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Question: 1

When considering the business options in the business case, which of these is NOT an option?

- A. Do nothing
- B. Do the maximum
- C. Do the minimum
- D. Do something

Answer: B

Question: 2

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

Answer: C

Question: 3

Who is responsible for ensuring that the value-for-money solution is constantly reassessed?

- A. Business Assurance
- B. Senior User
- C. Corporate or Programme Management
- D. Reject Support

Answer: A

Question: 4

Which of the following activities is the Executive responsible for?

- A. Ensure the desired outcome of the project is specified
- B. Responsible for the benefits review plan
- C. Assess and update the Business Case at the end of each stage

D. Responsible for the Benefits Review Plan post project

Answer: B

Question: 5

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering are

a. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet be decided which of the photographers to use.

Which 2 statements explain why the Marketing Director should be appointed as the Executive for this project?

- A. She has been with the company for three years.
- B. She previously had a successful career in publicity.
- C. She is able to represent the business needs of MNO Manufacturing.
- D. She has authority to commit the marketing budget, from which the project will be funded.
- E. She requires more experience working with the engineering industry.

Answer: C,D

Question: 6

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Which 2 statements explain why the CEO should be appointed as the Executive for this project?

- A. He started the company 25 years ago.
- B. He knows his job very well.
- C. He restricts his visits to the engineering area.
- D. He has the authority to commit resources as required.
- E. He has an overall perspective of the business's strategic requirements.

Answer: D,E

Question: 7

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Which 2 statements explain why the Marketing Director should be appointed as a Senior User for this project?

- A. She can represent the Marketing department.
- B. She previously had a successful career in publicity.
- C. The Marketing department will help to deliver the benefits of this project.
- D. The project will be funded from the business marketing budget.
- E. A number of the products will be produced by the Sales department and the Marketing department.

Answer: A,C

Question: 8

Scenario

Additional Information

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Which 2 statements explain why the Sales Manager should be appointed as a Senior User for this project?

- A. He joined the company last year with huge enthusiasm.
- B. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
- C. The launch of a company calendar will impact the Sales department.
- D. He reports directly to the Marketing Director.
- E. He is able to represent current and prospective customer interests.

Answer: C,E

Question: 9

Scenario

Additional Information

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Which 2 statements explain why the Purchasing Manager should be appointed as a Senior Supplier for this project?

- A. He is responsible for the organization's procurement activities.
- B. He is responsible for the performance of supplier contracts.
- C. He was an engineer and worked in that area before taking up his current position.
- D. He can influence the external supplier's Business Case.
- E. He is not appropriate for the role of Executive or Senior User.

Answer: A,B

Question: 10

Scenario

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Which 2 statements explain why the Sales Manager should be appointed as User Assurance for this project?

- A. He joined the company last year with huge enthusiasm and is keen to increase sales.
- B. He can provide an evaluation of the potential impact the calendar will have on sales.
- C. He is able to advise on suitable stakeholder engagement of current and prospective customers.
- D. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
- E. He can resolve any conflict in requirements between the Sales department and the Marketing department.

Answer: B,C

Question: 11

Scenario

Additional Information

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Which 2 statements explain why Central Records should be appointed as Project Support for this project?

- A. They control the receipt, identification, versions, storage and issue of all project products within the company's projects.
- B. They already exist within the organization and have been with the company for many years.
- C. They will ensure compliance with all company policies and procedures.
- D. They perform a quality assurance function across all projects.
- E. They have knowledge of the organizational standards that will be applicable to the project.

Answer: A,E

Question: 12

HOTSPOT

Additional Information

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Using the additional Information provided for this question In the Scenario Booklet, answer the following question.

Lines 1 to 5 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.

	Assertion	True/False	Reason	
A	The Executive role should be shared by the CEO and the Marketing Director.	True / False	The Executive is responsible for securing the funding for the project.	True / False
B	The Senior User role should be shared by the Marketing Director and the Engineering Manager.	True / False	Those who provide specialist resources to the project development teams should perform a Senior User role.	True / False
C	Although Bright Lights and Portraits Ltd are suppliers, they CANNOT both perform a Senior Supplier role on this project.	True / False	When the Senior Supplier role is shared between two suppliers, one of the suppliers must be internal to the business.	True / False
D	A single member of Central Records should NOT perform both a Project Support and a Project Assurance role on this project.	True / False	It is necessary to keep Project Support and Project Assurance responsibilities separate.	True / False
E	The Engineering Manager should be included in the Communication Management Strategy.	True / False	The Communication Management Strategy describes the communication tools to be used.	True / False

