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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 if anybody has any remaining resource costs to be charged to the project, they should ensure this is done by 10 November?

## Options:

**A-** Benefits Review Plan

**B-** End Project Report

**C-** Follow-on action recommendations

**D-** Project closure notification

## Answer:

D

# Question 2

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 staff photo sessions were disruptive to the Engineering Department as they had been scheduled during peak work times without consultation with the Engineering Manager?

## Options:

**A-** Follow-on action recommendations

**B-** Lessons Report

**C-** Project closure notification

**D-** Risk Register

**Answer:**

B

# Question 3

**Question Type:** **MultipleChoice**

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 photos could be used for other promotional material for the company?

**Options:**

**A-** Benefits Review Plan

**B-** Lessons Log

**C-** Exception Report

**D-** End Project Report

# Question 4

**Question Type: MultipleChoice**

Which project controls should be established for the Outsourcing project?

## Options:

**A-** Highlight Reports to the Project Manager; Exception Reports to the Project Board when project tolerances are forecast to be exceeded.

**B-** Highlight Reports to the Project Board; Exception Reports to corporate management when stage tolerances are forecast to be exceeded.

**C-** Highlight Reports to the Project Board; Exception Reports to the Project Board when stage or project tolerances are forecast to be exceeded.

# Question 5

**Question Type: MultipleChoice**

While preparing the Quality Management Strategy, the Project Manager noticed that the corporate quality management system does not specifically cover project management.

Which option provides an appropriate way for the Project Manager proceed?

**Options:**

**A-** Record the development of a corporate quality management system for project management as a prerequisite of the Project Plan.

**B-** Proceed with the project without a Quality Management Strategy and adopt the selected service provider's standards in stage 4.

**C-** Seek relevant organizational standards, then facilitate a workshop to discuss the Quality Management Strategy with Project Assurance.

**Answer:**

C

# Question 6

While preparing the Configuration Management Strategy, the Project Manager considered the options for change control. He decided to recommend a change budget of 250k, but was undecided on the Change Authority to recommend.

Which option is an appropriate Change Authority for the Outsourcing project?

## Options:

**A-** The selected service provider to approve and implement all changes.

**B-** Senior User(s) and Project Assurance representatives, within the limits of the recommended change budget.

**C-** The Director of Facilities and the Director of Information Technology to approve all changes.

## Answer:

B

# Question 7

While preparing the Risk Management Strategy, the Project Manager considered the commercial customer/supplier environment and how this may affect the management of risk. Which approach should the Outsourcing project adopt?

## Options:

**A-** Plan to use the selected service provider's risk management procedures.

**B-** All project risks associated with the specialist deliverables should be owned by the selected service provider.

**C-** Due to the sensitive nature of this project, consideration should be given to creating a separate Risk Register to be held by MFH and the selected supplier.

## Answer:

C

# Question 8

**Question Type:** **MultipleChoice**

While planning the initiation stage, the Project Manager reviewed some threats that had been recorded in the Daily Log.

Which threat should have been assessed for possible risk responses to be included in the Initiation Stage Plan?

## Options:

**A-** MFH has no experience in outsourcing and this may affect understanding of what is required, resulting in inadequate plans and strategies.

**B-** The Project Brief is a complex document and may not be approved by the Executive.

**C-** There is a shortage of service providers so there is a possibility that no suitable service providers respond to the request for proposals. This would prevent the Outsourcing project from proceeding.

## Answer:

C

# Question 9

**Question Type:** MultipleChoice

While deciding on how the work of the project should be approached the following were considered.

Which statement is appropriate for inclusion in the project approach heading in the Project Brief?

**A-** The Project Manager will involve the selected service provider in the creation of the Stage Plan for stage 4.

**B-** New up-to-date software will be obtained to produce the graphical sections of the Project and Stage Plans.

**C-** The detailed designs (future process, systems, operating and organization models) will be based on the existing high-level designs.

**Answer:**

C

# Question 10

**Question Type:** **MultipleChoice**

While capturing previous lessons, the Project Manager discovered several interesting facts about outsourcing.

Which fact is an appropriate lesson for the Outsourcing project?

**Options:**

**A-** Outsourcing is a growth industry and is being implemented by many private sector organizations.

**B-** Four other government departments are also considering outsourcing some of their business functions next year.

**C-** Contracts with service providers should include the timescale within which readiness for service is expected following the transfer of equipment and staff.

## Answer:

C

# Question 11

**Question Type: MultipleChoice**

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?

## Options:

**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.

**Answer:**

B

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