PRINCE2-Exams

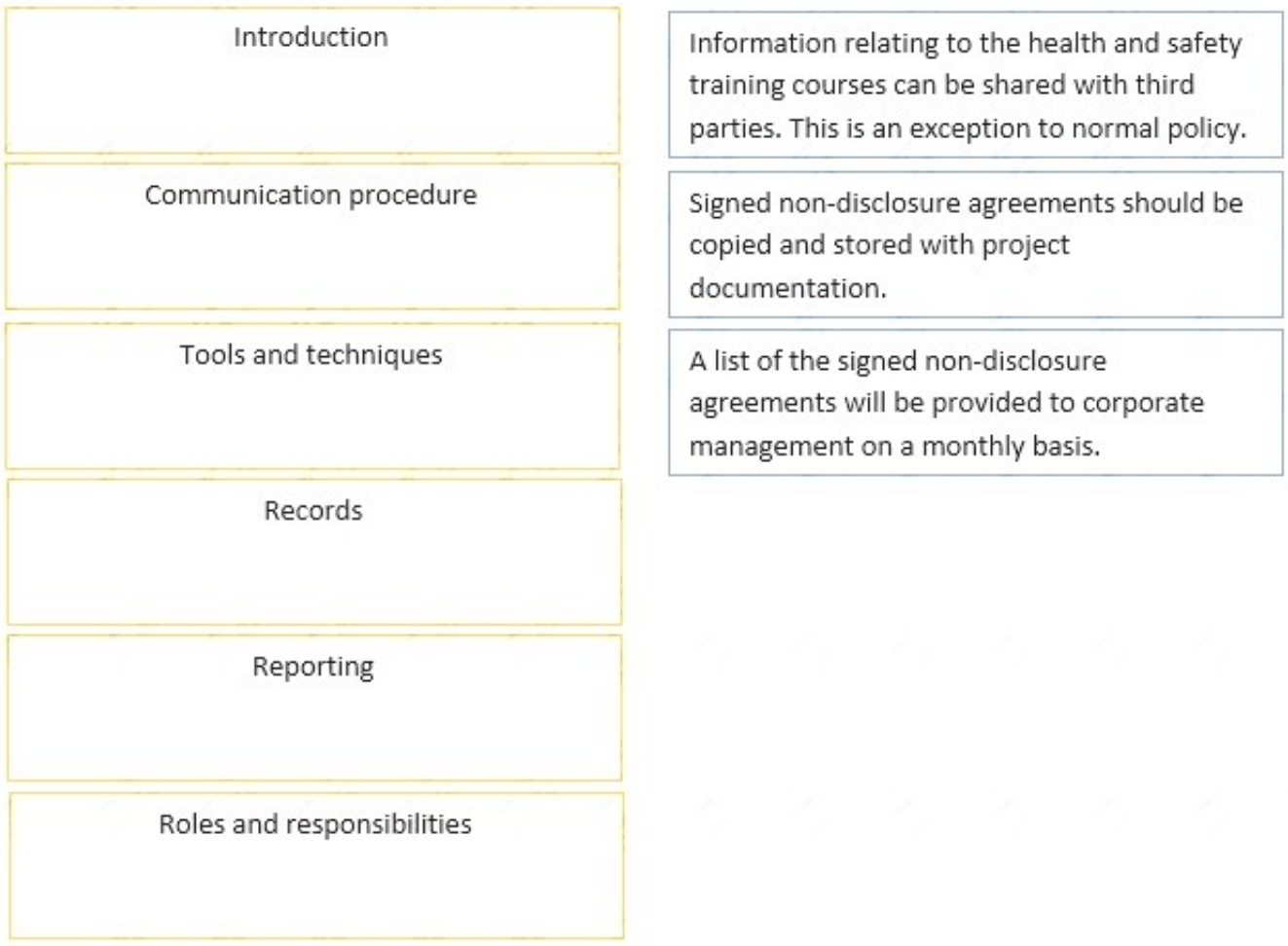
Exam Questions PRINCE2-Practitioner

PRINCE2 Practitioner exam

NEW QUESTION 1
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver “capability to provide health and safety training”, including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.
The e-learning course will be developed by a specialist external consultancy. The materials for
classroom-based training will be delivered by ABC Company’s development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.
The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.
The ABC Company standard development model for new courses recommends the following stages:

Stage 1	Initiation stage
Stage 2	Classroom-based training materials Marketing materials Training venue specifications Accredited classroom-based course
Stage 3	E-learning course Amended course booking procedures Marketed courses Planned pilot courses Updated corporate quality procedures Accredited e-learning course Accredited trainers
Stage 4	Delivered pilot courses Finalized materials Project product: Capability to provide health and safety training

End of the Project scenario. Additional Information:
The Chief Executive Officer (CEO) founded the company five years ago. Under her leadership, ABC Company has grown quickly into a successful training company. It delivers a range of accredited professional training.
The Finance Director is also a founder member of ABC Company and is responsible for authorizing budgets for the Operations and Development Teams. She authorizes all large contracts personally.
The Purchasing Manager reports to the Finance Director and is responsible for managing and monitoring supplier contracts.
The Operations Director is responsible for the delivery off all training and for the training development budget. His department organizes courses, venues and trainers. They work with the Product and the Sales teams to provide a comprehensive training schedule. ABC Company’s IT manager reports to the Operations Director.
The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations. Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.
The Training Development Manager reports to the Business Development Director and is responsible for developing training materials and gaining accreditation, in accordance with the standard course development model. Course developers in his team have skills in a range of development technologies and are allocated to projects as needed.
The Training Delivery Manager, who reports to the Operations Director, is responsible for ensuring that internal and external trainers deliver ABC Company training courses to the required standard. He also checks course materials to ensure they are fit for purpose and of the required quality.
The Central Services Director has responsibility for corporate communications, facilities management and configuration management. He recently led a project to consolidate all company quality systems into one quality management system and set up a corporate quality department, now managed by the Corporate Quality Manager.
The Corporate Document Manager reports to the Central Services Director. She helped establish the company’s document management system and now operates it across the business. She manages a team of administrators and contracts staff when workload is high.
The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information. ORGANIZATION
The communication management approach is being developed. ABC Company’s corporate management has agreed the information about proposed courses can be shared externally, provided that a non-disclosure agreement is signed and corporate management is informed.
Here are three items of information relating to the sharing of course materials.
Under which heading of the communication management approach (A-F) should they be included?
Choose only one heading for each item of information. Each heading can be used once, more than once, or not at all.



A. Mastered
B. Not Mastered

Answer: A

Explanation:

NEW QUESTION 2
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
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End of the Project scenario. Additional Information:
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End of the additional information.
At the end of stage 2, the specialist 'e-learning course' supplier will be selected. As a result, it is decided that the quality management approach will not be created until the end of stage 2, to take into account this supplier's standards and techniques.
Is this appropriate, and why?

A. Yes, because the quality management approach should take into account the supplier's standards, tools and techniques.
B. Yes, because the product description for each product will define the required quality approach within each stage.
C. No, because the quality management approach should be created during the initiation stage and updated later.
D. No, because the quality management approach should be limited to ABC Company's quality standards.

Answer: A

NEW QUESTION 3
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
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The e-learning course will be developed by a specialist external consultancy. The materials for classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.
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ABC Company is planning to deliver pilot courses within five months of starting the project.
The ABC Company standard development model for new courses recommends the following stages:

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Stage 4	Delivered pilot courses Finalized materials Project product: Capability to provide health and safety training

End of the Project scenario. Additional Information:
The Chief Executive Officer (CEO) founded the company five years ago. Under her leadership, ABC Company has grown quickly into a successful training company. It delivers a range of accredited professional training.
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End of the additional information.
The Health and Safety Training Project is part of a programme of strategic expansion, which is important for ABC Company's continued operation. At the end of stage 2, the estimated project costs are greater than the expected benefits in the business case. The project board has reviewed the situation and asked programme management to decide whether the project should be closed prematurely.
Is this an appropriate application of the 'manage by stages' principle, and why?

A. Yes, because decisions about closure should be escalated to programme management, unless otherwise instructed.
B. Yes, because the project board should escalate significant decisions to programme management.
C. No, because this contradicts the 'manage by exception' principle.
D. No, because the project board should decide whether to continue with the project.

Answer: A

NEW QUESTION 4
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
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End of the Project scenario. Additional Information:
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End of the additional information.
The delivery of the pilot courses has been split into two separate products: 'planned pilot courses' and 'delivered pilot courses'. 'Planned pilot courses' will be produced during stage 3, and the 'delivered pilot courses' will take place during stage 4. This will allow the project board to approve the plan for the pilot courses before the resources are committed to delivering the pilot courses.
Why is this an appropriate application of the plans theme to control the project?

A. Because a PRINCE2 project should focus on the quality of the products being delivered.
B. Because the pilot courses have been broken down into two separate products.
C. Because the project board should ensure that lessons from one stage are applied to the next stage.
D. Because the delivery steps to create the pilot courses have been aligned to the management stages.

Answer: D

NEW QUESTION 5
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
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End of the Project scenario. Additional Information:
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End of the additional information.
Based on lessons from previous projects that used the ABC Company standard development model, the project board has set low cost and time tolerances for stage 2. As a result, the project manager plans to set very low tolerances for time and cost for all work packages to be carried out during stage 2.
Is this an appropriate application of the 'manage by exception' principle, and why?

A. Yes, because the project manager should set tolerance equally for all work packages in a stage.
B. Yes, because setting appropriate tolerances for work packages will help keep the stage within tolerances.
C. No, because tolerances set by the project manager should be the same as those set by the project board.
D. No, because the project manager should divide the stage tolerances between the team managers.

Answer: B

NEW QUESTION 6
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End of the Project scenario. Additional Information:
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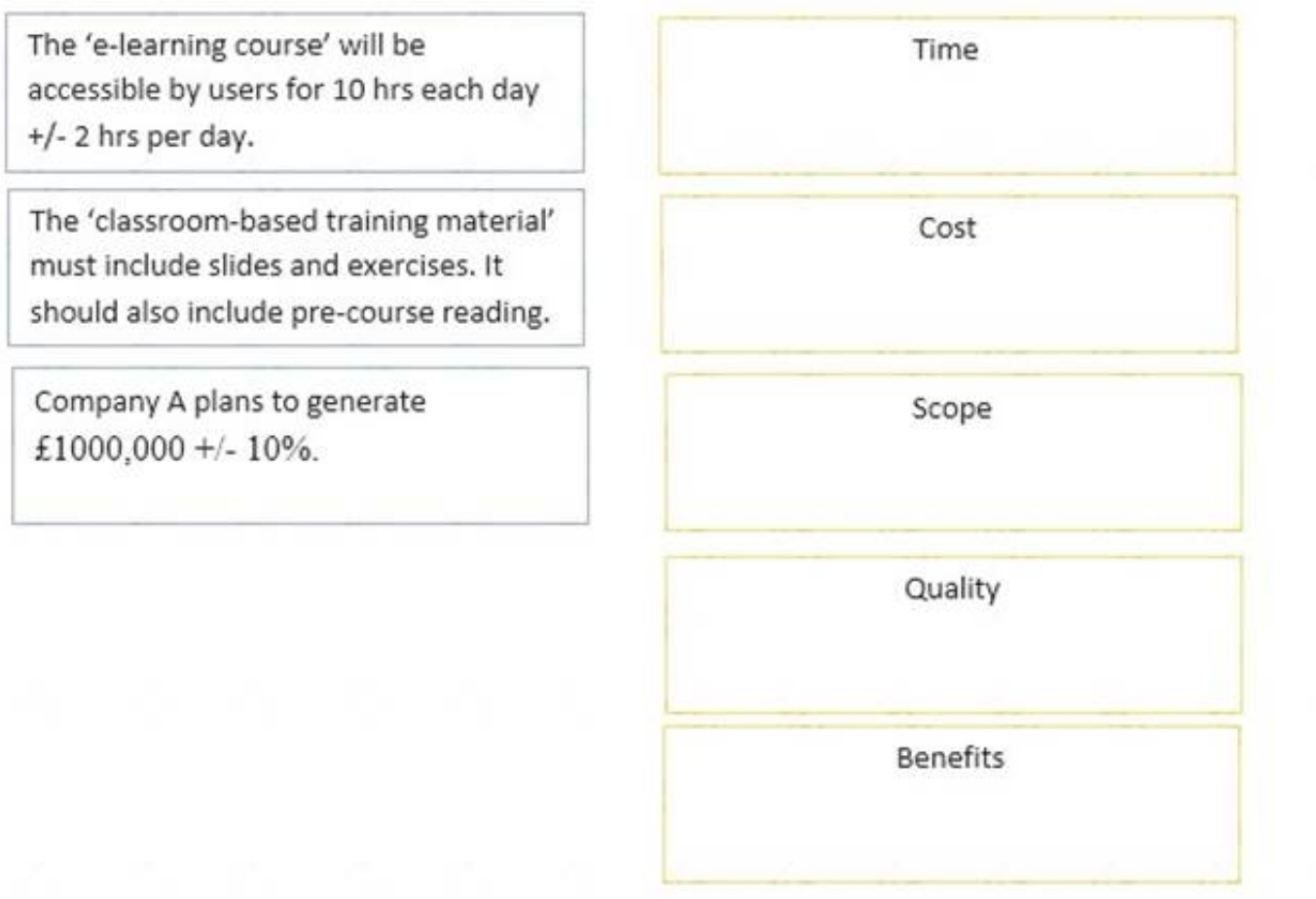
End of the additional information. PROGRESS
Here are three statements related to tolerances for the Health and Safety Training Project. For each statement, select the tolerance area (A-E) it represents. Choose only one tolerance area for each statement. Each tolerance area can be used once, more than once, or not at all.



