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**QUESTION 1**

It is now late October and the project is in stage 3. The label design competition has been held and the photos of the staff have been taken. The CEO and Marketing Director still need to choose the winning label design and the 12 photos for the calendar. However, the Executive has learned that two competitors are issuing calendars to MNO's customers by the middle of November. After analyzing the impact of this Issue, one of the options the Project Manager has presented to the Project Board is to close the project prematurely. There are a number of key facts relating to this project that would need to be recorded if the project Y-e to be closed now.

Which product should show that the project has been closed prematurely and has not achieved the objectives defined in the Project Initiation Documentation (PID)?

- A. Benefits Review Plan
- B. End Project Report
- C. Exception Report
- D. Project closure notification

Correct Answer: B

QUESTION 2

Product based planning focuses on which of the following:

1.
Creating product descriptions
2.
Identifying activities
3.
Creating a Product hierarchy
4.
Creating a Product sequence

- A. 1, 2, 3
- B. 2, 3, 4
- C. 1, 3, 4
- D. 1, 2, 4

Correct Answer: A



QUESTION 3

Scenario:

Techniques, processes and procedures

1.
Any threat that may result in a loss of MFH data must be escalated immediately. Joint agreements
2.
Work is to start at the beginning of week 2 (Stage 4).
3.
The project will take two years to complete, at an estimated cost of ?.5m. Tolerances
4.
None. Constraints
5.
MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
6.
Installation work must take place during MFH normal working hours.
7.
+?0,000 / -?5,000. Reporting arrangements
8.
Highlight Report every Monday by 10.00 am.
9.
The report must contain a summary of all products worked on during the previous week.
10.
Project Manager must be notified of any issues immediately by telephone. Problem handling and escalation
11.
Impact analysis of all issues must be completed within 24 hours. Extracts or references
12.
The Stage Plan for stage 4 is available from Project Support. Approval method
13.
Project Assurance will review the completed Work Package and confirm completion



Which 2 statements apply to either the Reporting arrangements or Problem handling and escalation sections?

- A. Replace entry 8 with '\\Checkpoint Report every Monday by 10.00 am\\' because Highlight Reports are intended for the Project Board.
- B. Delete entry 9 because this level of detail is unnecessary.
- C. Move entry 10 to Problem handling and escalation because that section describes how issues are handled.
- D. Add '\\Any risks identified to be added to the Risk Register\\' to Reporting arrangements.
- E. Delete entry 11 because the impact analysis should be provided when the issue is notified.

Correct Answer: DE

QUESTION 4

HOTSPOT 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.

There is a major concern over an apparent lack of control of project documentation.

For each concern listed in Column 1, select from Column 2 the configuration management task that could help address the problem. Each selection from Column 2 can be used once, more than once or not at all.

Hot Area:

**Column 1**

As a number of people are involved in the project it is becoming increasingly difficult to keep track of what documentation each person has.

Both current and previous versions of the photo session schedule are in circulation.

A revised list of customers has been issued but it is not clear what was wrong with the previous one.

The Marketing department has lost the chosen label design and no copy was made.

The Marketing department staff cannot say with any certainty which photos were approved and which still require work.

The Engineering Manager has complained that the photo session schedule has been changed and that no consideration has been given to the impact this will have on the engineering staff shift pattern.

Column 2

Produce a Product Status Account.
Maintain a record of all copies issued.
Record the link between version and the Issue Report that caused its change.
Notify copy holders of any changes.
Recall and archive superseded product copies.
Retain master products, issuing copies only.
Maintain a record of relationships between products.

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Correct Answer:

