between the coach and coachee, focussing on building a sense of trust, and boosts morale
- B. allows the manager to focus on the coachee's training needs, professional development and motivation
- C. is the most appropriate way to solve problems with disruptive team members
- D. means employees maintain a fast pace to keep up with the needs of the business

3

Which of the following describes an organisation with a clan culture?

- A. Employees are encouraged to take risks with an emphasis on creativity and freedom
- B. The organisation is goal-orientated with leaders who are tough and demanding
- C. The work environment is based on strict institutional procedures, emphasising efficiency
- D. Employees share commonalities and see themselves as one big family, with leaders focusing on mentorship

4

The **main** reason businesses value diversity and inclusion is because:

- A. they want to have the widest talent pool to include all possible personnel
- B. they follow government legislation regarding diversity and inclusion
- C. they need to stay ahead of their competition regarding diversity and inclusion
- D. it is good for business reputation to show diversity and inclusion is important

5

Which of these is **not** a recognised theory or model of motivation?

- A. Herzberg's Hygiene Factors
- B. Maslow's Hierarchy of Needs Theory
- C. Peter Drucker's Management by Objectives
- D. McGregor's Theory X and Theory Y

6

You have recently introduced a new way of working with your team. They are fairly familiar with their role and responsibilities within the team and differences are being resolved easily between themselves meaning you are acting more as a facilitator than a director. According to Tuckman's team development model, which stage of team development are you in?

- A. Forming
- B. Storming
- C. Norming
- D. Performing

7

Which of these actions constitutes gross misconduct?

- A. Being late to work more than 5 times in one month
- B. Not completing a key project on time
- C. Making fraudulent expenses or overtime claims
- D. Arriving for work in an exceptionally poor appearance

8

Who is responsible for ensuring that a worker is eligible to work within the UK when joining a company?

- A. The Local Council
- B. The company employing the worker
- C. HMRC - Her Majesties Revenue and Customs
- D. The Police

9

You have reviewed a piece of work that a member of your team has completed and have found issues with their attention to detail. The **most** appropriate way to manage this situation is to:

- A. tell them in an email to review the piece of work again and invite them to ask you for a meeting to discuss if they need to
- B. arrange a one-to-one meeting with the team member to go through the issue with them face to face
- C. wait until the next appraisal comes around and bring up the issue as part of a formal performance management process
- D. correct the problems yourself and if it happens again arrange a one to one meeting to emphasise the importance of attention to detail

10

After undertaking a performance management review for poor performance with a team member, how long should you wait before reviewing if the person has improved?

- A. You should discuss the time period with your manager and agree a time that is convenient for the business
- B. 1 month after re-training and additional coaching has taken place
- C. A time period determined by the employee as to what they felt they could achieve
- D. A reasonable amount of time for the re-training and other support mechanisms to show improvement

11

The **best** description of 'emotional intelligence' is:

- A. being aware of and able to express one's emotions to foster strong relationships
- B. the ability to make numerous friends across all levels of the business
- C. being able to keep one's emotions under control if handling a stressful situation
- D. putting others before yourself in order to avoid friction or conflict situations

12

External stakeholders are **best** described as:

- A. all government departments that might interact with the business for any reason, in the course of the running of said business
- B. citizen pressure groups that seek to influence businesses to change products, or services, to improve their offering to the public at large
- C. any person, organisation, governmental department, social group, or society at large that has a vested interest in the business, or its activities
- D. suppliers and contractors outside the business, that have a vested interest in the success of the organisation that they serve

13

Your team is working with another department towards a company goal. The **most** important factor to ensure success is:

- A. effective communication
- B. the procedures used
- C. director-level buy-in
- D. using the same computer systems

14

Your manager has asked you to introduce to your team a new HR policy that is likely to be unpopular. The **best** way to inform your team about this new policy is to:

- A. send out a written memo, or e-mail, to all team members and invite them to speak to you privately later about any concerns
- B. call a meeting to inform all of the team that the new policy is being introduced. Inform them it was the decision of senior management and you had no say in it but it must be followed
- C. meet with each team member individually and inform them of the new policy. You can leave out the most contentious parts, as they will find out about these from the HR policy notification
- D. call a team meeting and clearly explain the details of the policy and the rationale behind what the business is trying to achieve. Answer their queries and agree to raise any serious concerns with senior management

15

When providing constructive feedback to a team member you **must**:

- A. focus on the issue, be developmental and avoid personal criticism
- B. provide a positive, followed by a negative, followed by a positive
- C. formulate a strong case so that the team member cannot argue with what you say
- D. tell them how other team members perform so they are aware of their position in the team

16

You have been told by a manager of another department that a member of your team has been spreading negativity in the office. You have arranged to meet with your team member to discuss it. The **most** appropriate action to take in advance of the meeting is:

- A. ask other team members for witness accounts and examples that you can use
- B. arrange for at least one witness to be present in case the team member denies the issue
- C. ensure you have all the facts and evidence you need to support the conversation
- D. email them your concerns so that they can come to the meeting prepared