A. Mastered
B. Not Mastered

Answer: A

Explanation:

The 'e-learning course' will be accessible by users for 10 hrs each day +/- 2 hrs per day.

The 'classroom-based training material' must include slides and exercises. It should also include pre-course reading.

Company A plans to generate £1000,000 +/- 10%.

The 'e-learning course' will be accessible by users for 10 hrs each day +/- 2 hrs per day.

Cost

Company A plans to generate £1000,000 +/- 10%.

The 'classroom-based training material' must include slides and exercises. It should also include pre-course reading.

Benefits

NEW QUESTION 7
- (Exam Topic 1)
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End of the Project scenario. Additional Information:
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End of the additional information. CHANGE
A request has been received from a user to add the function to pay by credit card to the 'amended course booking procedures' for the 'e-learning course'. The user has suggested that sales of the course will be reduced if this change is not implemented.
Here are three actions relating to this request for change. Which role (A-E) should carry out each action?
Choose only one role for each action. Each role can be used once, more than once, or not at all.

Senior supplier	Decide whether implementing the proposed changes to the 'amended course booking procedures' will impact the achievement of the predicted sales targets.
Senior user	Provide information on the current status of the 'e-learning course', and the 'amended course bookings procedures', to assist with the 'capture and examine issues and risks' activity.
Project manager	Access the impact of the requested change to the 'amended course booking procedures'.
Team manager	
Project support	

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Senior supplier	Project manager
Senior user	Team manager
Project manager	Project support
Team manager	
Project support	

NEW QUESTION 8
- (Exam Topic 1)
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End of the Project scenario. Additional Information:
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The Operations Director is responsible for the delivery off all training and for the training development budget. His department organizes courses, venues and trainers. They work with the Product and the Sales teams to provide a comprehensive training schedule. ABC Company’s IT manager reports to the Operations Director.
The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations. Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.
The Training Development Manager reports to the Business Development Director and is responsible for developing training materials and gaining accreditation, in accordance with the standard course development model. Course developers in his team have skills in a range of development technologies and are allocated to projects as needed.
The Training Delivery Manager, who reports to the Operations Director, is responsible for ensuring that
internal and external trainers deliver ABC Company training courses to the required standard. He also checks course materials to ensure they are fit for purpose and of the required quality.
The Central Services Director has responsibility for corporate communications, facilities management and configuration management. He recently led a project to consolidate all company quality systems into one quality management system and set up a corporate quality department, now managed by the Corporate Quality Manager.
The Corporate Document Manager reports to the Central Services Director. She helped establish the company’s document management system and now operates it across the business. She manages a team of administrators and contracts staff when workload is high.
The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information. MANAGING PRODUCT DELIVERY
The team manager for the production of the ‘marketing materials’ has identified that they will not be ready within the timescale agreed in the work package. The team manager has sufficient tolerance to take corrective action. As a result, additional resources have been assigned to this work package.
Which theme is being applied?

A. Risk
B. Organization
C. Progress
D. Change

Answer: A

NEW QUESTION 9
- (Exam Topic 2)
Scenario
Additional Information
During the initiation stage the Project Manager met with the Marketing Director to find out more about the requirements of the promotional calendar and recorded the following notes:
There has been a reduction in the order numbers at the MNO Manufacturing due in part to the increased marketing activities of its competitors. 10% of customers have not re-ordered in this financial year and staff morale is poor. A number of skilled staff have left as a result and replacement staff have not been recruited due to the reduced operation. If the project is successful, a recruitment campaign will be required to fill the existing staff vacancies and there may be a requirement for additional staff. Operational costs are likely to increase because skilled staff are expensive and difficult to find.
In financial terms, there were a total of 1,500 orders in the last financial year, each with an average profit of

£2k. The Marketing department believes that sending a promotional calendar to our current and prospective customers would increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months from the date of distribution.
The Marketing Director will be funding the project from the business marketing budget. She believes that the effect of a good company image portrayed by a successful calendar would last into a second year. She has forecast the same increase in orders for a second year and predicts that the annual employee satisfaction survey will show a measurable improvement in staff morale.
A number of alternatives were explored, including:

- 20% discount for all repeat customers - not cost-effective and very short term
- A promotional calendar as a free Christmas gift - would target current and prospective customers and the benefits would last into a second year
- A series of television and press advertisements was too expensive
- A direct mail shot to all customers - benefit would be short term
- Creation of an internet website - would not suit all customers

The calendar is seen as the favored option, as long as the company's competitors do not increase their marketing activity. Whilst the Marketing department wants a very high quality, glossy product, the project management team must be aware of the cost this will incur.
Using the Project Scenario and the additional Information provided for this question In the Scenario Booklet, answer the following question.
Which 2 statements should be recorded under the Business options heading?

A. Produce a promotional calendar as a free Christmas gift to current and prospective customers.
B. Use a professional photographer to create the photographs for the calendar.
C. Create the photographs for the calendar internally.
D. Outsource the creation of the calendar to a professional marketing company.
E. Do nothing.

Answer: AE

NEW QUESTION 10
- (Exam Topic 2)
Scenario
A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:
Do nothing.
Re-engineer selected business functions. Outsource selected business functions.
The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:
One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.
A 10-year service contract should be agreed with the selected service provider.
The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project:
Use PRINCE2.
Set up the project with 4 management stages: Stage 1. Standard PRINCE2 initiation activities.
Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service provider.
Stage 3. Request and evaluate proposals, select service provider and agree contract.
Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period. Initial estimates indicated that the project would cost £2.5m and take two years to complete.
MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of £20m over 10 years.
The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.
Which 2 statements should be recorded under the Expected dis-benefits heading?

A. An investment of £2.5m is required.
B. Staff morale will be negatively affected.
C. The project will take two years to deliver.
D. Staff may lose the opportunity to work in Information Technology.
E. MFH will lose direct control over the outsourced business functions.

Answer: CE

NEW QUESTION 10
- (Exam Topic 2)
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

NEW QUESTION 14
- (Exam Topic 2)
Which of the following statements describes an outcome?

A. Any of the projects specialist products
B. A result of the change derived from using the project's products
C. A measurable improvement resulting from a change

D. Something perceived as advantages by a stakeholder

Answer: B

NEW QUESTION 17
- (Exam Topic 2)
Scenario
A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls,
outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:
Do nothing.
Re-engineer selected business functions. Outsource selected business functions.
The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:
One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.
A 10-year service contract should be agreed with the selected service provider.
The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project:
Use PRINCE2.
Set up the project with 4 management stages: Stage 1. Standard PRINCE2 initiation activities.
Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service
provider.
Stage 3. Request and evaluate proposals, select service provider and agree contract.
Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period. Initial estimates indicated that the project would cost £2.5m and take two years to complete.
MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of £20m over 10 years.
The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.
Lines 1 to 6 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		Reason	
1	The selected service provider should have their own Business Case for the work they are doing on the Outsourcing project.	True-False A	All project costs, including the cost of work carried out by external suppliers on the project should be included in the customer's Business Case.	True-False
2	The cost of managing the outsourcing contract should be included in the Business Case.	True-False B	The information in the Business Case is used to compare the development, maintenance and operational costs with the value of the benefits over a period of time.	True-False
3	The Business options section of the Business Case will need to be updated if the industry standards for outsourcing. are changed.	True-False C	The Business options section of the Business Case describes options that have been considered to address the business problem.	True-False
4	Any expected benefit from increasing staff flexibility should be included in the Business Case.	True-False D	The Business Case should list each benefit that it is claimed would be achieved by the project's outcome.	True-False
5	The End Project Report should identify whether the expected savings of £2 over 10 years have been achieved.	True-False E	All benefits in the Business Case should be achieved before a project is closed.	True-False
6	The Project Board should ensure that the Benefits Review Plan includes the mechanisms for measuring all the claimed benefits of outsourcing.	True-False F	The Benefits Review Plan is created in the initiation stage.	True-False

A. Mastered
B. Not Mastered

Answer: A

Explanation:

	Assertion		Reason	
1	The selected service provider should have their own Business Case for the work they are doing on the Outsourcing project.	True-False	All project costs, including the cost of work carried out by external suppliers on the project should be included in the customer's Business Case.	True-False
2	The cost of managing the outsourcing contract should be included in the Business Case.	True-False	The information in the Business Case is used to compare the development, maintenance and operational costs with the value of the benefits over a period of time.	True-False
3	The Business options section of the Business Case will need to be updated if the industry standards for outsourcing. are changed.	True-False	The Business options section of the Business Case describes options that have been considered to address the business problem.	True-False
4	Any expected benefit from increasing staff flexibility should be included in the Business Case.	True-False	The Business Case should list each benefit that it is claimed would be achieved by the project's outcome.	True-False
5	The End Project Report should identify whether the expected savings of £2 over 10 years have been achieved.	True-False	All benefits in the Business Case should be achieved before a project is closed.	True-False
6	The Project Board should ensure that the Benefits Review Plan includes the mechanisms for measuring all the claimed benefits of outsourcing.	True-False	The Benefits Review Plan is created in the initiation stage.	True-False

NEW QUESTION 18
- (Exam Topic 2)
Scenario
A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:
Do nothing.
Re-engineer selected business functions. Outsource selected business functions.
The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:
One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.
A 10-year service contract should be agreed with the selected service provider.
The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project:
Use PRINCE2.
Set up the project with 4 management stages: Stage 1. Standard PRINCE2 initiation activities.
Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service provider.
Stage 3. Request and evaluate proposals, select service provider and agree contract.
Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.
Initial estimates indicated that the project would cost £2.5m and take two years to complete.
MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of £20m over 10 years.
The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.
Which 2 statements should be recorded under the Expected benefits heading?

