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QUESTION 1

Scenario

A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers\\' performance and reduce the confusion caused by inadequate internal controls, outdated standards and

outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:

Do nothing.

Re-engineer selected business functions.

Outsource selected business functions.

The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:

One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.

A 10-year service contract should be agreed with the selected service provider.

The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following

recommendations for the management of the project:

Use PRINCE2.

Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service provider.

Stage 3. Request and evaluate proposals, select service provider and agree contract.

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.

Initial estimates indicated that the project would cost £2.5m and take two years to complete. MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an

expected saving of £20m over 10 years.

The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

Which 2 statements should be recorded under the Expected dis-benefits heading?
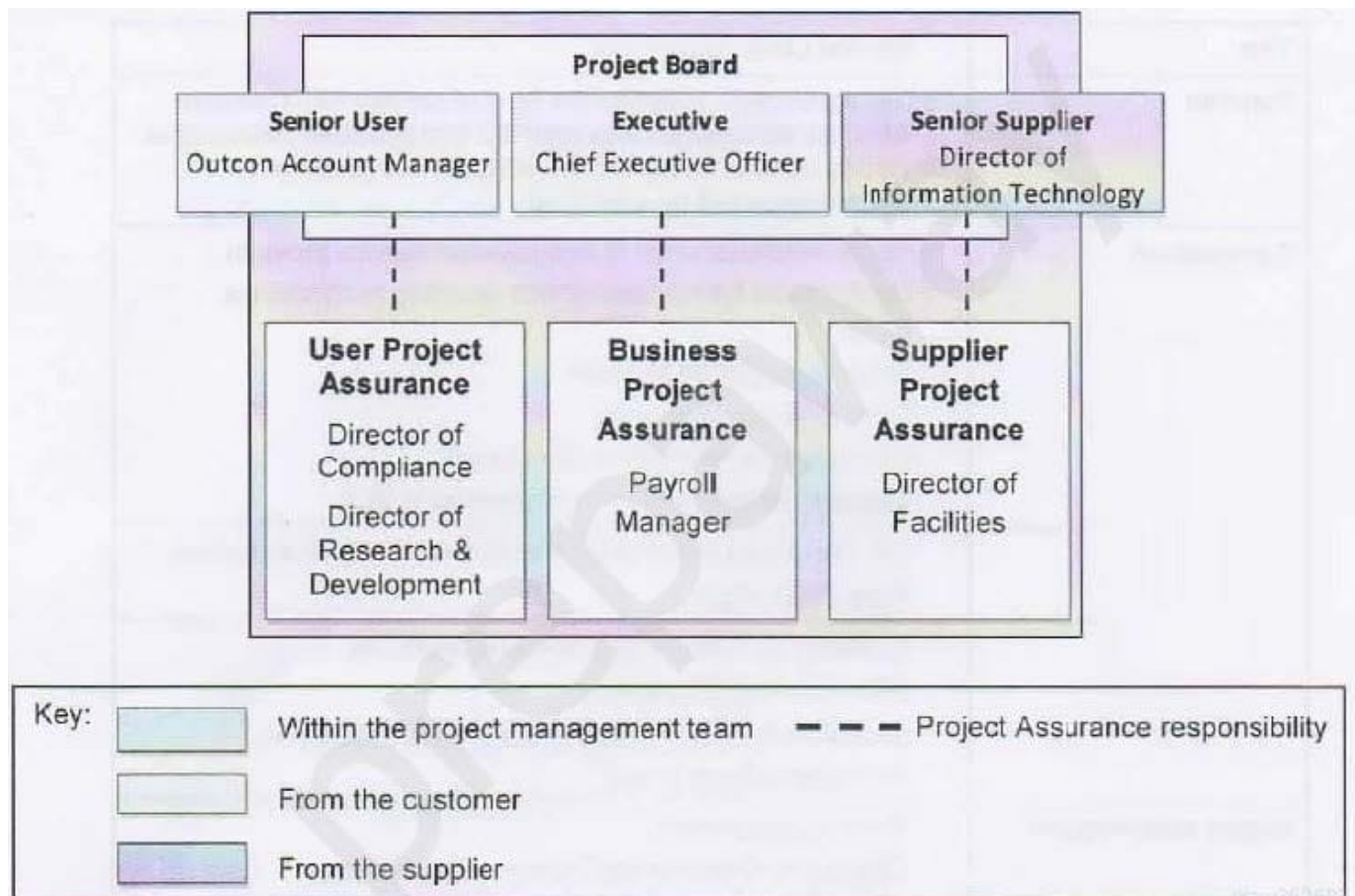
A. An investment of ?.5m is required.

B. Staff morale will be negatively affected.

C. The project will take two years to deliver.

D. Staff may lose the opportunity to work in Information Technology.

E. MFH will lose direct control over the outsourced business functions.

Correct Answer: CE

Reference: http://www.whatisprince2.net/prince2-theme-business-case.php

QUESTION 2

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.

