The Gates Marketing Bureau

Joshua King, general manager of the Marketing Division, saw Holly Gates, the CEO of Gates Marketing Bureau. This was a chance for Joshua to fill Holly in on the actions he had taken after Holly pointed out a problem with Joshua's business. Joshua knew he had to be careful though; although he followed Holly's advice, he was only "going through the motions". Holly suggested an IT project to solve Joshua's Weekly Marketing Sales (WMS) problem. Joshua thought the project would be a waste of time. Still, it is always better to do what the boss says, whether it makes any sense or not.

"Hi Holly", Joshua said. "Just wanted to let you know that I contacted the folks in IT about looking into our credit processes." Holly had challenged Joshua to cut his WMS by 20% within the next 6 months. "Great," said Holly, "who did they assign to you?" In fact, two IT folks came to talk to Joshua, Gabriel Wong and Lucia Long. Joshua thought they had wasted a whole hour of his time talking about the importance of process, clean data and business rules. All Joshua could wonder about was how the data got "dirty".

Gabriel started asking Joshua about goals, timelines, budgets, and personnel. Joshua thought this offensive and that it challenged the way she was running the department. Gabriel even asked Joshua to have Jane Crawford, Joshua's best Customer Service Representative (CSR), assigned to the team for 50% of her time. "Just like IT," Joshua thought, "you ask them for a project and then they want your people to do all the work. That's why no one likes to work with IT. No one but Holly, that is."

Lucia wants all of Joshua's procedures, to speak with many of his staff and to sit with his Customer Service team for a day to see how they work. Joshua figured she would insist on talking to Kathy Baum, the customer service manager, and Jack Black, the customer credit manager. Joshua also suggested Terrence Low the warehouse logistics manager and Lori Ross, his new plant manager because both of them had opinions on everything. Lucia insisted on wasting Joshua's time by reviewing a list of questions she wanted to ask each person. When Joshua asked Lucia whom else she wanted to speak to, she gave him a list of all 15 CSR's and a number of other people. What a waste!

Joshua figured all he had to do to reduce the amount of money owed to the Marketing Division was to read the Ad manager the riot act and the problem would be solved. Joshua knew someone who sold Marketing software, Henry Foot. Joshua suggested that Henry come in as an Marketing management consultant to give his opinion. That would give Henry the chance to sell his software, it would give the IT folks the chance to buy another new toy and Holly would have her project. Everyone would be happy and she would be able to get back to the real work of running the business. It would be a win-win all around.

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1. Which of the following is the best statement of the purpose of this project?
    A. Improve the WMS of Gates Marketing Bureau
    B. Give the Marketing Division the best possible tools with which to improve their credit performance
    C. Improve profitability of Gates Marketing Bureau
    D. Reduce the amount of money owed to the Marketing business

2. In what stage of the business analysis process is the project currently?
    A. Implement of a solution
    B. Assessment and validation of potential and actual solutions
    C. Elicitation of needs and constraints from stakeholders
    D. Define the project and requirements scope

What are the project roles of each of the people listed below:

	A	B	C	D	E
3. Joshua King	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
4. Holly Gates	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
5. Gabriel Wong	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
6. Lucia Long	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
7. Kathy Baum	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
8. Terrence Low	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
9. Jack Black	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
10. Jane Crawford	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
11. Lori Ross	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
12. Henry Foot	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor

13. How would you rate the project sponsor's performance so far?
    A. Excellent
    B. Good
    C. Fair
    D. Poor