A. The 10-year outsourcing contract, at current prices, will be worth £80m.
B. Outsourcing would allow MFH to take advantage of the best services the outsourcing industry has to offer.
C. The total expected savings over 10 years, at current prices, is £20m.
D. The 10-year outsourcing contract will enable MFH to stabilize costs at agreed levels.
E. The confirmed cost of the Outsourcing project is £2.5m, but with considerable savings over 10 years.

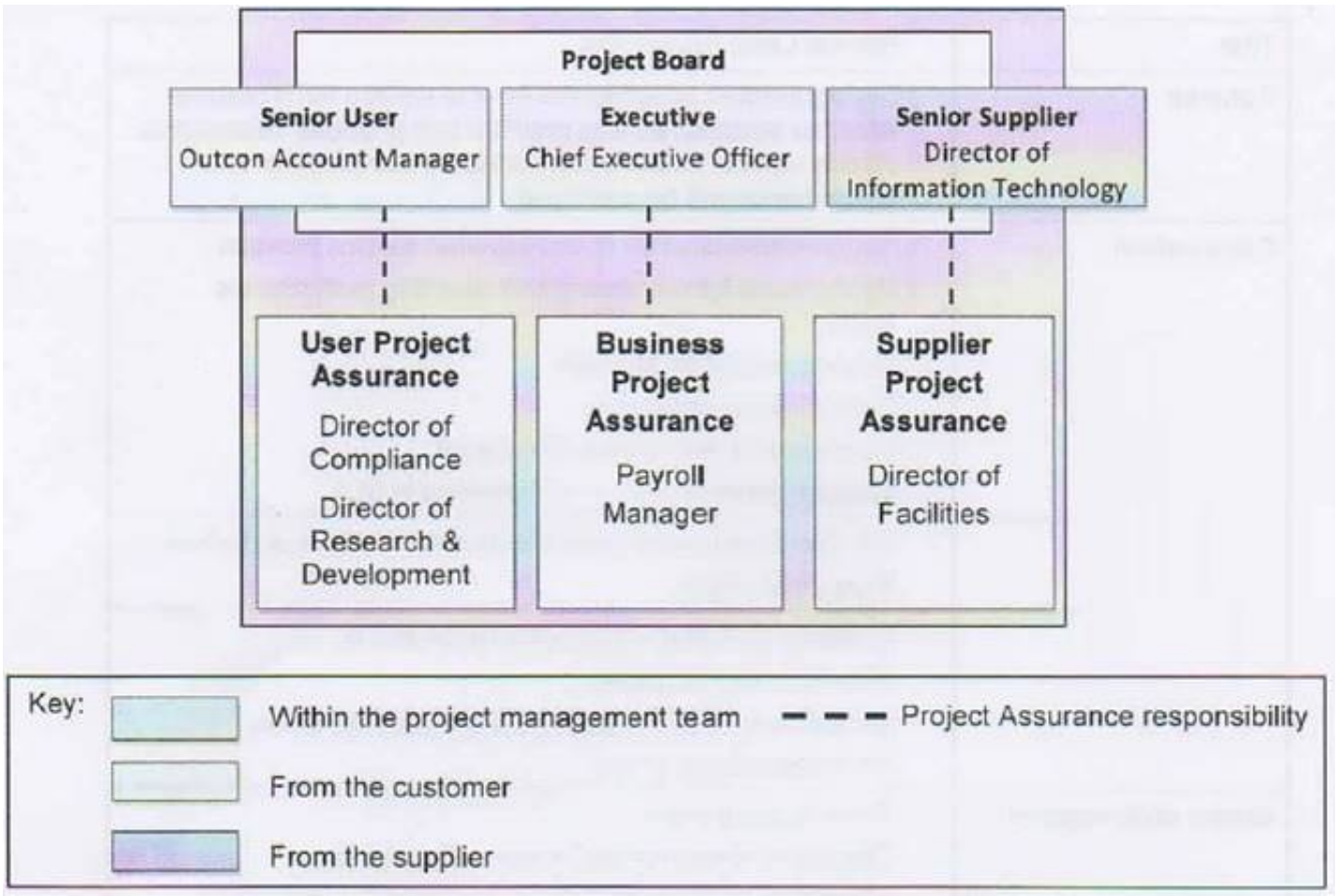
Answer: CD

NEW QUESTION 23
- (Exam Topic 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

NEW QUESTION 28
- (Exam Topic 3)
Scenario
Additional Information

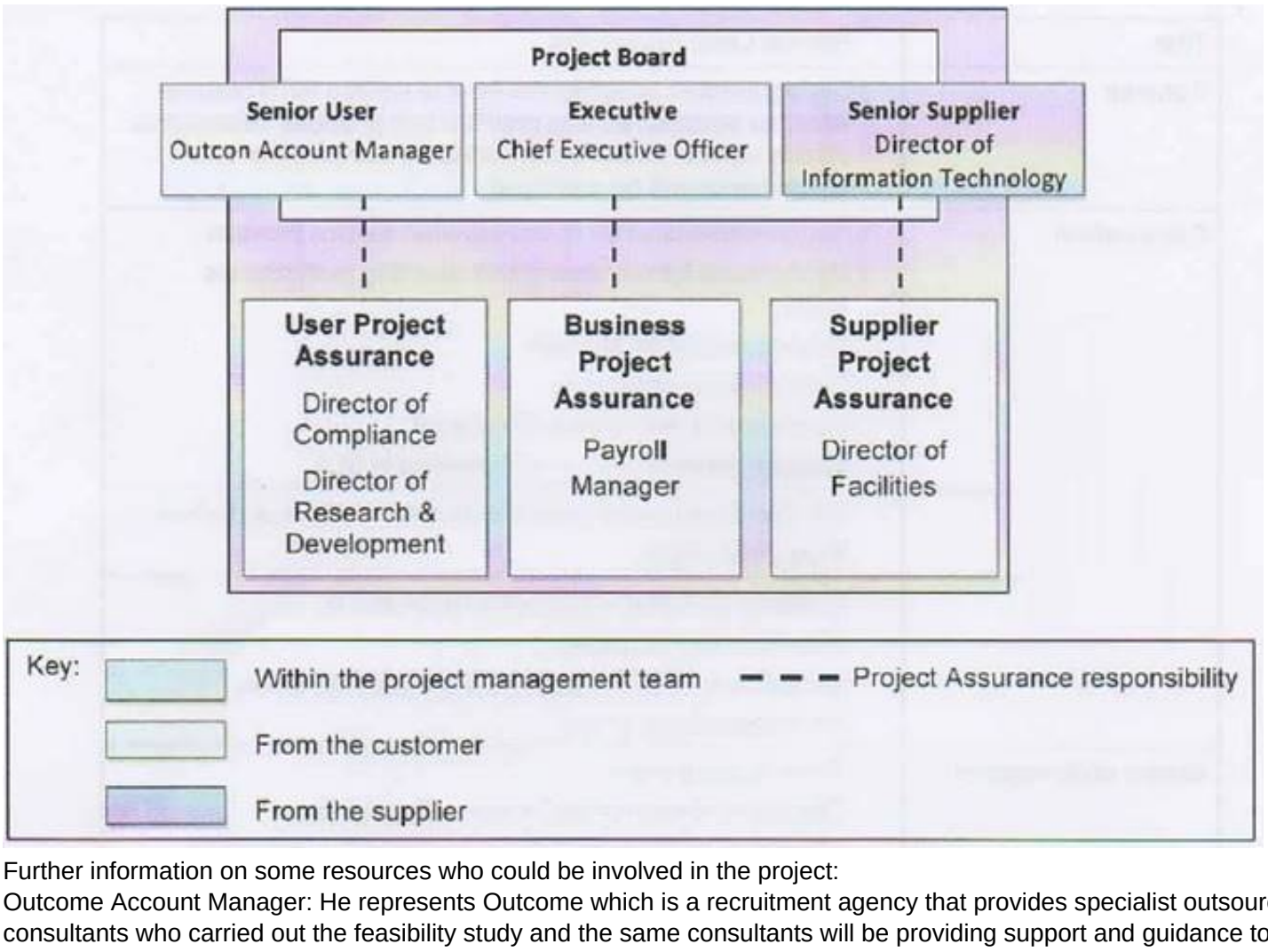


Further information on some resources who could be involved in the project:
Outcome Account Manager: He represents Outcome which is a recruitment agency that provides specialist outsourcing resources. Outcome provided the consultants who carried out the feasibility study and the same consultants will 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 Senior Supplier for this project?

A. Retain because she is responsible for the design of the future Information Technology organization and working practices.
B. Add 'Director of Facilities' because he is responsible for the design of the future organization, processes, systems and operation models for Facilities.
C. Add 'Hardware Manager' because he provides computer hardware to all business functions and will be impacted by the outcome.
D. Remove because she only represents the Information Technology Division.
E. Replace with 'Director of Facilities' because he supports the initiative and has many ideas about how to improve the service.

Answer: AB

NEW QUESTION 33
- (Exam Topic 3)
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.
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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 Senior User for this project?

A. Retain because he provides the outsourcing resources required to support the project.
B. Replace with 'Director of Research and Development' because she deals with both the Information Technology and the Facilities Divisions and can make sure her division's needs are specified.
C. Remove because he has no authority to commit user resources.
D. Add 'Hardware Manager' because he provides computer hardware to all business functions and will be impacted by the outcome.
E. Retain because he will be providing support to the Information Technology and Facilities teams during the project.

Answer: BC

NEW QUESTION 38
- (Exam Topic 4)
In the PRINCE2 Quality review technique, who would most likely carry out the role of administrator:

A. Project manager
B. Project support
C. Team Manager
D. Project Assurance

Answer: B

NEW QUESTION 42
- (Exam Topic 4)
Scenario
Additional Information Product Description

Title	Service Level Agreement.
Purpose	• This agreement specifies the level of service MFH requires from the selected service provider and provides measurable criteria against which the selected service provider's performance will be assessed.
Composition	• Responsibilities of MFH and selected service provider. • Mechanisms for monitoring and reporting performance levels. • Dispute resolution process. • Confidentiality provisions. • Conditions for termination of contract. • Glossary of technical terms contained in SLA.
Format and presentation	• A4, Word document, printed both sides in black and white. • Font: Arial, 12pts.
Quality criteria	• Contains all composition items listed above. • Not more than 60 pages. • Complies with MFH corporate branding standards. • No typographical errors.
Quality skills required	• Proof-reading skills. • Director of Compliance Division - Reviewer. • Director of Information Technology Division - Reviewer. • Administrator.
Quality responsibilities	• Producer/Presenter: Director of Facilities Division. • Chair: Project Manager.

Quality notes from the Daily Log
The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.
The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.
MFH has a quality management system which contains a document control procedure for all its documentation, however this does not include change management.
All project documents will be subject to a quality review. Nominated products will require a formal approval record signed-off by the quality review chair.
Extract from the draft Quality Management Strategy (may contain errors) Introduction
* 1. This document defines the approach to be taken to achieve the required quality levels during the project.
* 2. The Project Board will have overall responsibility for the Quality Management Strategy.
* 3. Project Assurance will provide assurance on the implementation of the Quality Management Strategy. Quality management procedure - Quality standards
* 4. The selected service provider will operate to industry standards for providing outsourced services.
* 5. MFH document standards will be used. Records
* 6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
* 7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
* 8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
* 9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
* 10. Team Managers will provide details of quality checks that have been carried out.
* 11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
* 12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.
Which statement applies to the Quality standards section?

A. Delete entry 4 because external suppliers are responsible for applying any relevant standards to their work.
B. Delete entry 5 because the lack of a change management procedure makes the MFH document standards unsuitable.
C. Add 'All contracts must conform to current employment laws".
D. Add 'PRINCE2 change control procedures will be used to manage any changes to baselined products'.

Answer: C

NEW QUESTION 45
- (Exam Topic 4)
Which management product defines the detailed nature, purpose and function of a product?

