

PROFESSIONAL



APM Project Professional Qualification

Example paper

Scenario and questions based on Project Management module

Question 1 – This question has two parts. Answer both parts.

Question 1a

Topic area Requirements management

Question For Claire's benefit, identify the key stakeholders in the scenario and explain how you would engage with them to manage their requirements.

Marks 15 marks

Question 1b

Topic area Requirements management

Question The detailed planning process for the running and cycling weekends is well underway and there has been an extensive consultation process with key stakeholders. However, there is currently an unresolved issue in relation to the main cycling event. The decision has been made to utilise a circular route with competitors completing circuits that start and finish in the city centre but take them out into the National Park surrounding the city. The cycling event will receive extensive TV coverage. One view is that the route should have a larger number of shorter-length circuits, which would maximise the impact through the city centre: another view is that the route should have a smaller number of longer-length circuits, which would take the participants further into the National Park and provide more opportunities for the public to support the event.

The transport and traffic management plans are crucial to the success of the Month of Activity. The head of transport and traffic management has been critical about the fact that a final decision on the route of the cycling event has yet to be made. The decision is now urgent.

What would you do to help stakeholders reach a decision on the route?

Marks 10 marks

Question 2 – This question has two parts. Answer both parts.

Question 2a

Topic area Procurement

Question Claire Evans, the city council's chief executive, has always indicated her desire to make considerable use of internal resources in the delivery of the Month of Activity. However, Anil Qureshi, the leisure services department head, has concerns that this is not realistic. His informal discussions with other department heads have confirmed his belief that they may not be able to commit staff to the additional work. Privately he also has concerns about the ability of internal resources from his and other departments to deliver a project of this complexity. Claire Evans will respond to advice that is supported by sound evidence, so she wants you as the project manager to produce a report that objectively evaluates the whole issue of resource management and procurement. The report will need to provide an assessment of the type, quality and quantity of resources required for the Month of Activity.

Explain how you would undertake such an evaluation, stating the assumptions you have made about the scenario to provide examples.

Marks 15 marks

Question 2b

Topic area Procurement

Question Taking examples from the scenario and clearly stating your assumptions, how would you ensure that the local authority achieves value for money from the use of external suppliers in line with the Government Task Force requirement?

Marks 10 marks

Question 3 – This question has two parts. Answer both parts.

Question 3a

Topic area Contract management

Question The city council has decided to contract with just one contractor to provide all of the required facilities for Sports City in the main town square, and it has received tenders on that basis. The lowest-priced tender does not make clear how the contractor will interact with the city council over the life of the project to ensure the delivery of first class service. A meeting has been arranged to discuss aspects of that tender, and you want clarity over this issue.

What arrangements will you require throughout the project to provide assurance that the tendering company can and will deliver a first class service?

Marks 15 marks

Question 3b

Topic area Contract management

Question When the contract for Sports City is awarded, you issue a schedule to the local authority designers and to the chosen contractor indicating how and when the temporary seating in the stadium will need to be altered to accommodate different sports. The contract stipulates that the contractor will receive the details of the works required at least seven working days before the works are to be executed.

During the Month of Activity, the contractor alerts you to a problem. Only four days before the first reconfiguration is due, the contractor has not yet received the details of the works required.

What will you do to safeguard your client in relation specifically to their financial exposure and to the integrity of the timetable of sporting events?

Marks 10 marks

Question 4 – This question has two parts. Answer both parts.

Question 4a

Topic area Quality management

Question The Smithinbates Month of Activity proved to be a great success. Event-related feedback was very positive and many local sports clubs and associations subsequently confirmed increased membership and attendance at events. However, there was an issue concerning the Sports City events. These had received a lot of publicity and had attracted big-name participants. These were sold out quickly as some of the tickets were snapped up by local firms as part of advertising deals or corporate hospitality packages. During the events these seats remained empty as they were not filled by the corporate sponsors, and could not be re-allocated to others. That was a significant failing in terms of the participation promise made in the bid document. While it is too late to remedy the situation for the Smithinbates Month of Activity, lessons could be learnt for other cities' events.

What quality management lessons can be learnt from the ticketing issues outlined in the scenario and how could these be used to inform continual improvement, including the use of quality metrics?

Marks 10 marks

Question 4b

Topic area Quality management

Question Following the success of this Month of Activity the local authority chosen to deliver the December event is keen to benefit from your experience.

What would be your advice in relation to the local authority's quality management for their event based on examples from the Smithinbates event?

Marks 15 marks

****END OF QUESTIONS****

Scenario – Copy of scenario as previously provided

Your role

You work for a project management consultancy, Inspired Projects.

A city council, Smithinbates, recently used Inspired Projects to help prepare a successful bid for government funding to host a festival of sport. The festival, which will be known as a 'Month of Activity', is to include team and individual sports at a professional level that people can watch as well as mass participation in sport and fitness activity. It will be the first event in a year-long government initiative intended to promote and to increase participation in sport. The programme will ultimately see a different UK city host a Month of Activity every month for 12 months.

You have been appointed as project manager for the Smithinbates Month of Activity, which will take place in May the year after next, allowing you 18 months to prepare.

Vision, promise and objectives

Smithinbates City Council's successful bid to the Government Task Force highlighted the following.

