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QUESTION 1

Scenario

Additional Information

Extract from the Communication Management Strategy.

The project information in the table below is true, but it may not be recorded under the correct heading or be in the correct document.

Introduction	1. This document contains details of how the project management team will send information to individuals working on the Calendar project, and receive information from them.
Communication procedure	2. See MNO Manufacturing Company standards for all internal company communications.
Tools and techniques	3. Use the staff newsletter to launch the label design competition and to promote the chosen label design. 4. Using the number of responses to the label design competition as a measure, report fortnightly to the Project Board on the effectiveness of the staff newsletter as a vehicle for communication. 5. Use the company website to advertise the promotional calendar to customers.
Records	6. A record should be maintained for each product of the project. As a minimum this should show the project name, product name, product title, and version number. 7. External email and correspondence relating to the Calendar project should be recorded electronically in the project folder. 8. Information received in hard copy should, where possible, be scanned and filed as above.
Timing of communication activities	9. At the end of each stage, audit and report on the performance of the communication methods being used. 10. Highlight Reports to be provided to appropriate stakeholders, at the frequency defined in each Stage Plan.
Stakeholder analysis: Interested parties	11. Photographer. 12. Print company.
Information needs for each interested party	13. Weekly updates will be provided by email to the individual producing the staff newsletter. 14. Engineering Manager is to be consulted when preparing the photo session schedule.

Using the Project Scenario, select the appropriate response to each of the following 5 questions which have been raised by the Project Board. The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project

process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PIO). The PIO includes the Business Case, a product checklist and several Product Descriptions, including the Project Product Description. Short sections are also included for each of the strategies and the controls to be applied. The Project Manager has elected to use the Daily Log to record all risks, issues, lessons and quality - results. After the initiation stage there will be two further stages during which a small number of Work Packages will be authorized. While these are being managed, the Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.

This question provides a number of changes which may or may not be required to the Extract from the Communication Management Strategy provided in the additional information.

Which statement applies to the Stakeholder analysis: Interested parties section?

- A. Add '\\Internal Creative Team\\'.
- B. Delete entry 11 because the photographer is internal to the project management team.
- C. Delete entry 12 because the printing of the calendars is outside of the scope.

Correct Answer: A

QUESTION 2

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 should be recorded under the Costs heading?

- A. The MNO marketing budget this year is ?20k.
- B. The project will be funded from the business marketing budget.

C. 10 further orders with an average profit of ?k will deliver a benefit of ?0k in the first year.

D. The new company logo is estimated to cost ?k.

E. Project costs are estimated to be a total of ?6.5k.

Correct Answer: BE

QUESTION 3

Scenario Additional Information Product Description

Title	Service Level Agreement.
Purpose	<ul style="list-style-type: none"> • This agreement specifies the level of service MFH requires from the selected service provider and provides measurable criteria against which the selected service provider's performance will be assessed.
Composition	<ul style="list-style-type: none"> • Responsibilities of MFH and selected service provider. • Mechanisms for monitoring and reporting performance levels. • Dispute resolution process. • Confidentiality provisions. • Conditions for termination of contract. • Glossary of technical terms contained in SLA.
Format and presentation	<ul style="list-style-type: none"> • A4, Word document, printed both sides in black and white. • Font: Arial, 12pts.
Quality criteria	<ul style="list-style-type: none"> • Contains all composition items listed above. • Not more than 60 pages. • Complies with MFH corporate branding standards. • No typographical errors.
Quality skills required	<ul style="list-style-type: none"> • Proof-reading skills. • Director of Compliance Division - Reviewer. • Director of Information Technology Division - Reviewer. • Administrator.
Quality responsibilities	<ul style="list-style-type: none"> • Producer/Presenter: Director of Facilities Division. • Chair: Project Manager.

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff

before the final contract is signed with the selected service provider.

The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

MFH has a quality management system which contains a document control procedure for all its documentation, however this does not include change management.

All project documents will be subject to a quality review. Nominated products will require a formal approval record signed-off by the quality review chair.

Extract from the draft Quality Management Strategy (may contain errors)

Introduction

1.

This document defines the approach to be taken to achieve the required quality levels during the project.

2.

The Project Board will have overall responsibility for the Quality Management Strategy.

3.

Project Assurance will provide assurance on the implementation of the Quality Management Strategy. Quality management procedure - Quality standards

4.

The selected service provider will operate to industry standards for providing outsourced services.

5.

MFH document standards will be used.

Records

6.

A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.

7.

Configuration Item Records will be maintained for each product to describe its status, version and variant.

8.

Approval records for products that require them will be stored in the quality database. Roles and responsibilities

9.

The DIT will check that the employment contracts for outsourced staff adhere to employment law.

10.

Team Managers will provide details of quality checks that have been carried out.

11.

Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.

12.

The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which is a correctly defined acceptance criterion for the running cost of the outsourced service?

- A. Must be kept to a minimum.
- B. Must be kept to a level acceptable to the Ministry of Food Hygiene.
- C. Subject to market conditions.
- D. The annual increase to be less than half the rate of inflation.

Correct Answer: D

QUESTION 4

Which statement is an appropriate entry for the project approach heading within the Project Brief?

- A. The initial estimates from the feasibility study will be verified during the initiation stage.
- B. MFH must better manage suppliers\' performance.
- C. The Information Technology Division and the Facilities Division will be outsourced to a single service provider.
- D. The Project Manager will be responsible for ensuring that the agreed project approach remains an appropriate choice.

Correct Answer: C

QUESTION 5

Scenario Additional Information Product Description

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Composition	<ul style="list-style-type: none"> • Responsibilities of MFH and selected service provider. • Mechanisms for monitoring and reporting performance levels. • Dispute resolution process. • Confidentiality provisions. • Conditions for termination of contract. • Glossary of technical terms contained in SLA.
Format and presentation	<ul style="list-style-type: none"> • A4, Word document, printed both sides in black and white. • Font: Arial, 12pts.
Quality criteria	<ul style="list-style-type: none"> • Contains all composition items listed above. • Not more than 60 pages. • Complies with MFH corporate branding standards. • No typographical errors.
Quality skills required	<ul style="list-style-type: none"> • Proof-reading skills. • Director of Compliance Division - Reviewer. • Director of Information Technology Division - Reviewer. • Administrator.
Quality responsibilities	<ul style="list-style-type: none"> • Producer/Presenter: Director of Facilities Division. • Chair: Project Manager.

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The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

MFH has a quality management system which contains a document control procedure for all its documentation, however this does not include change management.

All project documents will be subject to a quality review. Nominated products will require a formal approval record signed-off by the quality review chair.

Extract from the draft Quality Management Strategy (may contain errors)

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10.

Team Managers will provide details of quality checks that have been carried out.

11.

Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.

12.

The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which statement applies to the Quality standards section?

- A. Delete entry 4 because external suppliers are responsible for applying any relevant standards to their work.
- B. Delete entry 5 because the lack of a change management procedure makes the MFH document standards unsuitable.
- C. Add \"All contracts must conform to current employment laws\".
- D. Add \"PRINCE2 change control procedures will be used to manage any changes to baselined products\".

Correct Answer: C

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