A. Plan
B. Quality Register
C. Project Product Description
D. Product Description

Answer: D

NEW QUESTION 48
- (Exam Topic 4)

Which role is responsible for providing the customer's quality expectations and acceptance criteria for the project?

A. Executive
B. Corporate or Programme Management
C. Senior User
D. Project Assurance

Answer: C

NEW QUESTION 53
- (Exam Topic 4)
Extract from the Project Product Description (with errors)

Composition	1. Monthly calendar displays 2. 100gsm glossy paper 3. Full colour 4. Selected envelope 5. Chosen label design 6. List of customers 7. Selected photos 8. Photo session schedule
Derivation	9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
Development skills required	13. Photographer 14. Internal creative team 15. Printer
Customer's quality expectations	16. Professional photos 17. 10% more calendars should be printed than required to allow for any late additions to the list of customers 18. Compliance with applicable corporate standards 19. The calendar should reflect the company image as described in the corporate branding standards 20. The calendar will increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months
Acceptance criteria	21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it 22. Appearance - new company logo promotes strong image 23. Security - complies with Data Protection Act 24. Accuracy - public holidays match the list supplied by Marketing on 01 November

The information in Column 1 may be entered in the Product Description for the chosen label design. Column 2 is a list of the quality headings (excluding Quality Method) in a Product Description. For each entry in Column 1 decide if it should be included in the Product Description headings shown and select the heading from Column 2 under which it should be recorded.
Drop down the right answer.

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Column 1	Column 2
Half the size of the selected envelope.	Not included **Quality criteria** Quality tolerance Quality skills required Quality responsibilities
Attractive large font.	Not included Quality criteria Quality tolerance Quality skills required Quality responsibilities
Project Board.	Not included Quality criteria Quality tolerance Quality skills required **Quality responsibilities**
+5% 1-5% of the required label size.	Not included Quality criteria **Quality tolerance** Quality skills required Quality responsibilities

NEW QUESTION 55
- (Exam Topic 4)
Scenario
Additional Information Product Description

Title	Service Level Agreement.
Purpose	• This agreement specifies the level of service MFH requires from the selected service provider and provides measurable criteria against which the selected service provider's performance will be assessed.
Composition	• Responsibilities of MFH and selected service provider. • Mechanisms for monitoring and reporting performance levels. • Dispute resolution process. • Confidentiality provisions. • Conditions for termination of contract. • Glossary of technical terms contained in SLA.
Format and presentation	• A4, Word document, printed both sides in black and white. • Font: Arial, 12pts.
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Quality skills required	• Proof-reading skills. • Director of Compliance Division - Reviewer. • Director of Information Technology Division - Reviewer. • Administrator.
Quality responsibilities	• Producer/Presenter: Director of Facilities Division. • Chair: Project Manager.

Quality notes from the Daily Log
The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.
The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.
MFH has a quality management system which contains a document control procedure for all its documentation, however this does not include change management.
All project documents will be subject to a quality review. Nominated products will require a formal approval record signed-off by the quality review chair.
Extract from the draft Quality Management Strategy (may contain errors) Introduction
* 1. This document defines the approach to be taken to achieve the required quality levels during the project.
* 2. The Project Board will have overall responsibility for the Quality Management Strategy.
* 3. Project Assurance will provide assurance on the implementation of the Quality Management Strategy. Quality management procedure - Quality standards
* 4. The selected service provider will operate to industry standards for providing outsourced services.
* 5. MFH document standards will be used. Records
* 6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
* 7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
* 8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
* 9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
* 10. Team Managers will provide details of quality checks that have been carried out.
* 11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
* 12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.
Which statement applies to the Roles and responsibilities section?

A. Delete entry 9 because this should only be recorded in the Product Description.
B. Delete entry 10 because this is the responsibility of the quality review chair.
C. Delete entry 11 because only the Project Manager can update the Quality Register.
D. Amend entry 12 because this is the responsibility of supplier assurance.

Answer: D

NEW QUESTION 58
- (Exam Topic 4)
Scenario
Extract from the Project Product Description (with errors)

Composition	1. Monthly calendar displays 2. 100gsm glossy paper 3. Full colour 4. Selected envelope 5. Chosen label design 6. List of customers 7. Selected photos 8. Photo session schedule
Derivation	9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
Development skills required	13. Photographer 14. Internal creative team 15. Printer
Customer's quality expectations	16. Professional photos 17. 10% more calendars should be printed than required to allow for any late additions to the list of customers 18. Compliance with applicable corporate standards 19. The calendar should reflect the company image as described in the corporate branding standards 20. The calendar will increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months
Acceptance criteria	21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it 22. Appearance - new company logo promotes strong image 23. Security - complies with Data Protection Act 24. Accuracy - public holidays match the list supplied by Marketing on 01 November

Which 2 statements apply to the Derivation section?

A. Move entry 9 to Composition because this is within the scope of the project.
B. Delete entry 10 because this is NOT a source product for this project.
C. Delete entry 11 as this is already correctly shown under Development Skills required.
D. Move entry 12 to Composition, because this is within the scope of this project.
E. Add 'Professional photographer'.

Answer: CD

NEW QUESTION 59
- (Exam Topic 4)
Which principle is central to the quality theme and provides explicit understanding of what the project will create?

A. Manage by stages
B. Focus on products
C. Manage by exception
D. Learn from experience

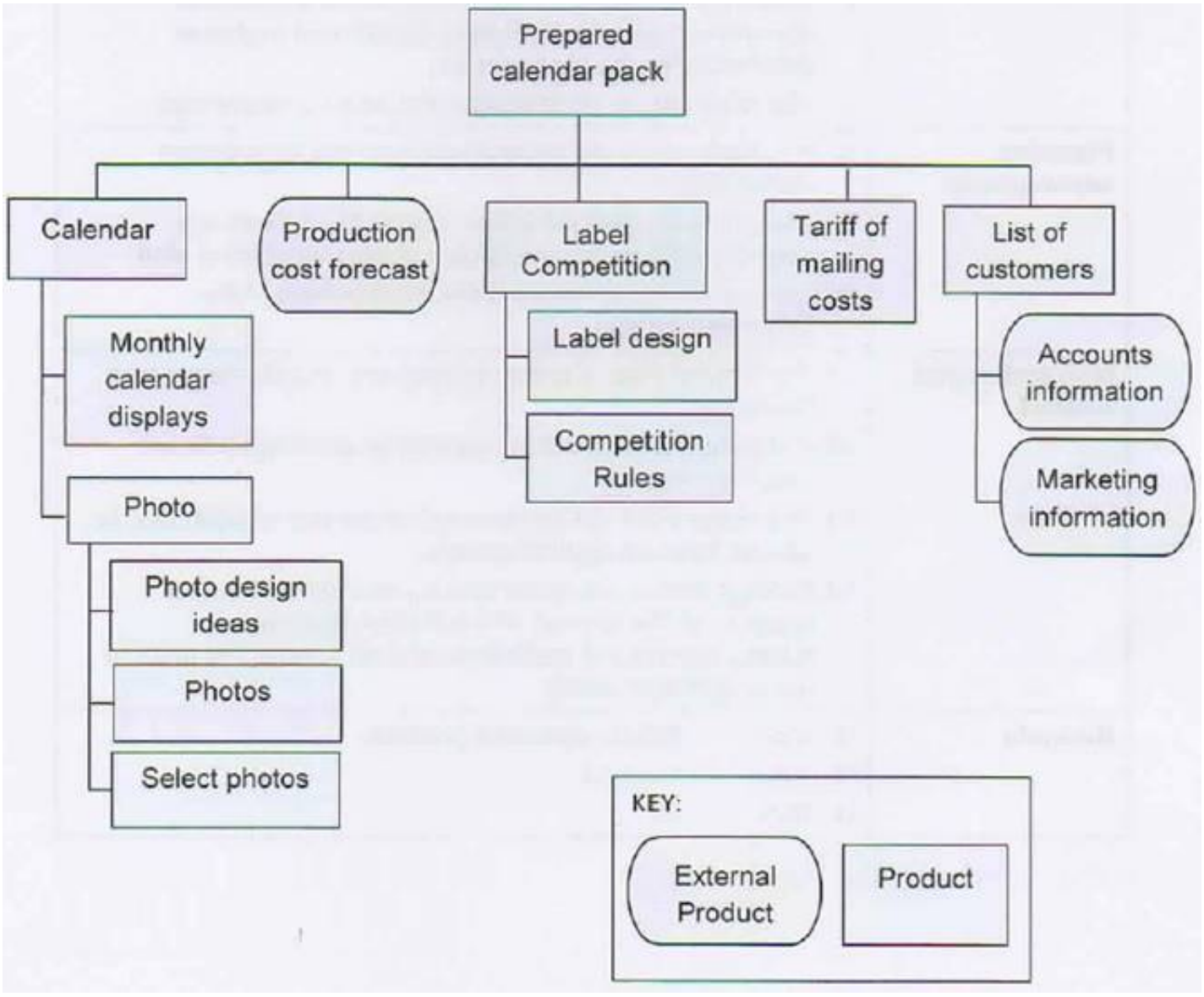
Answer: B

NEW QUESTION 64
- (Exam Topic 5)
Which of the following is not part of the composition of a Plan?

A. Pre-requites
B. Assumptions
C. Quality responsibilities
D. Product descriptions

Answer: C

NEW QUESTION 69
- (Exam Topic 5)
Product Summary
A list of customers will be collated. This will use existing information from the Accounts department about current customers, and existing information from the Marketing department about prospective customers.
Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design competition. Competition rules will be required to communicate details of the competition to the staff. The chosen label design will then be selected from the competition entries.
The photos for the calendar must be based on existing photo design ideas available from the Marketing department. The selected photos will be chosen from these. Monthly calendar displays will be created to show the required layout of each page.
Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.
(All entries are true statements but may not be shown under the correct heading or in the correct document).

Plan description	1. Stage 3 is the final stage of the project and will deliver the photos, the label design competition entries, the winning label design and the prepared calendar pack.
Plan prerequisites	2. Increase in orders and improved company image. 3. The production cost forecast must be acceptable to the Project Board if the photography and label design competition are to go ahead. 4. The customer list is accurate and complete.
External dependencies	5. A separate project has been reviewing the company's branding. The company logo, required for the label design competition, is being updated. The new company logo is to be supplied by the other project in two weeks time. 6. Customer details will be supplied from the Accounts department and the Marketing department customer databases for the customer list. 7. The label design must contain the new company logo.
Planning assumptions	8. A suitable entry will be received from the label design competition. 9. The photo session schedule created two weeks ago correctly reflects the availability of the engineering staff. 10. Each photo must feature different members of the Engineering team.
Monitoring and control	11. The Project Plan is to be updated with actual throughout the stage. 12. A Highlight Report will be created for the Project Board every two weeks. 13. The Stage Plan will be reviewed at the end of each day, to assess forecast against actual. 14. Product Status Accounts will be produced by Project Support, at the request of the Project Manager, to summarize current and historical data concerning each of the project's products.
Budgets	15. Cost £5k for specialist products 16. Time 4 weeks 17. Risk £0

Using the Product Summary and Product Breakdown Structure provided as additional Information for this question In the Scenario Booklet, answer the following question.
Column 1 is a list of some of the entries in the product breakdown structure. Determine whether each entry in Column 1 has been correctly shown in the product breakdown structure. Select from Column 2 the appropriate statement that correctly describes that entry. Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
Production cost forecast	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Tariff of mailing costs	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Photo design ideas	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Accounts information	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Monthly calendar displays	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Label design	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Select photos	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Column 1	Column 2
Production cost forecast	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Tariff of mailing costs	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Photo design ideas	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Accounts information	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Monthly calendar displays	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Label design	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry
Select photos	External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry

NEW QUESTION 71
- (Exam Topic 6)
Which of the following statements is False regarding the Risk Management Strategy?