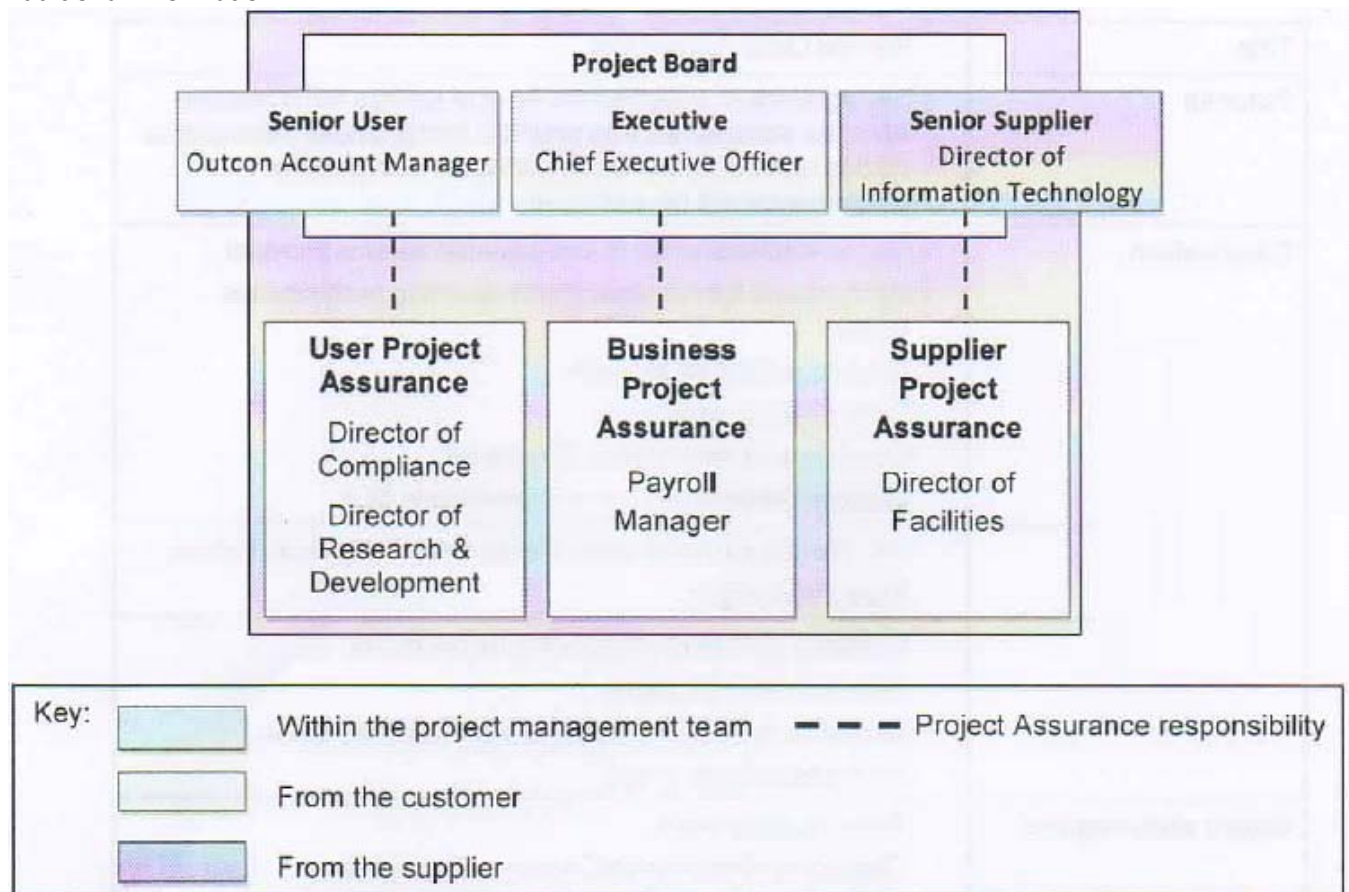
Answer:

	Assertion		Reason	
A	The Executive role should be shared by the CEO and the Marketing Director.	True – False	The Executive is responsible for securing the funding for the project.	True – False
B	The Senior User role should be shared by the Marketing Director and the Engineering Manager.	True – False	Those who provide specialist resources to the project development teams should perform a Senior User role.	True – False
C	Although Bright Lights and Portraits Ltd are suppliers, they CANNOT both perform a Senior Supplier role on this project.	True – False	When the Senior Supplier role is shared between two suppliers, one of the suppliers must be internal to the business.	True – False
D	A single member of Central Records should NOT perform both a Project Support and a Project Assurance role on this project.	True – False	It is necessary to keep Project Support and Project Assurance responsibilities separate.	True – False
E	The Engineering Manager should be included in the Communication Management Strategy.	True – False	The Communication Management Strategy describes the communication tools to be used.	True – False

Question: 13

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 Executive for this project?

- A. Retain because he accepts that outsourcing is the best solution.
- B. Replace with 'Director of Finance Division' because she can ensure a cost-conscious approach to the project that gives value for money.
- C. Retain because he has the right level of authority to be able to control the strategic nature of the Outsourcing project.



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