

# PROFESSIONAL

APM Project  
**Professional**  
Qualification 2nd edition

**Sample Candidate Brief Scenario 2**

## General Notes

Time allowed **10 minutes** preparation time, **20 minutes** assessment.

You may refer to the case study during the time allocated for the scenario.

You may make notes during your preparation time and during the assessment.

This assessment is worth a total of 20 marks.

## Candidate Brief

The Candidate Brief provides an additional scenario that is based on the case study "Whiteline Domestic".

Read the Candidate Brief thoroughly, you have 10 minutes to prepare.

You will take on the role of the project manager during the scenario.

One assessor will take on the role of Will Rome from the case study, while the second assessor observes the meeting

## Learning Outcomes

Communicate effectively with stakeholders to achieve a project's objectives.

Make decisions which support the objectives of a project.

## Problem Statement

It is the end of the first week of you being the project manager for this project. Will Rome has realised that, despite Alistair's last monthly report stating that the project team is starting to gel, the opposite is quite the case. He has heard on the grapevine about unhappy and uninformed staff. In particular, he is concerned by the conflict that seems to be developing between Gabrielle Peters (HR manager) and Toni Banks (admin manager). Finally, it has just come to light that at her last team meeting, Toni Banks briefed her staff that it has been agreed that the admin team will get their preferred choice of seats by the windows. This has not been widely shared across the organisation yet.

## Project Impact

The conflict between Gabrielle Peters and Toni Banks currently centres around the proposed seating allocations in the new open plan office. Both are clearly indicating to their own staff that they have matters in hand and that it will be their team who will be getting the window seats. It also becomes apparent that the managers in the project team are not clearly and consistently communicating about the open plan office. This is what has created the unhappy and uninformed staff. Will Rome has concerns that there will be an impact on staff wellbeing and motivation. This could lead to more staff deciding not to make the move to Lichworth, creating further capability and capacity gaps. This in turn could impact further on overall plant performance.

During the week 6 office manager meeting, Gabrielle wasn't happy with Alistair's proposal on seating arrangements and wouldn't agree on this. Furthermore, Toni tried to manipulate Alistair Stewart as project manager. This was by trying to undermine and pressurise him through using Christopher White's (HR director) authority indirectly to move Toni first. This backfired spectacularly and resulted in Christopher White telling Alistair to move first. On top of this, there is no real visibility about where Adrian Newley (design manager) is with moving his staff as he hasn't fed anything back into the project team or Alistair. This could have a significant knock-on effect on the overall project timeline based on the current plan. This in turn could have a significant financial impact if the portacabin lease and the old site lease need to be extended to accommodate any slippage.

Finally, all of the above are clearly having an impact on delivering against the project objectives.

## Task

As a matter of urgency, Will Rome wants to meet you to discuss the fact that there appears to be very little understanding within the project team of the decision-making process and who is involved with those decisions for this project.

Will Rome wants to discuss your approach and agree a decision on the next steps of how to handle this situation with the admin team, how to get the project back on track and how to prevent similar situations happening in the future.

**Notes**

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