A. It captures and maintains all relevant information on identified threats and opportunities
B. It documents the risk tolerances
C. It documents the approach to risk
D. It identifies responsibilities towards risk for the project

Answer: A

NEW QUESTION 72
- (Exam Topic 6)
Scenario
A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for their services has been set up and is being monitored by the Purchasing Manager and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photo sessions to minimize the impact on the Engineering staff. This meeting should have occurred by now.
The Engineering Manager was made aware of this requirement but when asked he reported that he has received no communication from the photographer. The Project Manager has tried to call the photographer and has had no response. The Project Manager believes there is a risk that Portraits Ltd are overbooking work and prioritizing other clients' work. If Portraits ltd do not deliver on schedule the project will be delayed and the expected benefits will be reduced.
The contract is to be reviewed and Portraits Ltd reminded of their agreement.
The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also
producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early release of a competitor's calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.
Which 2 statements should be recorded under either the Records or Reporting headings?

A. Project Support will maintain the Risk Register.
B. The evaluated net effect of all risks will be updated at the end of each stage and included in the End Stage Report.
C. The Change Authority will report monthly to the Project Manager on the status of the change budget.
D. Risks that are likely to occur within the next two weeks should be recorded as imminent.
E. A summary of risks will be maintained and included with the monthly Highlight Reports to the Project Board.

Answer: BC

NEW QUESTION 74
- (Exam Topic 6)
Which of the following risk responses can be used for either an opportunity or a threat?

A. Reduce
B. Share
C. Reject
D. Enhance

Answer: B

NEW QUESTION 79
- (Exam Topic 6)
Additional Information
A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for their services has been set up and is being monitored by the Purchasing Manager and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photo sessions to minimize the impact on the Engineering staff. This meeting should have occurred by now.
The Engineering Manager was made aware of this requirement but when asked he reported that he has received no communication from the photographer. The Project Manager has tried to call the photographer and has had no response. The Project Manager believes there is a risk that Portraits Ltd are overbooking work and prioritizing other clients' work. If Portraits ltd do not deliver on schedule the project will be delayed and the expected benefits will be reduced.
The contract is to be reviewed and Portraits Ltd reminded of their agreement.
The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early release of a competitor's calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.
Column 1 contains a number of risk responses identified by the Project Manager following an assessment of this risk. Column 2 contains a list of threat response types. For each risk response in Column 1, select from Column 2 the type of response it represents. Each option from Column 2 can be used once, more than once or not at all.
Drop down the right answer.

Column 1	Column 2
Record the risk in the Risk Register and monitor the situation.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Decide not to compete and cancel the project.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Bring the target date of this project forward.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Wait for confirmation of the rival's calendar and, if required, include additional gifts with the calendar as an extra incentive.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Carry on with the project as planned on the basis that the MNO Manufacturing Company calendar is believed to be of better quality.	Avoid / Reduce / Fallback

Transfer
Accept
Share

Add a unique reference number to every calendar and hold a prize draw each month.

Avoid
Reduce
Fallback
Transfer
Accept
Share

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Column 1	Column 2
Record the risk in the Risk Register and monitor the situation.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Decide not to compete and cancel the project.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Bring the target date of this project forward.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Wait for confirmation of the rival's calendar and, if required, include additional gifts with the calendar as an extra incentive.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Carry on with the project as planned on the basis that the MNO Manufacturing Company calendar is believed to be of better quality.	Avoid / Reduce / Fallback

Transfer
Accept
Share

Add a unique reference number to every calendar and hold a prize draw each month. [ ]

Avoid
Reduce
Fallback
Transfer
Accept
Share

NEW QUESTION 84
- (Exam Topic 7)
Scenario:
The Ministry of Food Hygiene (MFH) has a quality management system which contains a document control process to manage all documentation requirements. The document control process was created by the MFH Quality Manager, who now maintains all of MFH's documents and performs an organization-wide configuration management role. The MFH Quality Manager will administer the configuration management procedure for the Restructuring project since this must comply with the MFH document control process.
What will be the impact on the benefits?

A. Reduced savings, now £10m over 10 years.
B. Increased savings of £5m over 10 years from the new initiative to centralize the services provided by the Facilities Division.
C. An additional cost of £1.5m to deliver the services provided by the Facilities Division.
D. Outsourcing project cost reduced by 50%.

Answer: A

NEW QUESTION 89
- (Exam Topic 7)
Which of the following is the definition for an off-specification?

A. An issue the Project Manager needs to resolve or escalate
B. Something forecast or currently not meeting specification
C. A proposal for a change to a baseline
D. A statement of concern

Answer: B

NEW QUESTION 90
- (Exam Topic 8)
Project Scenario
Calendar Project (Note: The companies and people within the scenario are fictional.)
There has been a reduction in fie number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo when is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

- Design for each month - correctly showing at public holidays and new company logo
- Selected paper and selected envelope - for printing and mailing the calendar
- Chosen label design - a competition to design a label will be held as part of this project
- List of customers - names and addresses of customers to whom the calendar will be sent.

The project is currently in initiation and will have two further stages: Stage 2 will include tie activities to:

- Create the customer fast using information from the Accounts and Marketing departments
- Confirm compliance with the Data Protection Legislation
- Create a design for each month - this will be done by the internal creative team
- Select and appoint a professional photographer
- Gather photograph design ideas from previous project and agree photographic session schedule
- Prepare a production cost forecast
- Select paper and envelope. Stage 3 will include the activities to:
- Produce and select tie professionally-taken photographs
- Hold the label design competition and choose the label design
- Assemble the prepared calendar pack.

A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of the project. The product cost forecast will be reviewed by the Project Board to determine whether tie project should continue.
It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000.
There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.
Whilst identifying the mailing costs for the calendars the Project Manager was surprised to find the costs could vary considerably depending on the size of the

package and the delivery service used. For the purpose of this project, the Project Manager has selected an appropriate service but feels that a corporate standard for postage would have reduced the time and effort invested. It could reduce the company's overheads by up to £20k per year. How should the Project Manager record this observation within the project?

A. Produce a project mandate, outlining the potential savings to be achieved by the introduction of a corporate standard.
B. Make a note of the observation in the Daily Log to be transferred to a Benefits Review Plan at the end of the project.
C. Record the observation in an Exception Report to the Project Board.
D. Make an entry in the Lessons Log for future consideration by corporate management.

Answer: D

NEW QUESTION 93
- (Exam Topic 8)
Project Scenario
Calendar Project (Note: The companies and people within the scenario are fictional.)
There has been a reduction in fie number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo when is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

- Design for each month - correctly showing at public holidays and new company logo
- Selected paper and selected envelope - for printing and mailing the calendar
- Chosen label design - a competition to design a label will be held as part of this project
- List of customers - names and addresses of customers to whom the calendar will be sent.

The project is currently in initiation and will have two further stages: Stage 2 will include tie activities to:

- Create the customer fast using information from the Accounts and Marketing departments
- Confirm compliance with the Data Protection Legislation
- Create a design for each month - this will be done by the internal creative team
- Select and appoint a professional photographer
- Gather photograph design ideas from previous project and agree photographic session schedule
- Prepare a production cost forecast
- Select paper and envelope. Stage 3 will include the activities to:
- Produce and select tie professionally-taken photographs
- Hold the label design competition and choose the label design
- Assemble the prepared calendar pack.

A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of the project. The product cost forecast will be reviewed by the Project Board to determine whether tie project should continue.
It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000.
There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.
The team member collating the list of customers has now forecast that it will NOT be complete by the end of this stage as originally planned, due to a number of new prospective customers' details not yet being available. What action should the team member take?

A. Report the forecast delay in the next Checkpoint Report to the Executive.
B. Add the product to the next Stage Plan in order to allocate additional resources and complete the work.
C. Make an entry in the Risk Register so the Project Manager can decide on appropriate action.
D. Raise an issue to inform the Project Manager.

Answer: D

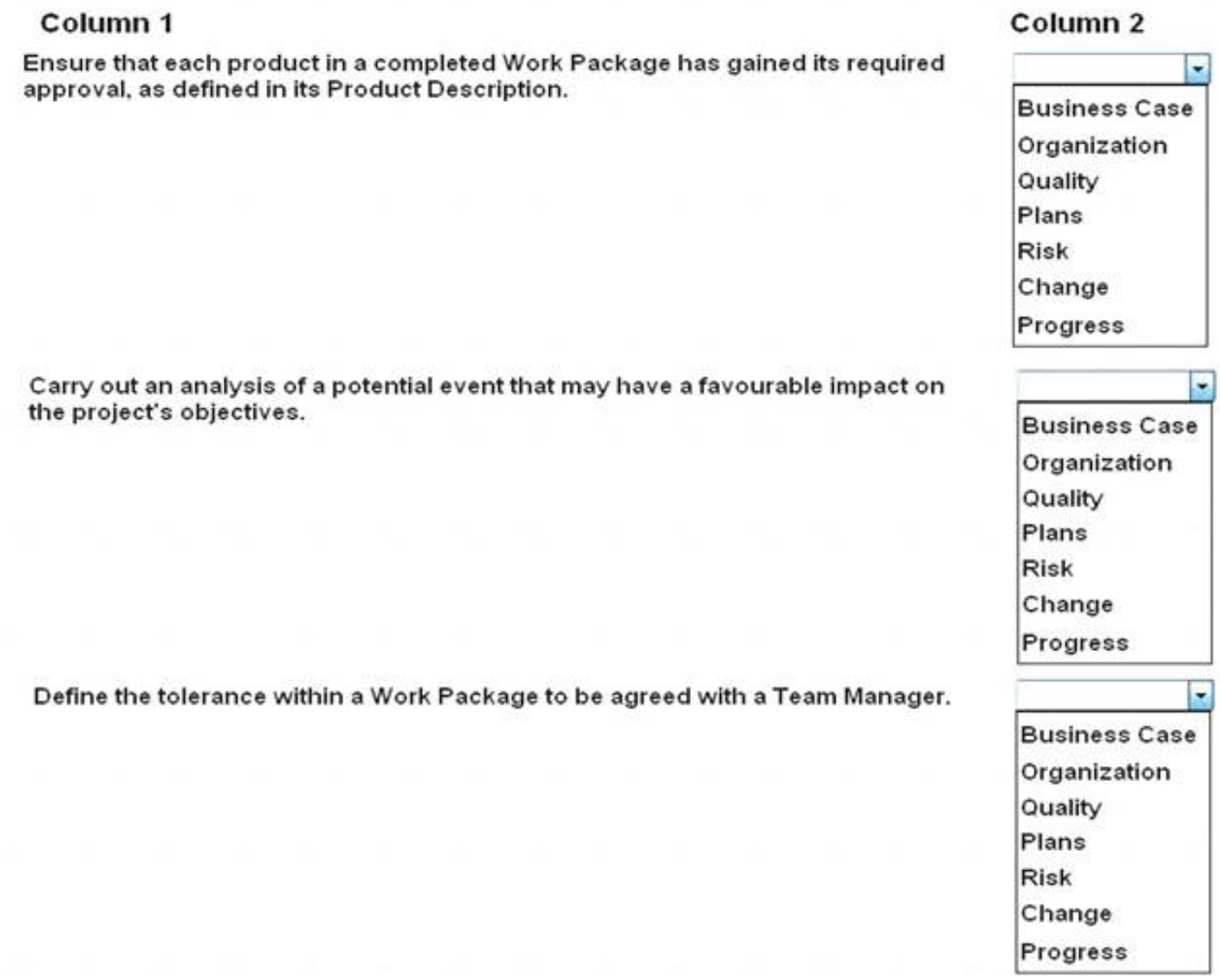
NEW QUESTION 94
- (Exam Topic 8)
Scenario:
Techniques, processes and procedures
* 1. Any threat that may result in a loss of MFH data must be escalated immediately. Joint agreements
* 2. Work is to start at the beginning of week 2 (Stage 4).
* 3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances
* 4. None. Constraints
* 5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
* 6. Installation work must take place during MFH normal working hours.
* 7. +£10,000 / -£25,000.
Reporting arrangements
* 8. Highlight Report every Monday by 10.00 am.
* 9. The report must contain a summary of all products worked on during the previous week.
* 10. Project Manager must be notified of any issues immediately by telephone. Problem handling and escalation
* 11. Impact analysis of all issues must be completed within 24 hours. Extracts or references
* 12. The Stage Plan for stage 4 is available from Project Support. Approval method
* 13. Project Assurance will review the completed Work Package and confirm completion
Which 2 statements apply to either the Techniques, processes and procedures or Constraints sections?

