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QUESTION 1

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

QUESTION 2

Which principle is supported by the activity Evaluate the Project?

A. Continued Business Justification

B. Defined roles and responsibilities

C. Learn from experience

D. Manage by stages

Correct Answer: C

QUESTION 3

Scenario Additional Information Product Description

Title	Service Level Agreement.
Purpose	• This agreement specifies the level of service MFH requires from the selected service provider and provides measurable criteria against which the selected service provider's performance will be assessed.
Composition	• Responsibilities of MFH and selected service provider. • Mechanisms for monitoring and reporting performance levels. • Dispute resolution process. • Confidentiality provisions. • Conditions for termination of contract. • Glossary of technical terms contained in SLA.
Format and presentation	• A4, Word document, printed both sides in black and white. • Font: Arial, 12pts.
Quality criteria	• Contains all composition items listed above. • Not more than 60 pages. • Complies with MFH corporate branding standards. • No typographical errors.
Quality skills required	• Proof-reading skills. • Director of Compliance Division - Reviewer. • Director of Information Technology Division - Reviewer. • Administrator.
Quality responsibilities	• Producer/Presenter: Director of Facilities Division. • Chair: Project Manager.

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff

before the final contract is signed with the selected service provider.

The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

MFH has a quality management system which contains a document control procedure for all its documentation, however this does not include change management. All project documents will be subject to a quality review. Nominated products

will require a formal approval record signed-off by the quality review chair.

Extract from the draft Quality Management Strategy (may contain errors)

Introduction

1.

This document defines the approach to be taken to achieve the required quality levels during the project.

2.

The Project Board will have overall responsibility for the Quality Management Strategy.

3.

Project Assurance will provide assurance on the implementation of the Quality Management Strategy. Quality management procedure - Quality standards

4.

The selected service provider will operate to industry standards for providing outsourced services.

5.

MFH document standards will be used.

Records

6.

A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.

7.

Configuration Item Records will be maintained for each product to describe its status, version and variant.

8.

Approval records for products that require them will be stored in the quality database. Roles and responsibilities

9.

The DIT will check that the employment contracts for outsourced staff adhere to employment law.

10.

Team Managers will provide details of quality checks that have been carried out.

11.

Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.

12.

The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which statement applies to the Records section?

A. Delete entry 6 because this information should be included in Stage or Team Plans.

B. Move entry 6 to the Reporting section because the information should be used to report on quality activities.

C. Delete entry 7 because this should be included in the Configuration Management Strategy.

D. Delete entry 8 because the results of quality reviews are recorded in the Quality Register.

Correct Answer: C

QUESTION 4

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.

Introduction	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.
Communication procedure	2. See MNO Manufacturing Company standards for all internal company communications.
Tools and techniques	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.
Records	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, should be scanned and filed as above.
Timing of communication activities	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.
Stakeholder analysis: Interested parties	11. Photographer. 12. Print company.
Information needs for each interested party	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.

There is no project schedule in the Project Initiation Documentation. How can project progress be tracked without a schedule to track against?

A. This is an error as a Gantt chart or some form of time line, where actuals will be recorded and tracked against the planned schedule of delivery, is mandatory.

B. Progress can be recorded and tracked using the product checklist, with the planned and actual quality management activities captured in the Daily Log.

C. With a clear end date of 30 November, and a small number of Work Packages, the Project Board should track project progress using individual Team Plans.

Correct Answer: B

QUESTION 5

Which activity is responsible for updating the stage plan with actual during Controlling a Stage?

A. Review the stage status

B. Review work package status

C. Report Highlights

D. Take corrective action

Correct Answer: C

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