- Vision: The Month of Activity would be a celebration of sport and its unique values, exciting and inspiring local participation and involvement.
- Promise: Everyone would be invited to participate in some way.
- Key objectives
 - Inclusion: participants, supporters, spectators and proud volunteers would all join in to provide a fantastic festival of sport.
 - Connection: the festival would involve people from both within and outside the city.
 - Inspiration: the festival would enable participants to show their talents across a whole range of abilities, identifying positive role models.
 - Celebration: the festival would be a celebration, creating memories to last a lifetime.
 - Legacy: there would be a lasting legacy that would extend well beyond the festival, helping to promote health and fitness through sport.
 - Showcase: the festival would maximise the potential for showcasing the city.

This was in response to the government briefing document which stressed that although health benefits were the primary driver, it was hoped cities would grasp the opportunity to showcase themselves and to encourage their populations to engage in sporting activity as participants, supporters or volunteers. The briefing document highlighted that the level of support (facilities, local funding and publicity) cities could offer would be a significant factor in the selection process. The document also stressed the need for the project to deliver value for money given that most of the project funding would come from central or local government, and therefore there would be stringent reporting requirements throughout the duration of the project.

Events programme

The events programme submitted as part of the proposal included three main themes.

- Organising new events for running and cycling, to be held on the first and last weekend of the month respectively.
- Building events around the fixtures of the city's premiership football and rugby union teams, and the county championship cricket team (all of which have home games in the month).
- Supportive initiatives by local sports clubs and societies throughout the month to make people aware of their activities, and to encourage participation and other means of involvement.

Regarding the new events, the city council has had initial discussions with the governing bodies for athletics and cycling, and both have confirmed that they are happy to offer support.

The plan is to model the new events on the city council's previous experience in running athletics weekends. These have attracted top level athletes, as well as providing participation across the whole age range and ability range (from toddler and parent walks to the half marathon), and have successfully enabled the integration of people with disabilities. The new events are to follow the same pattern, with the family and age-group events taking place on the Saturday, primarily in the city centre. The mass participation events will integrate elite athletes and will take place on the Sunday. They will start at the rugby union stadium which has a large car park area, and will finish in the city centre with award presentations and media activities.

The city council is more confident about the running event because that will be more similar to the athletics weekend, and is less confident about the cycling event because it is something the council has not attempted before. However, it recognises the importance of achieving a similar level of participation and integration for the cycling event, so as to provide a fitting finale to the Month of Activity.

Use of city venues

The city council has committed to having a temporary Sports City complex erected within the main town square. The Sports City will comprise a stadium and changing facilities for participants, along with toilet facilities and stalls serving food, drink and event merchandise. The stadium will have a multi-purpose playing surface with temporary seating around all four sides, which will enable 5,000 people to watch events including five-a-side football, netball and volleyball. The stadium will need to be reconfigured for different events, but the extent of these works will only be known once the events programme has been finalised.

The city council will need to draw on the facilities of the city's premiership football and rugby union clubs, and the county championship cricket team.

A private squash club with spectator glass-walled courts has expressed a willingness to get involved with the festival and to make their facilities available.

Other sports clubs and societies have facilities that will be available as they fall under direct local authority control, the control of community schools and colleges, or within the city's two universities. These facilities include the following:

- 25m eight lane competition swimming pool
- 25m four lane training pool
- Diving pool
- Multi-purpose sports hall
- Athletics track and field facilities
- Sports halls
- Gymnasiums
- Tennis courts
- Hockey pitches
- Netball courts

Both the running and cycling weekends are expected to bring a lot of visitors to the city. It is expected that hotels will be fully booked and, with the weekend events effectively closing off parts of the city, the demands on public transport will be significant so additional temporary "Park and Ride" facilities will need to be created on the outskirts.

The council have made initial enquiries to the Government Task Force and indications have been given that funds could be made available to assist in facility upgrades. However, any bids for funding will be subject to intense scrutiny in terms of procurement and value for money.

Members of the project team

Claire Evans, the city council's chief executive, wants to make use of a local events management company, IDS, to organise and manage the two weekend events. IDS has for several years helped the Leisure Services department of the council to host the athletics weekends. As Claire feels that IDS could be stretched in terms of resources to organise both weekend events, she wants some of the authority's management staff to be seconded to IDS for this project.

Claire also wants to maximise the use of existing local authority resources to help keep costs within budget. She believes that some of the support activities for the Month of Activity could be undertaken by the council's functional departments, e.g. Catering and Media Liaison.

Other Stakeholders

The Leisure Services Department of the city council is headed by Anil Qureshi, a former Olympian. Anil has no experience of projects of such complexity as the Month of Activity.

Chris Armitage, the chief executive at the rugby club, is known to be supportive of the Month of Activity. He has a good relationship with his counterpart, Dave Jones, at the cricket club. However, the football club have previously been uncooperative regarding city council initiatives.

The local BBC radio station has signalled that they want to integrate the Month of Activity events into their programming, and that they may be able to enlist the help of Alan Cutter, a sporting legend within the region.

Tensions have arisen as the detailed planning process has progressed. Department heads are covertly expressing concerns as to their ability to take on the additional work that the event will bring, and IDS is concerned about having to integrate local authority staff into their teams. The perception is, rightly or wrongly, that the council staff may not be able or willing to cope with the working practices and culture that exist within IDS.

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