A. Delete entry 1 because this section should contain the techniques, processes and procedures required for specialist product development.
B. Add 'There must be minimum disruption to current services' to Constraints.
C. Move entry 5 to Techniques, processes and procedures because this is a technique which staff should be aware of.
D. Delete entry 6 because this applies to Office Moves Limited and is therefore outside the Work Package.

E. Delete entry 7 because this should be contained in the Quality skills required section of the Product Description.

Answer: DE

NEW QUESTION 96
- (Exam Topic 8)
Scenario:
Techniques, processes and procedures
* 1. Any threat that may result in a loss of MFH data must be escalated immediately. Joint agreements
* 2. Work is to start at the beginning of week 2 (Stage 4).
* 3. The project will take two years to complete, at an estimated cost of £2.5m.
Tolerances
* 4. None. Constraints
* 5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
* 6. Installation work must take place during MFH normal working hours.
* 7. +£10,000 / -£25,000.
Reporting arrangements
* 8. Highlight Report every Monday by 10.00 am.
* 9. The report must contain a summary of all products worked on during the previous week.
* 10. Project Manager must be notified of any issues immediately by telephone. Problem handling and escalation
* 11. Impact analysis of all issues must be completed within 24 hours. Extracts or references
* 12. The Stage Plan for stage 4 is available from Project Support. Approval method
* 13. Project Assurance will review the completed Work Package and confirm completion
Column 1 is a list of actions that occur during the Controlling a Stage process. For each action in Column 1, select from Column 2 the PRINCE2 theme that is being applied. Each selection from Column 2 can be used once, more than once or not at all.
Drop down the answer from column 1 to column 2.



A. Mastered
B. Not Mastered

Answer: A

Explanation:
1 – Organization
2 – Progress
3 - Risk

NEW QUESTION 101
- (Exam Topic 8)
If Project tolerances were threatened, who needs to be notified?

A. Project Board
B. Project Manager
C. Corporate or Programme Management
D. Executive

Answer: C

NEW QUESTION 106
- (Exam Topic 8)
During which process would the stage tolerances be set?

A. Controlling a Stage
B. Initiating a Project
C. Managing a Stage Boundary
D. Directing a Project

Answer: D

NEW QUESTION 109
- (Exam Topic 8)
Scenario:
Techniques, processes and procedures
* 1. Any threat that may result in a loss of MFH data must be escalated immediately. Joint agreements
* 2. Work is to start at the beginning of week 2 (Stage 4).
* 3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances
* 4. None. Constraints
* 5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
* 6. Installation work must take place during MFH normal working hours.
* 7. +£10,000 / -£25,000.
Reporting arrangements
* 8. Highlight Report every Monday by 10.00 am.
* 9. The report must contain a summary of all products worked on during the previous week.
* 10. Project Manager must be notified of any issues immediately by telephone. Problem handling and escalation
* 11. Impact analysis of all issues must be completed within 24 hours. Extracts or references
* 12. The Stage Plan for stage 4 is available from Project Support. Approval method
* 13. Project Assurance will review the completed Work Package and confirm completion
Which 2 statements apply to either the Reporting arrangements or Problem handling and escalation sections?

A. Replace entry 8 with 'Checkpoint Report every Monday by 10.00 am' because Highlight Reports are intended for the Project Board.
B. Delete entry 9 because this level of detail is unnecessary.
C. Move entry 10 to Problem handling and escalation because that section describes how issues are handled.
D. Add 'Any risks identified to be added to the Risk Register' to Reporting arrangements.
E. Delete entry 11 because the impact analysis should be provided when the issue is notified.

Answer: DE

NEW QUESTION 112
- (Exam Topic 8)
Project Scenario
Calendar Project (Note: The companies and people within the scenario are fictional.)
There has been a reduction in fie number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one
sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo when is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:
- Design for each month - correctly showing at public holidays and new company logo
- Selected paper and selected envelope - for printing and mailing the calendar
- Chosen label design - a competition to design a label will be held as part of this project
- List of customers - names and addresses of customers to whom the calendar will be sent.

The project is currently in initiation and will have two further stages: Stage 2 will include tie activities to:
- Create the customer fast using information from the Accounts and Marketing departments
- Confirm compliance with the Data Protection Legislation
- Create a design for each month - this will be done by the internal creative team
- Select and appoint a professional photographer
- Gather photograph design ideas from previous project and agree photographic session schedule
- Prepare a production cost forecast
- Select paper and envelope. Stage 3 will include the activities to:
- Produce and select tie professionally-taken photographs
- Hold the label design competition and choose the label design
- Assemble the prepared calendar pack.

A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of the project. The product cost forecast will be reviewed by the Project Board to determine whether tie project should continue.
It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000.
There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.
During stage 2, an early review of the photo design ideas from the Marketing department has highlighted the need for engineering machinery to be operating in the background during the photo sessions. This requires a change to the baselined Product Description for the photos. What action should the Project Manager take?

A. Log the change in the Issue Register as a request for change.
B. Raise an Exception Report to the Project Board.
C. Revised the Product Description for the photos and issue it to the Engineering Manager to ensure that the machinery will be operating during the photo

sessions.
D. Include this requirement on the next Checkpoint Report to the photographer.

Answer: A

NEW QUESTION 114
- (Exam Topic 9)
Starting Up a project is triggered by which of the following?

A. Legislation
B. Corporate Strategy
C. Risks
D. Mandate

Answer: D

NEW QUESTION 115
- (Exam Topic 9)
Scenario
Additional Information
Extract from the Communication Management Strategy.
The project information in the table below is true, but it may not be recorded under the correct heading or be in the correct document.

Introduction	1. This document contains details of how the project management team will send information to individuals working on the Calendar project, and receive information from them.
Communication procedure	2. See MNO Manufacturing Company standards for all internal company communications.
Tools and techniques	3. Use the staff newsletter to launch the label design competition and to promote the chosen label design. 4. Using the number of responses to the label design competition as a measure, report fortnightly to the Project Board on the effectiveness of the staff newsletter as a vehicle for communication. 5. Use the company website to advertise the promotional calendar to customers.
Records	6. A record should be maintained for each product of the project. As a minimum this should show the project name, product name, product title, and version number. 7. External email and correspondence relating to the Calendar project should be recorded electronically in the project folder. 8. Information received in hard copy should, where possible, should be scanned and filed as above.
Timing of communication activities	9. At the end of each stage, audit and report on the performance of the communication methods being used. 10. Highlight Reports to be provided to appropriate stakeholders, at the frequency defined in each Stage Plan.
Stakeholder analysis: Interested parties	11. Photographer. 12. Print company.
Information needs for each interested party	13. Weekly updates will be provided by email to the individual producing the staff newsletter. 14. Engineering Manager is to be consulted when preparing the photo session schedule.

Using the Project Scenario, select the appropriate response to each of the following 5 questions which have been raised by the Project Board.
The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PlO). The PlO includes the Business Case, a product checklist and
What statement applies to the Records section?

A. Move entry 6 to the Configuration Management Strategy because it defines the identification scheme for the project's products.
B. Move entry 7 to Communication procedure because it refers to the method to be used for communication to external parties.
C. Move entry 8 to Tools and techniques because it refers to a filing technique.

Answer: A

NEW QUESTION 117
- (Exam Topic 9)
Scenario
Additional Information
Extract from the Communication Management Strategy.

The project information in the table below is true, but it may not be recorded under the correct heading or be in the correct document.

Introduction	1. This document contains details of how the project management team will send information to individuals working on the Calendar project, and receive information from them.
Communication procedure	2. See MNO Manufacturing Company standards for all internal company communications.
Tools and techniques	3. Use the staff newsletter to launch the label design competition and to promote the chosen label design. 4. Using the number of responses to the label design competition as a measure, report fortnightly to the Project Board on the effectiveness of the staff newsletter as a vehicle for communication. 5. Use the company website to advertise the promotional calendar to customers.
Records	6. A record should be maintained for each product of the project. As a minimum this should show the project name, product name, product title, and version number. 7. External email and correspondence relating to the Calendar project should be recorded electronically in the project folder. 8. Information received in hard copy should, where possible, should be scanned and filed as above.
Timing of communication activities	9. At the end of each stage, audit and report on the performance of the communication methods being used. 10. Highlight Reports to be provided to appropriate stakeholders, at the frequency defined in each Stage Plan.
Stakeholder analysis: Interested parties	11. Photographer. 12. Print company.
Information needs for each interested party	13. Weekly updates will be provided by email to the individual producing the staff newsletter. 14. Engineering Manager is to be consulted when preparing the photo session schedule.

Using the Project Scenario, select the appropriate response to each of the following 5 questions which have been raised by the Project Board.
The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PID). The PID includes the Business Case, a product checklist and
Which statement applies to the Information needs for each interested party section?

A. Delete entry 13 because the activity to provide the weekly updates should be scheduled in the relevant Stage Plan.
B. Move entry 13 to Tools and techniques because it describes the method to be used to communicate to the individual producing the staff newsletter.
C. Delete entry 14 because this relates to the development of a particular product and should be recorded under Development interfaces within the relevant Work Package.

Answer: C

NEW QUESTION 120
- (Exam Topic 9)
Scenario
Additional Information
Extract from the Communication Management Strategy.
The project information in the table below is true, but it may not be recorded under the correct heading or be in the correct document.

Introduction	1. This document contains details of how the project management team will send information to individuals working on the Calendar project, and receive information from them.
Communication procedure	2. See MNO Manufacturing Company standards for all internal company communications.
Tools and techniques	3. Use the staff newsletter to launch the label design competition and to promote the chosen label design. 4. Using the number of responses to the label design competition as a measure, report fortnightly to the Project Board on the effectiveness of the staff newsletter as a vehicle for communication. 5. Use the company website to advertise the promotional calendar to customers.
Records	6. A record should be maintained for each product of the project. As a minimum this should show the project name, product name, product title, and version number. 7. External email and correspondence relating to the Calendar project should be recorded electronically in the project folder. 8. Information received in hard copy should, where possible, should be scanned and filed as above.
Timing of communication activities	9. At the end of each stage, audit and report on the performance of the communication methods being used. 10. Highlight Reports to be provided to appropriate stakeholders, at the frequency defined in each Stage Plan.
Stakeholder analysis: Interested parties	11. Photographer. 12. Print company.
Information needs for each interested party	13. Weekly updates will be provided by email to the individual producing the staff newsletter. 14. Engineering Manager is to be consulted when preparing the photo session schedule.

Using the Project Scenario, select the appropriate response to each of the following 5 questions which have been raised by the Project Board.
The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PlO). The PlO includes the Business Case, a product checklist and several Product Descriptions, Including the Project Product Description. Short sections are also included for each of the strategies and the controls to be applied. The Project Manager has elected to use the Daily Log to record all risks, issues. lessons and quality - results.
After the initiation stage there will be two further stages during which a small number of Work Packages will be authorized. While these are being managed, the Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.
There is no project schedule in the Project Initiation Documentation. How can project progress be tracked without a schedule to track against?

