



# PR2P<sup>Q&As</sup>

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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.

<b>Introduction</b>	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.
<b>Communication procedure</b>	2. See MNO Manufacturing Company standards for all internal company communications.
<b>Tools and techniques</b>	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.
<b>Records</b>	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.
<b>Timing of communication activities</b>	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.
<b>Stakeholder analysis: Interested parties</b>	11. Photographer. 12. Print company.
<b>Information needs for each interested party</b>	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 Introduction section?

- A. No change to entry 1 because this shows the purpose and content of this document.
- B. Amend entry 1 to read '\\This document contains the controls and reporting to be established for the project management team\\'.
- C. Amend entry 1 to read '\\This document contains the means and frequency of communication between the project management team, the print company and other external parties.

Correct Answer: A

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## 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.

Using the Project Scenario and the additional Information provided for this question In the Scenario Booklet, answer the





following question.

Lines A to E in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Hot Area:

	Assertion	True False	Reason	
A	If the calendar solution is changed there should be a review of, and possible changes to, the Business Case.	True False	The Business Case includes options for the delivery of the chosen solution.	True False
B	The Business Case will no longer be viable if the prepared calendar pack is only available for printing in the first week of December.	True False	The Business Case is no longer viable if stage tolerances are exceeded during project.	True False
C	The fact that the project's aim is to try to counter the fall in orders should be documented in the project" Brief.	True False	The outline Business Case contains the reasons why the project is needed and forms part of the Project Brief.	True False
D	The Benefits Review Plan should include an assessment in 12 months time of the increase in orders.	True False	The Benefits Review Plan contains details of benefits reviews to be conducted during the project	True False
E	The expected improvement in staff morale should NOT be recorded as a benefit in the Business Case.	True False	Only those benefits that can be measured in financial terms should be defined in the Business Case.	True False

Correct Answer:

	Assertion	True False	Reason	
A	If the calendar solution is changed there should be a review of, and possible changes to, the Business Case.	True False	The Business Case includes options for the delivery of the chosen solution.	True False
B	The Business Case will no longer be viable if the prepared calendar pack is only available for printing in the first week of December.	True False	The Business Case is no longer viable if stage tolerances are exceeded during project.	True False
C	The fact that the project's aim is to try to counter the fall in orders should be documented in the project" Brief.	True False	The outline Business Case contains the reasons why the project is needed and forms part of the Project Brief.	True False
D	The Benefits Review Plan should include an assessment in 12 months time of the increase in orders.	True False	The Benefits Review Plan contains details of benefits reviews to be conducted during the project	True False
E	The expected improvement in staff morale should NOT be recorded as a benefit in the Business Case.	True False	Only those benefits that can be measured in financial terms should be defined in the Business Case.	True False

**QUESTION 3**

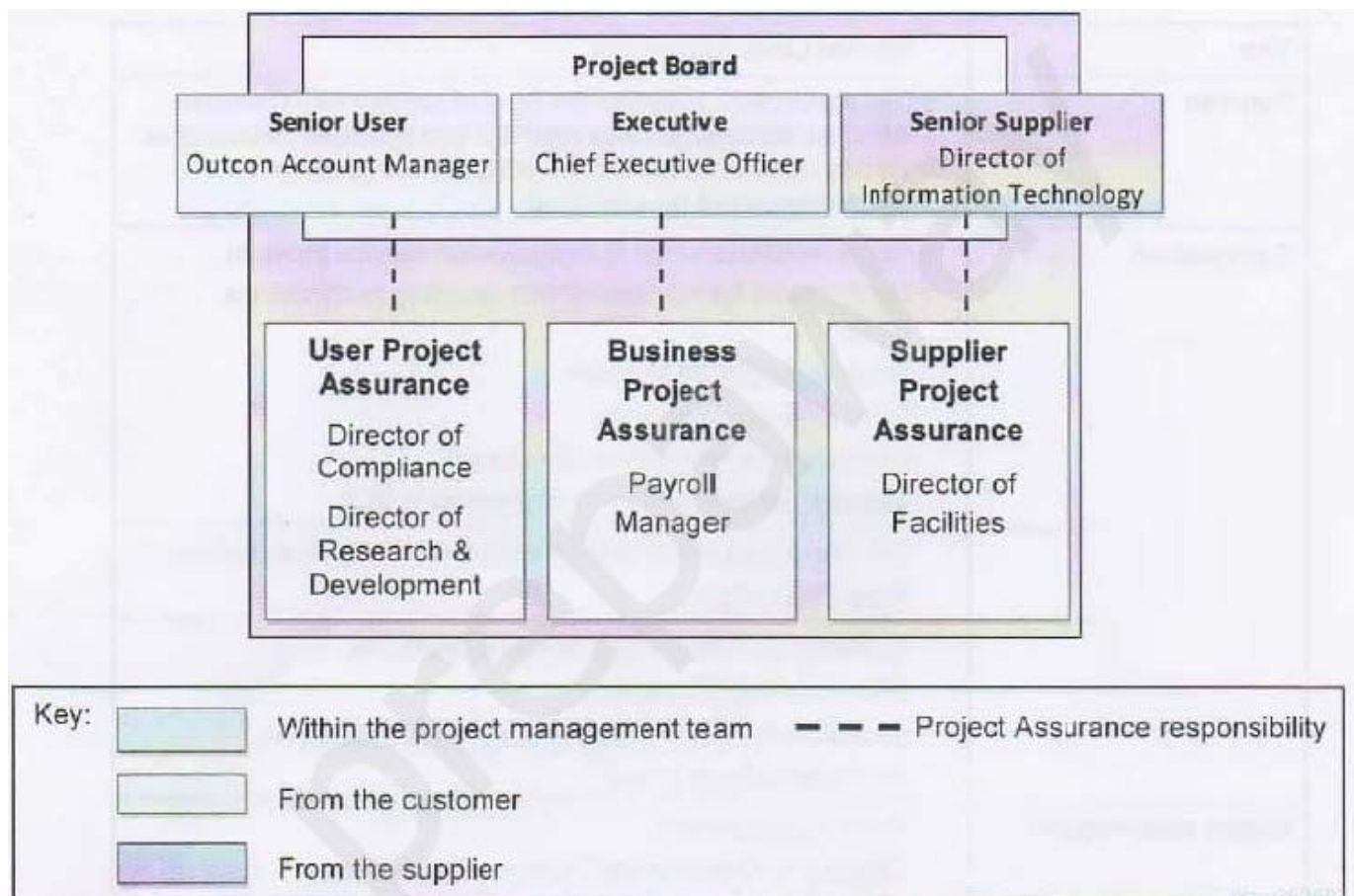
During stage 1 the level of performance expected from the service provider was changed. After this change was agreed which of these products will require updating?

- A. Project Brief because this is maintained throughout the project to reflect the customer's quality expectations.
- B. Project Product Description because this contains details of the expected performance of the project's products.
- C. Quality Management Strategy because this is where all of the customer's quality expectations of the project's products should be documented.

Correct Answer: B

**QUESTION 4**

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

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## QUESTION 5

Scenario

Additional Information

Extract from the Communication Management Strategy.

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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 Tools and techniques section?



- A. Delete entry 3 because the activities required to create the products should be documented in the relevant plan(s).
- B. Move entry 4 to Reporting because this describes a report on the performance of the Communication procedures used.
- C. Delete entry 5 because the customers are not within the scope of this project.

Correct Answer: B

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