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NO.1 Answer the following question about the Economic Case within the Outline Business Case (OBC).

The Preferred Way Forward is the Service Solution to provide a new Learning Campus on the Old Fire Station Headquarters site and to close and transfer all further education units in the Pittville area. However there are concerns that the project timescale may be difficult to keep due to the following reasons:

- . Planning authority consent may delay the schedule because the site is in a conservation area
- . Staff and students could be opposed to moving location.

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.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

#	Assertion		Reason
1.	The conversion of the Old Fire Station Headquarters site should be considered as a non-standard building project for deriving the optimism bias adjustment factor.	BECAUSE	A non-standard building project is defined as a project which involves significant planning and construction risks.
2.	The optimism bias should initially be set midway between the upper and lower works duration limit to reflect the identified timescale risks.	BECAUSE	Optimism bias should be reduced in proportion to the amount that each factor has been mitigated.
3.	The opposition of staff and students to the moving of location should be categorized as a decant risk.	BECAUSE	A decant risk arises in accommodation projects which relate to the need to move staff and clients from one site to another.
4.	The risks to the timetable should be used as the basis for scenario analysis.	BECAUSE	Sensitivity analysis of Economic Appraisal findings should identify the reasons why there may be increases or decreases in the assumptions and estimates of delays in the project.
5.	The final selection of the preferred option must consider the option to develop on the Pittville University site, so it will manage all 16-18 education. This has the highest net present social value.	BECAUSE	The option with the lowest net present social value (NPSV), in conjunction with qualitative benefits, demonstrates the optimal Value For Money choice.

	A	B	C	D	E
1.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Answer:

	A	B	C	D	E
1.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

NO.2 Using the Scenario, answer the following questions about the Financial Appraisal of the option to build a new campus on the site of the Old Fire Station Headquarters.

Decide whether the action taken represents an appropriate application of the Five Case Model for this project and select the response that supports your decision.

The cost of the temporary accommodation on the site of the Old Fire Station Headquarters has been treated as a revenue cost within the Financial Appraisal. This temporary accommodation is required as part of the construction of the new campus.

Is this an appropriate application of the Five Case Model for the project?

- A.** No, because the Financial Appraisal should NOT contain revenue costs.
- B.** No, because construction and refurbishment costs should be treated as capital costs.
- C.** Yes, because all construction costs must be accounted for.

D. Yes, because these represent a cost of developing the scheme.

Answer: B

NO.3 Using the Scenario and the extract below from the Revenue Budget for the Pittville project, answer the following questions. (Note. The figures entered are correct).

£ millions	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Expenditure:						
Staffing	0.3	1.2	1.4	1.6	1.8	2.0
Equipment	0.8	2.3	1.3	0.5	0.5	0.5
Running costs	0.34	0.35	0.36	0.37	0.38	0.4
Financing costs	0.04	0.11	0.09	0.07	0.08	0.08
Total Expenditure	1.48	3.96	3.15	2.54	2.76	2.98
Income:						
LEA Funding	1.84	3.72	2.85	3.12	3.25	3.34
Sale of Pittville High School				2.7		
Sports Facilities Hire			0.36	0.42	0.51	0.64
Total Income	1.84	3.72	3.21	5.94	3.76	3.98
Trading Surplus/Deficit	0.36	-0.24	0.06	3.7	1.0	1.0

Which 2 observations correctly evaluate the Expenditure?

- A. The cost of building the new campus should be included in this table.
- B. Staffing costs should be moved to the Economic Appraisal.
- C. To be useful this table should cover the lifetime of the asset.
- D. Equipment costs should be moved to the capital costs.
- E. The cost of finance should be moved to the Economic Appraisal.

Answer: C,D

NO.4 The rationalization of courses will increase the utilization of teaching staff from 75% to 90% and improve teacher/pupil ratios.

During which activity should the project manager capture this information?

- A. Agree strategic context.
- B. Determine spending objectives, existing arrangements and business needs.
- C. Determine potential business scope and key service requirements.
- D. Determine benefits, risks, constraints and dependencies.

Answer: C

#	Column 1
1.	The proposed changes will be attractive to teachers and lead to improvements in the retention of teachers in the area, ultimately reducing costs.
2.	Past underachievement on success rates for qualifications.
3.	There may be contractual issues and difficulties remodelling the teaching staff.
4.	In addition to Pittville University there are four secondary schools; three of which have further education units.

Column 2	
A.	Spending objective
B.	Existing arrangement
C.	Business need
D.	Benefit
E.	Risk
F.	Constraint
G.	Dependency

	A	B	C	D	E	F	G	H
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Answer:

	A	B	C	D	E	F	G	H
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

References:

These associations are made with the context of scoping the proposal and preparing the Strategic Outline Case (SOC) for the Pittville project, where it is crucial to align gathered

NO.9 Answer the following question about the costs identified when preparing the Economic

Appraisal for the short list options for the Pittville project.

Column 1 contains a list of the costs identified. For each cost in Column 1, decide if the cost should be included in the Economic Appraisal and select from Column 2 the type of cost it represents. Each selection from Column 2 can be used once, more than once or not at all.

Column 1

1) The additional on-going cost of electricity for the Pittville University development.

2) The money spent to date on the Old Fire Station Headquarters site feasibility study and legal advice.

3) The cost of a stand-alone technology cabin with a separate contract for specialist call-out support, paid on an as-needed basis.

4) The Highways Department will have to upgrade the access road to the Old Fire Station Headquarters site. However, this cost will NOT count against the Pittville project budget.

The Old Fire Station Headquarters site was to be sold but will now be used for the new campus. It is owned by the Council so there is no cost.

6) The car park at Pittville University will need to be expanded if over 1,500 students attend the university.

Column 2

A) NOT included in the Economic Appraisal

B) Fixed cost

C) Variable cost

D) Semi-variable cost

E) Step cost

	A	B	C	D	E
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Answer:

	A	B	C	D	E
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

NO.10 Which is an appropriately defined SMART spending objective for greater learner success

