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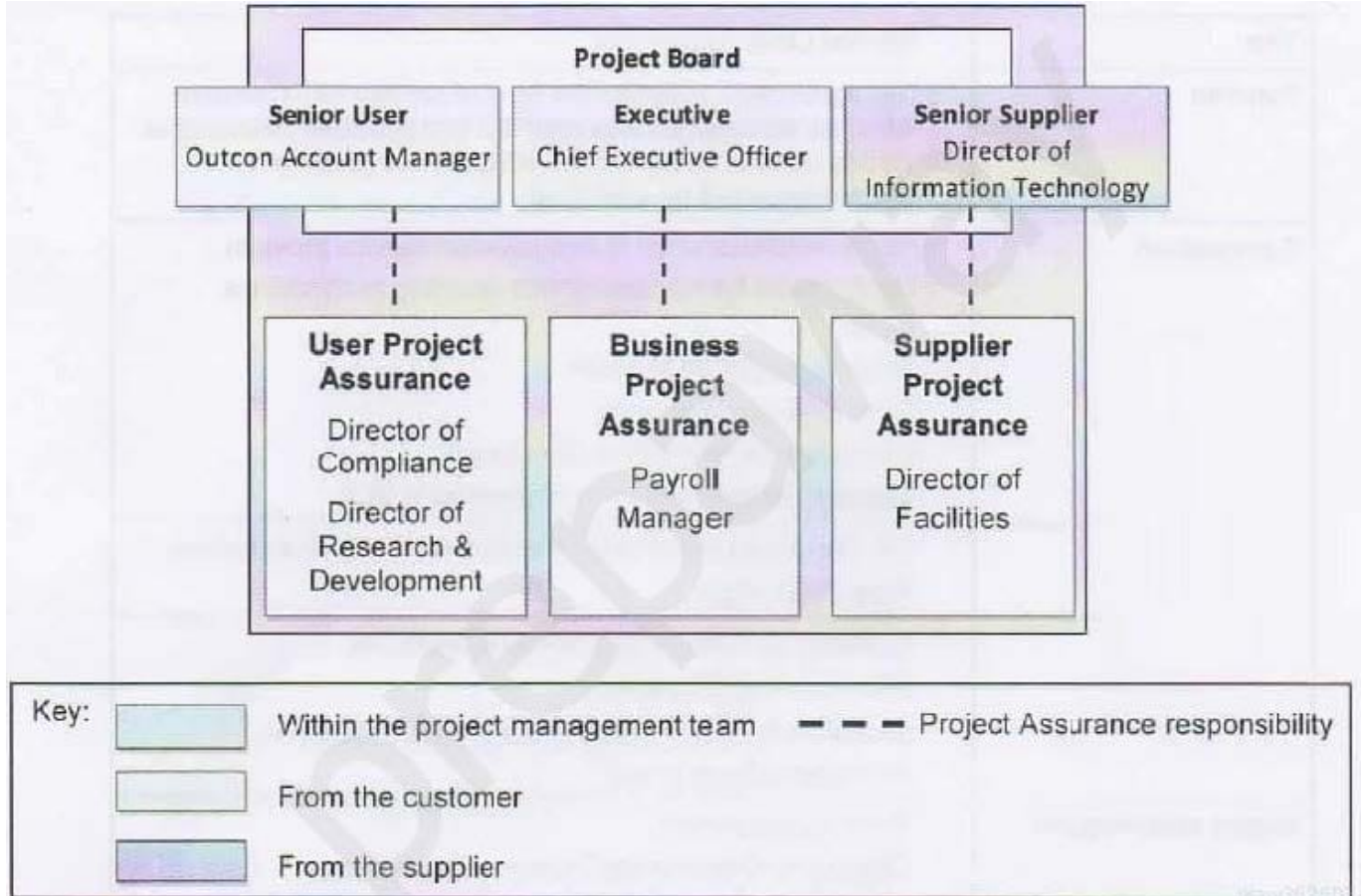
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QUESTION 1

Scenario Additional Information Further information on some resources who could be involved in the project:



Outcome Account Manager: He represents Outcome which is a recruitment agency that provides specialist outsourcing resources. Outcome provided the consultants who carried out the feasibility study and the same consultants will be providing support and guidance to the Information Technology and Facilities teams during the project.

Director of Finance Division: She was transferred from the Information Technology Division 12 months ago. She is responsible for ensuring a cost-conscious approach is adopted in all operational and project activities across the Ministry of Food Hygiene.