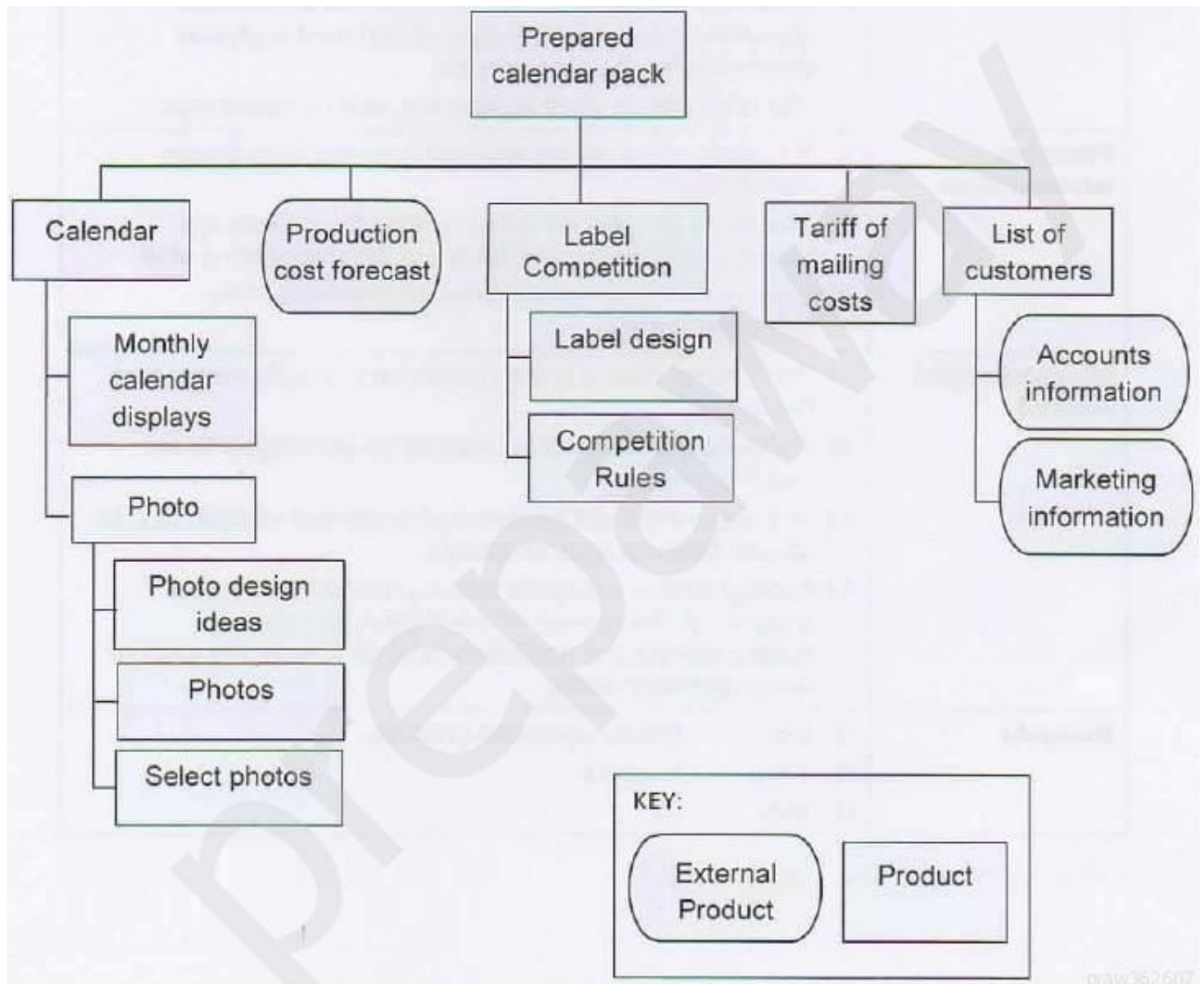E. Retain because they are able to help identify stakeholders and their communication requirements.

Correct Answer: BE

QUESTION 3

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 Budgets section?

A. Amend entry 15 because it should also include the cost of management activities.

B. Delete entry 16 because timescales should NOT be shown under the heading of budgets.

C. Delete entry 17 because the risk budget should be shown in the Risk Management Strategy.

D. Add \\'Change budget - ?00\\'. ?k 1-?k

E. Add \\'Cost tolerance - +

Correct Answer: AD

QUESTION 4

HOTSPOT Column 1 is a list of entries from the Daily Log that occurred during stage 4 in the Controlling a Stage process. For each entry in Column 1, select the first management product from Column 2 that should have been updated, or created, as a result of the entry. Each selection from Column 2 can be used once, more than once or not at all.

Drop down the right answer from column 1 to column 2.

Hot Area:

Column 1	Column 2
The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.	▼ Risk Register Team Plan Issue Register Stage Plan for stage 4 Lessons Log Project Plan
Staff communication was very useful in getting support from MFH staff who will be using the outsourced services.	▼ Risk Register Team Plan Issue Register Stage Plan for stage 4 Lessons Log Project Plan
The Facilities Team Manager requires formal instructions to begin the planned work to transfer the Facilities equipment and staff to the selected service provider.	▼ Risk Register Team Plan Issue Register Stage Plan for stage 4 Lessons Log Project Plan
The selected service provider highlighted that there are likely to be delays with Government departments getting work signed-off after completion.	▼ Risk Register Team Plan Issue Register Stage Plan for stage 4 Lessons Log Project Plan

Correct Answer:

Column 1	Column 2
The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.	Risk Register / Team Plan / **Issue Register** / Stage Plan for stage 4 / Lessons Log / Project Plan
Staff communication was very useful in getting support from MFH staff who will be using the outsourced services.	Risk Register / Team Plan / Issue Register / Stage Plan for stage 4 / **Lessons Log** / Project Plan
The Facilities Team Manager requires formal instructions to begin the planned work to transfer the Facilities equipment and staff to the selected service provider.	Risk Register / **Team Plan** / Issue Register / Stage Plan for stage 4 / Lessons Log / Project Plan
The selected service provider highlighted that there are likely to be delays with Government departments getting work signed-off after completion.	Risk Register / Team Plan / **Issue Register** / Stage Plan for stage 4 / Lessons Log / Project Plan

QUESTION 5

Which of the following statements is TRUE with regard to expected benefits?

A. They cannot be assigned

B. They don\'t need to follow corporate objectives

C. They should be measurable

D. Tolerances cannot be set against expected benefits

Correct Answer: C

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