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QUESTION 1

When examining a project issue, which three aspects should be considered?

1.
Performance targets
 2.
Business Case
 3.
Resources
 4.
Risk
- A. 1, 3, 4
B. 2, 3, 4
C. 1, 2, 4 D. 1, 2, 3

Correct Answer: C

QUESTION 2

Which of the following statements describes an outcome?

- A. Any of the projects specialist products
B. A result of the change derived from using the project's products
C. A measurable improvement resulting from a change
D. Something perceived as advantages by a stakeholder

Correct Answer: B

QUESTION 3

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 4

Scenario

Extract from the Project Product Description (with errors)



Composition	1. Monthly calendar displays 2. 100gsm glossy paper 3. Full colour 4. Selected envelope 5. Chosen label design 6. List of customers 7. Selected photos 8. Photo session schedule
Derivation	9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
Development skills required	13. Photographer 14. Internal creative team 15. Printer
Customer's quality expectations	16. Professional photos 17. 10% more calendars should be printed than required to allow for any late additions to the list of customers 18. Compliance with applicable corporate standards 19. The calendar should reflect the company image as described in the corporate branding standards 20. The calendar will increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months
Acceptance criteria	21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it 22. Appearance - new company logo promotes strong image 23. Security - complies with Data Protection Act 24. Accuracy - public holidays match the list supplied by Marketing on 01 November

Which 2 statements apply to the Composition section?

- A. Amend entry 2 to \"Selected paper\".
- B. Delete entry 3 because this is NOT a major product to be delivered by this project.
- C. Move entry 6 to Derivation because this product already exists.
- D. Delete entry 7 because these will be produced by the photographer.
- E. Add \"Calendars distributed to customers\".

Correct Answer: AB

QUESTION 5



Starting Up a project is triggered by which of the following?

- A. Legislation
- B. Corporate Strategy
- C. Risks
- D. Mandate

Correct Answer: D

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