A. This is an error as a Gantt chart or some form of time line, where actuals will be recorded and tracked against the planned schedule of delivery, is mandatory.
B. Progress can be recorded and tracked using the product checklist, with the planned and actual quality management activities captured in the Daily Log.
C. With a clear end date of 30 November, and a small number of Work Packages, the Project Board should track project progress using individual Team Plans.

Answer: B

NEW QUESTION 125
- (Exam Topic 9)
Which statement is an appropriate entry for the Lessons Log?

A. This is the first time that the Ministry of Food Hygiene (MFH) has been involved in outsourcing.
B. Based on feedback from other government departments, the Ministry of Trade and Industry has provided the names of two outsourcing companies that are unreliable and should not be included as potential service providers.
C. The feasibility study estimated that the outsourcing project would take two years to complete.
D. Only the Information Technology Division and Facilities Division will be outsourced.

Answer: B

NEW QUESTION 130
- (Exam Topic 9)
Scenario
Additional Information
Extract from the Communication Management Strategy.
The project information in the table below is true, but it may not be recorded under the correct heading or be in the correct document.

Introduction	1. This document contains details of how the project management team will send information to individuals working on the Calendar project, and receive information from them.
Communication procedure	2. See MNO Manufacturing Company standards for all internal company communications.
Tools and techniques	3. Use the staff newsletter to launch the label design competition and to promote the chosen label design. 4. Using the number of responses to the label design competition as a measure, report fortnightly to the Project Board on the effectiveness of the staff newsletter as a vehicle for communication. 5. Use the company website to advertise the promotional calendar to customers.
Records	6. A record should be maintained for each product of the project. As a minimum this should show the project name, product name, product title, and version number. 7. External email and correspondence relating to the Calendar project should be recorded electronically in the project folder. 8. Information received in hard copy should, where possible, should be scanned and filed as above.
Timing of communication activities	9. At the end of each stage, audit and report on the performance of the communication methods being used. 10. Highlight Reports to be provided to appropriate stakeholders, at the frequency defined in each Stage Plan.
Stakeholder analysis: Interested parties	11. Photographer. 12. Print company.
Information needs for each interested party	13. Weekly updates will be provided by email to the individual producing the staff newsletter. 14. Engineering Manager is to be consulted when preparing the photo session schedule.

Using the Project Scenario, select the appropriate response to each of the following 5 questions which have been raised by the Project Board.
The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PlO). The PlO includes the Business Case, a product checklist and several Product Descriptions, Including the Project Product Description. Short sections are also included for each of the strategies and the controls to be applied. The Project Manager has elected to use the Daily Log to record all risks, issues. lessons and quality - results.
After the initiation stage there will be two further stages during which a small number of Work Packages will be authorized. While these are being managed, the Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.
There is no Project Brief. How can there be a common understanding of the desired outcomes for the prepared calendar pack?

A. The simple Project Initiation Documentation contains the Quality Management Strateg
B. This contains details of the acceptance criteria for this project.
C. The Project Brief should have been produced and approved before the project progressed into the initiation stage.
D. The simple Project Initiation Documentation contains the project definition.

Answer: C

NEW QUESTION 134
- (Exam Topic 10)
Which of the following principles uses Product Descriptions to provide clarity by defining each product's purpose, composition, derivation, format, quality criteria and quality method?

A. Tailor to suit the project environment
B. Focus on products
C. Manage by stages
D. Continued business justification

Answer: B

NEW QUESTION 138
- (Exam Topic 10)
Two weeks after starting work the Team Manager noticed that each completed product had exceeded its estimated effort by around 10%. If this trend continues the Work Package will exceed its agreed cost tolerance of 5%.
Which 2 actions should the Team Manager take in response to this situation?

A. Check the status of the products currently being worked on and analyze the effort expended, to determine if the trend is continuing.
B. Update the Team Plan by increasing all future work estimates by 10%.
C. Amend the Work Package and ensure that the revised targets are met.
D. Escalate the situation in the next Checkpoint Report.

E. Raise an issue that costs will exceed tolerance if the current trend continues.

Answer: AE

NEW QUESTION 140
- (Exam Topic 10)
It is now late October and the project is in stage 3. The label design competition has been held and the photos of the staff have been taken. The CEO and Marketing Director still need to choose the winning label design and the 12 photos for the calendar. However, the Executive has learned that two competitors are issuing calendars to MNO's customers by the middle of November. After analyzing the impact of this Issue, one of the options the Project Manager has presented to the Project Board is to close the project prematurely.
There are a number of key facts relating to this project that would need to be recorded if the project Y-e to be closed now.
Which product should show that without the calendar the company is going to experience difficulties recovering its decline in orders, and alternative solutions are required if the company is going to recover its position?

A. Benefits Review Plan
B. Exception Report
C. End Project Report
D. Risk Register

Answer: C

NEW QUESTION 145
- (Exam Topic 10)
Column 1 is a list of entries from the Daily Log that occurred during stage 4 in the Controlling a Stage process. For each entry in Column 1, select the first management product from Column 2 that should have been updated, or created, as a result of the entry. Each selection from Column 2 can be used once, more than once or not at all.
Drop down the right answer from column 1 to column 2.

Column 1	Column 2
The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.	Risk Register / Team Plan / Issue Register / Stage Plan for stage 4 / Lessons Log / Project Plan
Staff communication was very useful in getting support from MFH staff who will be using the outsourced services.	Risk Register / Team Plan / Issue Register / Stage Plan for stage 4 / Lessons Log / Project Plan
The Facilities Team Manager requires formal instructions to begin the planned work to transfer the Facilities equipment and staff to the selected service provider.	Risk Register / Team Plan / Issue Register / Stage Plan for stage 4 / Lessons Log / Project Plan
The selected service provider highlighted that there are likely to be delays with Government departments getting work signed-off after completion.	Risk Register / Team Plan / Issue Register / Stage Plan for stage 4 / Lessons Log / Project Plan

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Column 1	Column 2
The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.	Issue Register
Staff communication was very useful in getting support from MFH staff who will be using the outsourced services.	Lessons Log
The Facilities Team Manager requires formal instructions to begin the planned work to transfer the Facilities equipment and staff to the selected service provider.	Team Plan
The selected service provider highlighted that there are likely to be delays with Government departments getting work signed-off after completion.	Issue Register

Risk Register
Team Plan
Issue Register
Stage Plan for stage 4
Lessons Log
Project Plan

NEW QUESTION 147
- (Exam Topic 10)
The Work Package has been in progress for four weeks and has four weeks remaining. The Information Technology Team Manager is concerned that he has no idea what the service provider is doing about preparing to accept the transfer of Information Technology equipment and staff. He is uncertain about what should be happening.
Which 2 initial actions should the Team Manager take in response to this concern?

A. Notify the Project Manager by raising an Exception Report.
B. Raise this concern in the next fortnightly Checkpoint Report.
C. Check the Communication Management Strategy to ascertain what records of communications with the service provider are required.
D. Check the Information Technology Work Package for development interfaces to see whether the service provider Team Manager should have been liaising with the Information Technology team during development.
E. Raise an issue to notify the Project Manager of this concern.

Answer: DE

NEW QUESTION 150
- (Exam Topic 10)
It is now late October and the project is in stage 3. The label design competition has been held and the photos of the staff have been taken. The CEO and Marketing Director still need to choose the winning label design and the 12 photos for the calendar. However, the Executive has learned that two competitors are issuing calendars to MNO's customers by the middle of November. After analyzing the impact of this Issue, one of the options the Project Manager has presented to the Project Board is to close the project prematurely.
There are a number of key facts relating to this project that would need to be recorded if the project Y-e to be closed now.
Which product should show that the project has been closed prematurely and has not achieved the objectives defined in the Project Initiation Documentation (PID)?

A. Benefits Review Plan
B. End Project Report
C. Exception Report
D. Project closure notification

Answer: B

NEW QUESTION 155
- (Exam Topic 11)
When updating the project plan as part of Managing a stage boundary, what else might be updated?

A. Exception Plan
B. Project Management team

C. Business Case
D. Project Initiation Documentation

Answer: A

NEW QUESTION 159
- (Exam Topic 11)
Which of the following management products ARE updated as part of Managing a stage boundary?
* 1. Business Case
* 2. Benefits Review Plan
* 3. Configuration Item Records
* 4. Project Brief

A. 1, 2, 3
B. 1, 3, 4
C. 1, 2, 4
D. 2, 3, 4

Answer: A

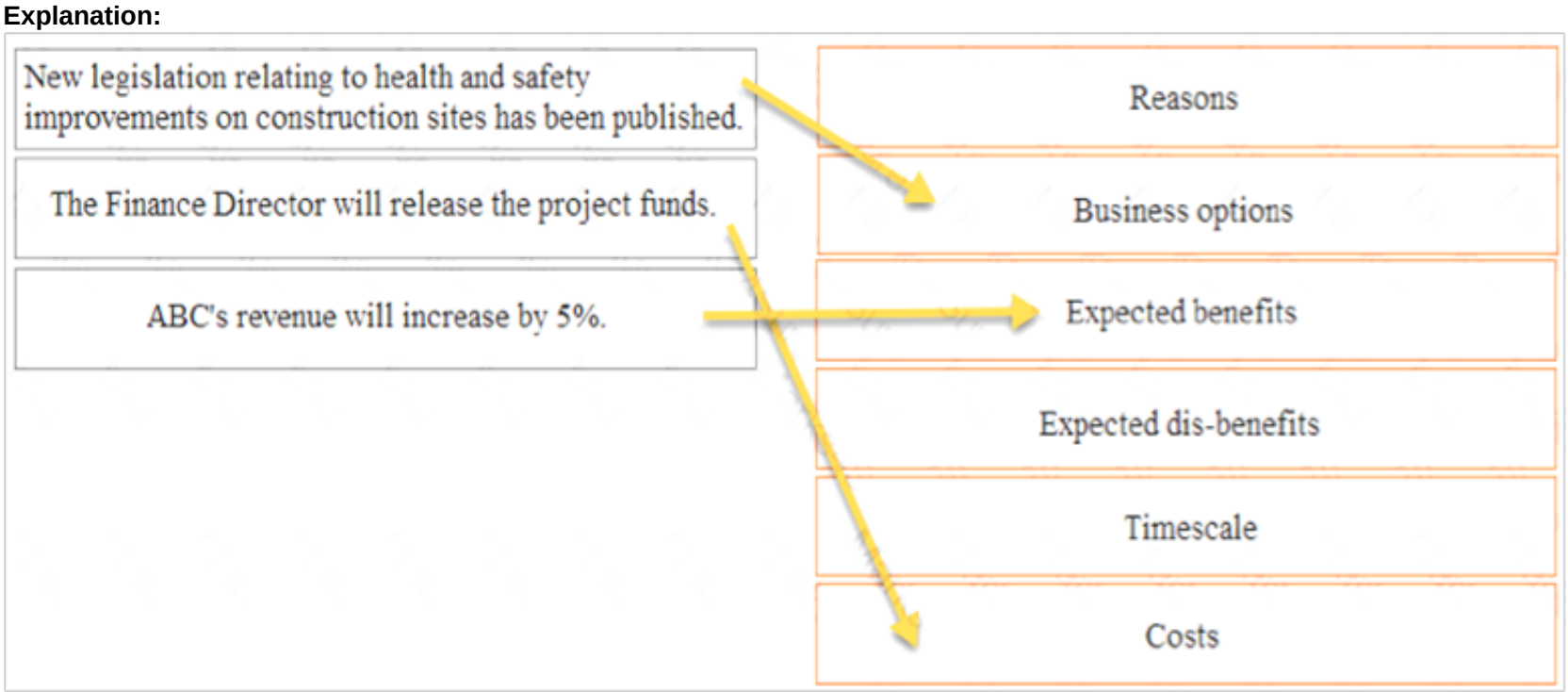
NEW QUESTION 163
- (Exam Topic 12)
BUSINESS CASE
Here are three statements from the business case for the Health and Safety Project. Under which heading in the business case (A-F) should they be recorded?
Choose only one heading for each statement. Each heading can be used once, more than once, or not at all.