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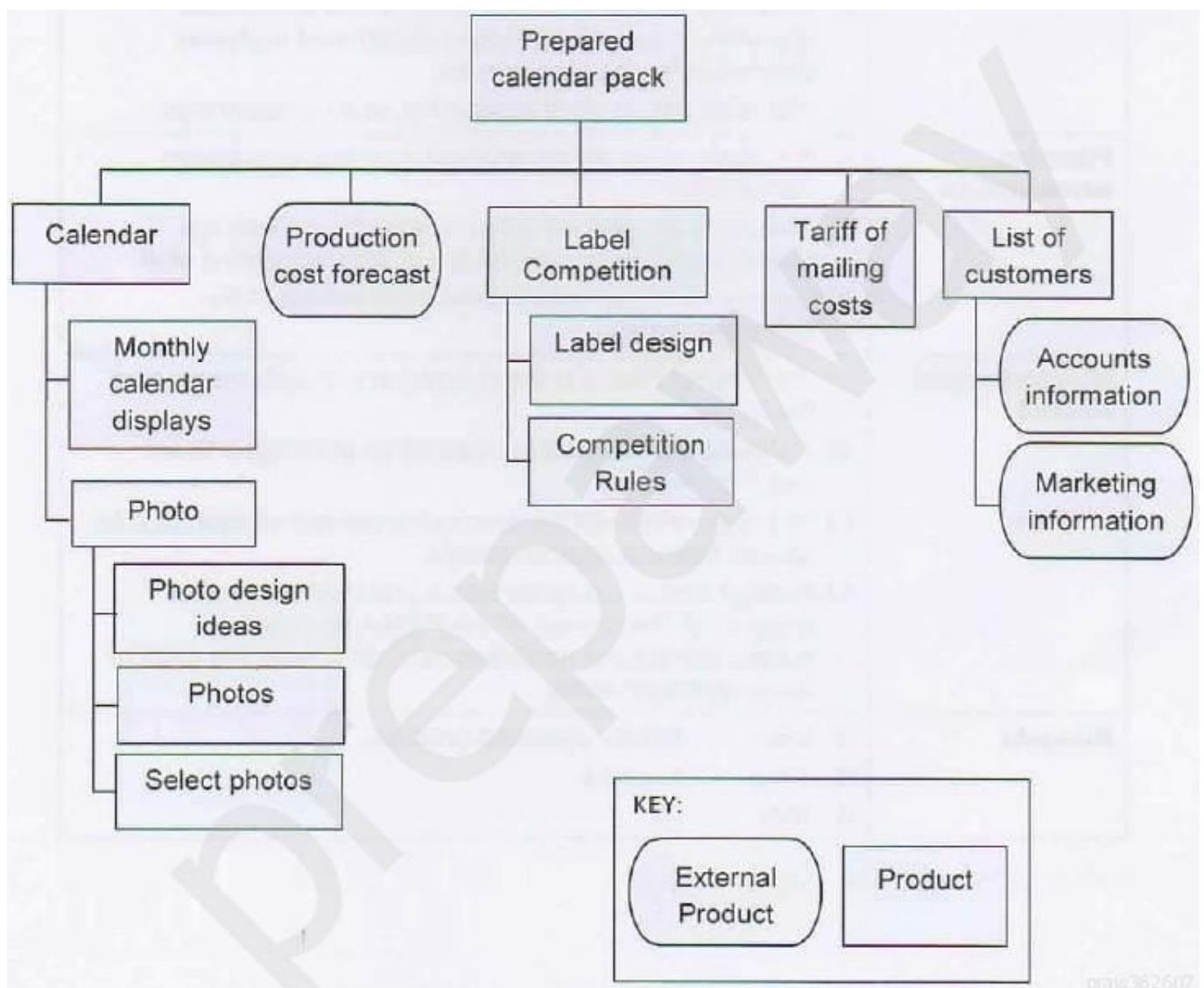
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**QUESTION 5**

Scenario Product Summary A list of customers will be collated. This will use existing information from the Accounts department about current customers, and existing information from the Marketing department about prospective customers.

Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design competition. Competition rules will be required to communicate details of the competition to the staff. The chosen label design will then be selected from the competition entries. The photos for the calendar must be based on existing photo design ideas available from the Marketing department. The selected photos will be chosen from these. Monthly calendar displays will be created to show the required layout of each page.

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.



(All entries are true statements but may not be shown under the correct heading or in the correct document).

Plan description	1. Stage 3 is the final stage of the project and will deliver the photos, the label design competition entries, the winning label design and the prepared calendar pack.
Plan prerequisites	2. Increase in orders and improved company image. 3. The production cost forecast must be acceptable to the Project Board if the photography and label design competition are to go ahead. 4. The customer list is accurate and complete.
External dependencies	5. A separate project has been reviewing the company's branding. The company logo, required for the label design competition, is being updated. The new company logo is to be supplied by the other project in two weeks time. 6. Customer details will be supplied from the Accounts department and the Marketing department customer databases for the customer list. 7. The label design must contain the new company logo.
Planning assumptions	8. A suitable entry will be received from the label design competition. 9. The photo session schedule created two weeks ago correctly reflects the availability of the engineering staff. 10. Each photo must feature different members of the Engineering team.
Monitoring and control	11. The Project Plan is to be updated with actual throughout the stage. 12. A Highlight Report will be created for the Project Board every two weeks. 13. The Stage Plan will be reviewed at the end of each day, to assess forecast against actual. 14. Product Status Accounts will be produced by Project Support, at the request of the Project Manager, to summarize current and historical data concerning each of the project's products.
Budgets	15. Cost £5k for specialist products 16. Time 4 weeks 17. Risk £0

Using the Project Scenario and the Extract from Stage Plan for stage 3 provided as additional intonation for this question in the Scenario Booklet, answer the following 5 questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional

photographer produced the photo session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager.



?00 change budget has been used to date and this is available for the stage.

None of the

Which 2 statements apply to the Monitoring and control section?

A. Delete entry 11 because this relates to the monitoring and controlling of the Project Plan, not the Stage Plan.

B. No change to entry 12 because this describes how the Project Board will control the stage. ~

C. C Move entry 12 because the Highlight Reports are deliverables of this stage and should be shown under Product descriptions.

D. Delete entry 13 because this is part of the Controlling a Stage process.

E. Delete entry 14 because the Product Status Account is NOT an ad-hoc report. It is produced at the end of each stage to identify any variations between planned status, reported status and actual status of the stage's products.

Correct Answer: AB

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