Hardware Manager: Reports to the Director of Information Technology. He provides computer hardware to all business functions but has little awareness of the needs of his colleagues working in software.

Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Which 2 alternative actions apply to the proposed user assurance for this project?

- A. Retain because they are both very positive about outsourcing the selected business functions.
- B. Retain because their divisions will be the major users of the outsourced services and they can provide the user

perspective on the impact of any proposed changes.

C. Remove because neither of these individuals are from the business functions to be outsourced.

D. Retain because selecting only one of them may cause unnecessary conflict.

E. Retain because they are able to help identify stakeholders and their communication requirements.

Correct Answer: BE

QUESTION 2

Who is responsible for confirming stage and project progress against agreed tolerances?

A. Project Support

B. Executive

C. Project Assurance

D. Project Manager

Correct Answer: C

QUESTION 3

Scenario

A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for their services has been set up and is being

monitored by the Purchasing Manager and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photo sessions to minimize the

impact on the Engineering staff. This meeting should have occurred by now.

The Engineering Manager was made aware of this requirement but when asked he reported that he has received no communication from the photographer. The Project Manager has tried to call the photographer and has had no response.

The Project Manager believes there is a risk that Portraits Ltd are overbooking work and prioritizing other clients' work. If Portraits Ltd do not deliver on schedule the project will be delayed and the expected benefits will be reduced.

The contract is to be reviewed and Portraits Ltd reminded of their agreement.

The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early release of a competitor's

calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.

Which 2 statements should be recorded under either the Records or Reporting headings?

- A. Project Support will maintain the Risk Register.
- B. The evaluated net effect of all risks will be updated at the end of each stage and included in the End Stage Report.
- C. The Change Authority will report monthly to the Project Manager on the status of the change budget.
- D. Risks that are likely to occur within the next two weeks should be recorded as imminent.
- E. A summary of risks will be maintained and included with the monthly Highlight Reports to the Project Board.

Correct Answer: BC

QUESTION 4

Which of the following statements best describes what a risk owner is?

- A. Best placed to keep an eye on the risk
- B. Carry out the response actions to a risk
- C. Responsible for management, monitoring and control of all aspects of a risk
- D. Reports to the project manager regularly on the status of a risk

Correct Answer: C

QUESTION 5

Scenario Additional Information During the initiation stage the Project Manager met with the Marketing Director to find out more about the requirements of the promotional calendar and recorded the following notes: There has been a reduction in the order numbers at the MNO Manufacturing due in part to the increased marketing activities of its competitors. 10% of customers have not re-ordered in this financial year and staff morale is poor. A number of skilled staff have left as a result and replacement staff have not been recruited due to the reduced operation. If the project is successful, a recruitment campaign will be required to fill the existing staff vacancies and there may be a requirement for additional staff. Operational costs are likely to increase because skilled staff are expensive and difficult to find.

In financial terms, there were a total of 1,500 orders in the last financial year, each with an average profit of £2k. The Marketing department believes that sending a promotional calendar to our current and prospective customers would increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months from the date of distribution.

The Marketing Director will be funding the project from the business marketing budget. She believes that the effect of a good company image portrayed by a successful calendar would last into a second year. She has forecast the same increase in orders for a second year and predicts that the annual employee satisfaction survey will show a measurable improvement in staff morale.

A number of alternatives were explored, including: 20% discount for all repeat customers - not cost-effective and very short term A promotional calendar as a free Christmas gift - would target current and prospective customers and the benefits would last into a second year A series of television and press advertisements- was too expensive A direct mail shot to all customers - benefit would be short term Creation of an internet website - would not suit all customers

The calendar is seen as the favored option, as long as the company's competitors do not increase their marketing activity. Whilst the Marketing department wants a very high quality, glossy product, the project management team must be aware of the cost this will incur.

Which 2 statements correctly define a Business Case risk which should be recorded under the Major risks heading?

- A. Operational costs will increase as a result of the recruitment campaign.
- B. The prepared calendar pack is to be delivered to the printers by the first week in December.
- C. If the calendar quality is poor customers will not use it, creating the reverse effect and reducing orders further.
- D. If any competitors launch a calendar at the same time this will reduce the impact of the MNO calendar and benefits will be reduced.
- E. Staff morale will improve as a result of the promotional calendar.

Correct Answer: CD

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