New legislation relating to health and safety improvements on construction sites has been published.	Reasons
The Finance Director will release the project funds.	Business options
ABC's revenue will increase by 5%.	Expected benefits
	Expected dis-benefits
	Timescale
	Costs

A. Mastered
B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 168
- (Exam Topic 12)
During the 'create the project plan' activity as part of the initiation stage, the project manager identifies several threats to the project timescales. These threats relate to stage 3 products. Therefore, the project manager decides to wait until the end of stage 2 to assess the risks to the project plan.

Is this an appropriate application of the plans theme, and why?

A. Yes, because detailed planning of stage 3 should take place after completion of the stage 2 products.
B. Yes, because risk planning should take place in the stage plan before the risks occur, not in the projectplan.
C. No, because the risks inherent in the project plan should be assessed, and the plan modified to manage them.
D. No, because the risk actions to manage project-level threats should be recorded in the risk register.

Answer: C

Explanation:
Reference https://books.google.com.pk/books?id=CSm7x74Px94C&pg=PA181&lpg=PA181&dq=prince2+risks+inherent+

NEW QUESTION 171
- (Exam Topic 12)
The change control approach defines how products should be controlled and protected during the project. The accreditation of the 'classroom-based training materials' was planned to take place during stage 2. At the end of the stage, the configuration item record shows that the 'classroom-based training materials' have been accredited. However, the project manager decides to request an audit of the product as well.
Is this appropriate, and why?

A. Yes, because the project should verify that the recorded status reflects the actual status of the products.
B. Yes, because the change control approach should specify how the configuration item records are approved.
C. No, because the project manager should ensure that the change control approach is tailored to the project.
D. No, because the issue management and change control procedures can be treated as separate, but related, procedures.

Answer: B

NEW QUESTION 176
- (Exam Topic 12)
The project board has asked user and supplier assurance to review all product descriptions relating to the 'updated corporate quality procedures', prior to authorizing the stage plan for stage 3.
Is this appropriate as part of the 'directing a project' process, and why?

A. Yes, because project assurance should assess whether all stakeholders have been identified, if requested by the project board.
B. Yes, because project assurance should review the stage 3 plan for viability, if requested by the project board.
C. No, because the project manager is responsible for writing product descriptions when creating the stage 3 plan.
D. No, because the project board should review new product descriptions before they authorize the stage 3 plan.

Answer: D

NEW QUESTION 179
- (Exam Topic 12)
MANAGING PRODUCT DELIVERY
Stage 2 is in progress. While producing the team plan, the team manager responsible for the work package to develop the 'classroom-based training material' discovered that the representatives assigned to check the products were unsuitable.
Which action should the team manager take in response?

A. Discuss the situation with project assurance.
B. Advise the project manager of this risk.
C. Update the quality register with these concerns.
D. Raise an exception report to the project manager.

Answer: B

NEW QUESTION 182
- (Exam Topic 12)
The 'capability to provide health and safety training' has been delivered. During the 'closing a project' process, the marketing department sent an e-mail to all key customers reminding them of the deadline to comply with the new government legislation, with an aim to build relationships with their customers.
Which theme is being applied?

A. Risk.
B. Organization.
C. Plans.
D. Change.

Answer: B

NEW QUESTION 187
- (Exam Topic 12)
Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver “capability to provide health and safety training”, including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.
The e-learning course will be developed by a specialist external consultancy. The materials for
classroom-based training will be delivered by ABC Company’s development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.
The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a

government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.
The ABC Company standard development model for new courses recommends the following stages:

Stage 1	Initiation stage
Stage 2	Classroom-based training materials Marketing materials Training venue specifications Accredited classroom-based course
Stage 3	E-learning course Amended course booking procedures Marketed courses Planned pilot courses Updated corporate quality procedures Accredited e-learning course Accredited trainers
Stage 4	Delivered pilot courses Finalized materials Project product: Capability to provide health and safety training

End of the Project scenario. Additional Information:
The Chief Executive Officer (CEO) founded the company five years ago. Under her leadership, ABC Company has grown quickly into a successful training company. It delivers a range of accredited professional training.
The Finance Director is also a founder member of ABC Company and is responsible for authorizing budgets for the Operations and Development Teams. She authorizes all large contracts personally.
The Purchasing Manager reports to the Finance Director and is responsible for managing and monitoring supplier contracts.
The Operations Director is responsible for the delivery off all training and for the training development budget. His department organizes courses, venues and trainers. They work with the Product and the Sales teams to provide a comprehensive training schedule. ABC Company's IT manager reports to the Operations Director.
The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations. Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.
The Training Development Manager reports to the Business Development Director and is responsible for developing training materials and gaining accreditation, in accordance with the standard course development model. Course developers in his team have skills in a range of development technologies and are allocated to projects as needed.
The Training Delivery Manager, who reports to the Operations Director, is responsible for ensuring that internal and external trainers deliver ABC Company training courses to the required standard. He also checks course materials to ensure they are fit for purpose and of the required quality.
The Central Services Director has responsibility for corporate communications, facilities management and configuration management. He recently led a project to consolidate all company quality systems into one quality management system and set up a corporate quality department, now managed by the Corporate Quality Manager.
The Corporate Document Manager reports to the Central Services Director. She helped establish the company's document management system and now operates it across the business. She manages a team of administrators and contracts staff when workload is high.
The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information.
The Training Delivery Manager was identified as the senior user. However, before the project begins, this manager goes on long-term sick leave. The executive says that they do not need to replace the role of senior user on the project board.
Is this an appropriate application of the 'defined roles and responsibilities' principle, and why?

A. Yes, because the executive can ensure that the investment provides value for money.
B. Yes, because having two out of three of the stakeholder interests represented on the project board is enough.
C. No, because trainers need to be represented on the project board to ensure the outcomes meet the trainers' needs.
D. No, because the resources and expertise required by the project may be internal or external.

Answer: B

Explanation:
Reference
http://prince2.wiki/Define_roles_and_responsibilities

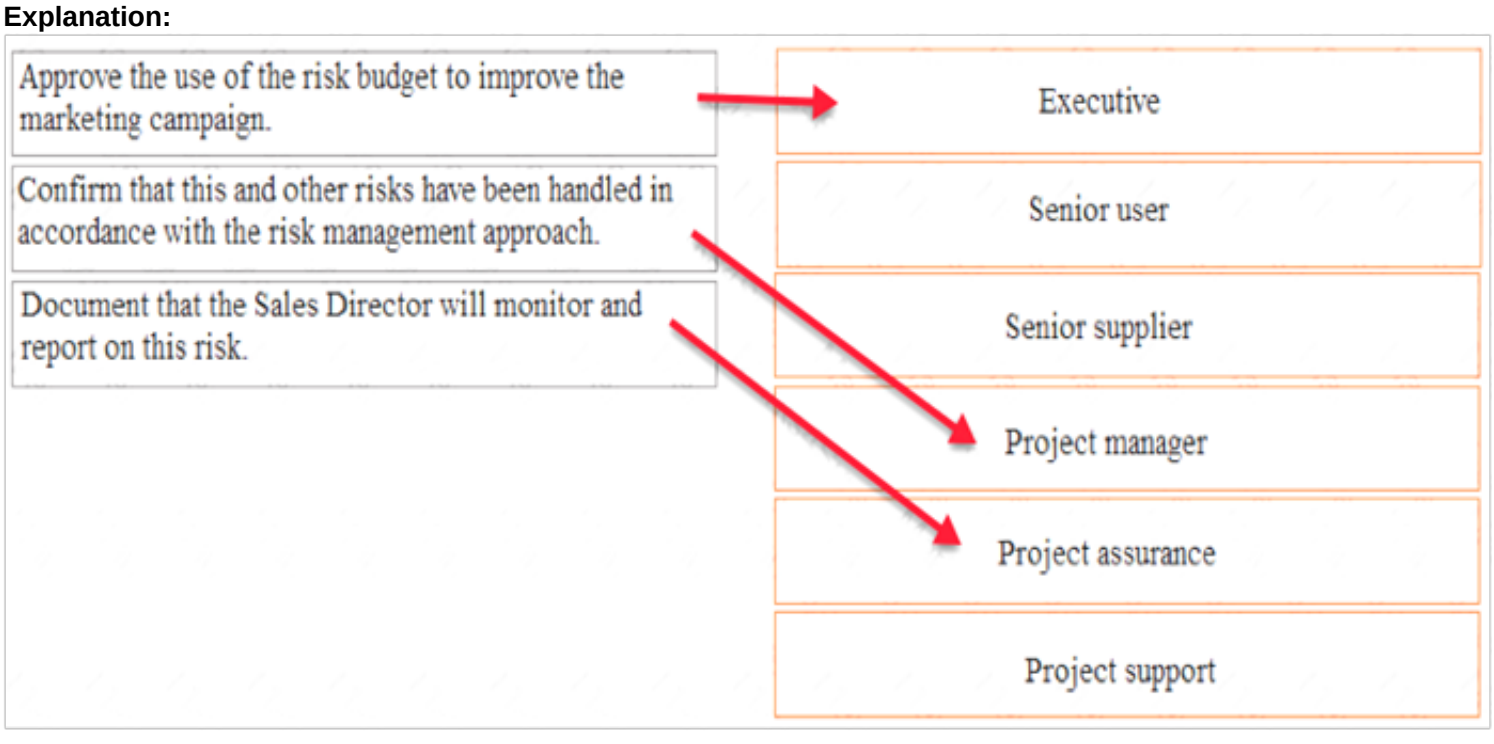
NEW QUESTION 191
- (Exam Topic 12)
RISK
The following risk has been recorded:
"There may not be enough participants for the pilot courses to justify the continuation of the project."
The recommended risk response is to improve the marketing campaign, and a risk budget exists to fund the response.
Here are three risk actions related to this response? Which role (A-F) should be responsible for each action?
Choose only one role for each action. Each role can be used once, more than once, or not at all.

Approve the use of the risk budget to improve the marketing campaign.	Executive
Confirm that this and other risks have been handled in accordance with the risk management approach.	Senior user
Document that the Sales Director will monitor and report on this risk.	Senior supplier
	Project manager
	Project assurance
	Project support

A. Mastered
B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 195
- (Exam Topic 12)
MANAGING A STAGE BOUNDARY
The project is approaching the end of stage 3 and the pilot courses have been planned. The project manager is now undertaking the 'managing a stage boundary' process.
Which action should the project manager undertake as part of the 'update the business case' activity?

A. Identify the dependencies between the activities required to run the 'delivered pilot courses' during stage 4.
B. Revise the overall plan and resources to complete the project, based on actuals from the stage 3 plan.
C. Review the performance of the external suppliers who worked on delivery of the 'e-learning course' during stage 3.
D. Re-plan when the number of learners using the pilot course, and their increased knowledge, will be measured during stage 4.

Answer: A

NEW QUESTION 197
- (Exam Topic 12)
A change authority has been appointed for the project. During the development of the 'classroom-based training material', a large number of changes were proposed to the design of the 'e-learning course'. Therefore, the change authority has decided to use the Moscow technique to prioritize changes based on the impact they will have on completing each stage on time.
Is this an appropriate application of the Moscow technique, and why?

A. Yes, because it should be used to prioritize change based on the estimated impact on time.
B. Yes, because it is a prioritization technique that should be used to prioritize a product's quality criteria.
C. No, because it should define scope tolerances, supporting the management by exception principle.
D. No, because it should be used to prioritize change based on the project's business justification.

Answer: A

Explanation:
Reference https://en.wikipedia.org/wiki/MoSCoW_method

NEW QUESTION 198

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