17

The **most** appropriate way of chairing a team meeting is to:

- A. put forward the main points for each agenda item and tell the team your final decision for each
- B. hold an open discussion forum led by an agenda so that everyone has a chance to input
- C. allow your team members to take the lead on all topics to come to agreement between them
- D. take the minutes of the meeting while the discussion is going ahead

18

The purpose of organisational strategy is to:

- A. align budgets and plans to the organisation's mission and vision statements
- B. give the organisation numerical budgets for the next 1 to 5 years
- C. outline the direction of the organisation in relation to its competitors and the market as a whole
- D. show what profits or service levels the organisation should be attaining in the next 5 years

19

Your manager has asked you to implement a new operational team plan and stated that clear objectives are crucial. She will therefore wish the objectives to be S.M.A.R.T. This acronym stands for:

- A. Scientific Measurable Achievable Relevant Time-bound
- B. Specific Manageable Achievable Rational Timely
- C. Specific Measurable Achievable Realistic Time-bound
- D. Specific Managed Actionable Responsive Time-bound

20

The **biggest** barrier with driving change in an organisation is:

- A. technology
- B. people's understanding
- C. people's resistance
- D. effective communication

21

You have been asked to project manage a relocation of your office to a new site and, as project leader, you have selected 4 people to assist you. To maximise the chances of a successful project, they have been selected because:

- A. they all have full-time employment contracts, enjoy a challenge and have their own vehicle
- B. they are all excellent workers and always finish their work ahead of schedule
- C. they each have particular skills that are required to complete the task
- D. they all have expressed a desire for professional development opportunities

22

Which of these definitions accurately defines the term 'real-time' when referring to data management?

- A. Real-time is where a specific amount of time is detailed by the system's IT manufacture for processing the data in order to generate management reports
- B. Real-time is where the data is processed and available to managers immediately and therefore giving managers timely information to act upon
- C. Real-time refers to using GMT (Greenwich Mean Time) when referring to all times on data reports so that all reports generated from any country are working to the same time zone
- D. Real-time is a term used by IT providers that indicates the time that it will take to install a data management system into a business and the business customer being completely satisfied

23

The 4 stages of the product life cycle are:

- A. introduction, growth, maturity, decline
- B. plan, do, check, act
- C. understanding the product, planning, implementation, review
- D. preparation, incubation, illumination, verification

24

You have been asked to find, collate and present the following customer information to your manager: the date they first made a purchase, the date they last made a purchase, the amount they have spent with the company and their contact details. The IT software that is the **best** to use is:

- A. a slideshow
- B. a spread sheet
- C. a word processor
- D. an email

25

In undertaking a project, you identify a problem which could impact on whether the project is delivered on time. The **first** step you should take to manage this is to:

- A. undertake a root cause analysis
- B. allocate additional resource to the project
- C. assign the risk a rating and record this in the project management tool
- D. undertake a training needs analysis of the project team members

26

In project management, which of these is the **best** definition of a 'Gantt Chart'?

- A. A Gantt chart shows a sequence of actions and tasks that are involved in achieving a project.
- B. A Gantt chart shows what tasks within a project need to be completed and at what point in time
- C. A Gantt chart is where project managers itemise each task in one of three categories 'in queue', 'in progress' and 'recently completed'.
- D. A Gantt chart is used to schedule, organize, and coordinate tasks within a project in strict order of what needs to be actioned, in chronological order

27

Critical path project management is based upon which of these concepts?

- A. Some tasks are deemed more critical than others and therefore extra care and attention must be paid to them
- B. There are some tasks that cannot be started until the prior one has been completed, but others can be undertaken simultaneously
- C. There is only one path that can be followed in completing the project and this must be followed absolutely
- D. That whilst there is one main path to achieve the project there can be several short cuts at extra cost

28

Large companies have a CEO (or MD) as well as a chairperson because:

- A. the CEO (or MD) runs the operations of the company while the chairperson is the head of the board of directors
- B. the CEO (or MD) is responsible for the sales and turnover whereas the chairperson is responsible for overall profitability
- C. the chairperson reports to the CEO (or MD) and undertakes special projects, like the large takeover of another company
- D. the role of the chairperson is to ensure the salary and benefits of employees are appropriate to the market rate and the performance of the company

29

What is meant by saying that a product/service is 'price inelastic'?

- A. If the price of a product or service goes up, the demand goes down
- B. If the price of a product or service goes down, the demand goes down
- C. If the price of a product or service goes up, the demand remains constant
- D. If the price of a product or service goes up, the demand goes up

30

In normal circumstances can a budget be changed after it has been set?

- A. No, the budget will feed into the year's profit plan
- B. Yes, it is a flexible working tool
- C. No, it is a legal document that may not be changed
- D. Yes, if all your managers up to Director agree





# Level 3

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