

## PRINCE2.PRINCE2-Practitioner.v2021-08-27.q128

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### NEW QUESTION: 1

The project is part of a program to increase the number of ABC courses that respond to legislation. The program manager has instructed the project manager to deliver the 'e-learning course' incrementally. The project manager has asked the program manager how often the highlight reports are required, and what format the reports should be presented in.

Is this an appropriate approach to controlling progress, and why?

- A. Yes, because the approach should support the delivery approach selected by the program.
- B. Yes, because the project event-driven controls need to align to program controls.
- C. No, because the program team should review project progress using peer reviews.
- D. No, because the progress controls should be documented in the project initiation documentation.

**Answer:** [\(SHOW ANSWER\)](#)

Explanation/Reference:

Starting up and Initiating a Project

Testlet 1

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.

<b>Introduction</b>	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.
<b>Communication procedure</b>	2. See MNO Manufacturing Company standards for all internal company communications.
<b>Tools and techniques</b>	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.
<b>Records</b>	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.
<b>Timing of communication activities</b>	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.
<b>Stakeholder analysis: Interested parties</b>	11. Photographer. 12. Print company.
<b>Information needs for each interested party</b>	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 (PIO). The PIO 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.

**NEW QUESTION: 2**

Which 2 statements correctly define a Business Case risk which should be recorded under the Major risks heading?

- A. Operational costs will increase as a result of the recruitment campaign.
- B. The prepared calendar pack is to be delivered to the printers by the first week in December.
- C. If the calendar quality is poor customers will not use it, creating the reverse effect and reducing orders further.
- D. If any competitors launch a calendar at the same time this will reduce the impact of the MNO calendar and benefits will be reduced.
- E. Staff morale will improve as a result of the promotional calendar.

**Answer: C,D (LEAVE A REPLY)**

Explanation/Reference:

Testlet 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.

### **NEW QUESTION: 3**

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet to be decided which of the photographers to use.

Which 2 statements explain why the Sales Manager should be appointed as User Assurance for this project?

- A.** He can resolve any conflict in requirements between the Sales department and the Marketing department.
- B.** He is able to advise on suitable stakeholder engagement of current and prospective customers.
- C.** He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
- D.** He can provide an evaluation of the potential impact the calendar will have on sales.
- E.** He joined the company last year with huge enthusiasm and is keen to increase sales.

**Answer: B,D (LEAVE A REPLY)**

### **NEW QUESTION: 4**

The executive has set the following tolerances for stage 2:

Time (+/- 1 week)

Cost (+/- £20,000)

Scope (using MoSCoW prioritization technique)

Risk (based on the risk appetite defined in the risk management approach) These tolerances have been recorded in the stage plan. The project manager will report progress regularly via highlight reports to the project board and use exception reports to raise exceptions. In addition, the project assurance role will monitor the stage to provide confidence to the project board that exceptions are being reported.

How well does this apply the 'manage by exception' principle, and why?

**A.** It applies the principle poorly, because tolerances should be set for each stage against each of the six aspects of project performance.

**B.** It applies the principle well, because the project manager needs to control the project using discrete management stages.

**C.** It applies the principle well, because tolerances should be set for the related aspects of project performance for each stage.

**D.** It applies the principle poorly, because it is the regular reporting of progress that should give the project board the required confidence.

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 5**

Extract from the Project Product Description (with errors)

<b>Composition</b>	<ol style="list-style-type: none"> <li>1. Monthly calendar displays</li> <li>2. 100gsm glossy paper</li> <li>3. Full colour</li> <li>4. Selected envelope</li> <li>5. Chosen label design</li> <li>6. List of customers</li> <li>7. Selected photos</li> <li>8. Photo session schedule</li> </ol>
<b>Derivation</b>	<ol style="list-style-type: none"> <li>9. New company logo design</li> <li>10. Previous calendar designs</li> <li>11. Internal creative team</li> <li>12. Production cost forecast</li> </ol>
<b>Development skills required</b>	<ol style="list-style-type: none"> <li>13. Photographer</li> <li>14. Internal creative team</li> <li>15. Printer</li> </ol>
<b>Customer's quality expectations</b>	<ol style="list-style-type: none"> <li>16. Professional photos</li> <li>17. 10% more calendars should be printed than required to allow for any late additions to the list of customers</li> <li>18. Compliance with applicable corporate standards</li> <li>19. The calendar should reflect the company image as described in the corporate branding standards</li> <li>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</li> </ol>
<b>Acceptance criteria</b>	<ol style="list-style-type: none"> <li>21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it</li> <li>22. Appearance - new company logo promotes strong image</li> <li>23. Security - complies with Data Protection Act</li> <li>24. Accuracy - public holidays match the list supplied by Marketing on 01 November</li> </ol>

Which 2 statements apply to the Development skills required section?

- A. Move entry 13 to Derivation because this is a source of information for this project.
- B. Add 'Knowledge of Data Protection Act.
- C. Move entry 13 to Composition because the appointment of the photographer is within the scope of this project.
- D. Delete entry 14 because this skill is NOT required within this project.
- E. Delete entry 15 because this skill is NOT required within this project.

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 6**

Which of the following principles describes this statement?

"xxx defines tolerances for each project objective to establish limits of delegated authority"

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

**Answer: C** ([LEAVE A REPLY](#))

Explanation/Reference:

Question Set 1

#### **NEW QUESTION: 7**

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 the Risk tolerance heading?

- A. Corporate management's threshold level of risk exposure is any combination of high and very high impact and probability.
- B. The Project Board's threshold level of risk exposure is any combination of medium, high and very high impact, with high and very high probability.
- C. The Project Manager's threshold level of risk exposure is low impact and probability.
- D. The cost of all fallback plans must be contained within the project's tolerance.
- E. The risk budget will have a tolerance of +/- 10%.

**Answer: B,D** ([LEAVE A REPLY](#))

Explanation/Reference:

Risk Theme

Question Set 2

#### **NEW QUESTION: 8**

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 of 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.

Introduction	Information relating to the health and safety training courses can be shared with third parties. This is an exception to normal policy.
Communication procedure	Signed non-disclosure agreements should be copied and stored with project documentation.
Tools and techniques	A list of the signed non-disclosure agreements will be provided to corporate management on a monthly basis.
Records	
Reporting	
Roles and responsibilities	

**Answer:**

Confirm that all trainers must be accredited as an acceptance criteria for the project product.	Appoint the executive and the project manager
Identify training needs as a result of a concern about the e-learning team manager's lack of management experience.	Identify training needs as a result of a concern about the e-learning team manager's lack of management experience.
Document ABC's specific needs for confidentiality during project development.	Document ABC's specific needs for confidentiality during project development.
Confirm that all trainers must be accredited as an acceptance criteria for the project product.	Confirm that all trainers must be accredited as an acceptance criteria for the project product.
	Select the project approach and assemble the project brief
	Plan the initiation stage

Explanation



**NEW QUESTION: 9**

While capturing previous lessons, the Project Manager discovered several interesting facts about outsourcing.

Which fact is an appropriate lesson for the Outsourcing project?

- A. Contracts with service providers should include the timescale within which readiness for service is expected following the transfer of equipment and staff.
- B. Outsourcing is a growth industry and is being implemented by many private sector organizations.
- C. Four other government departments are also considering outsourcing some of their business functions next year.

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 10**

Which of the following reports does not contain any information on risk?

- A. Issue Report
- B. Highlight report
- C. Lessons Report
- D. End Stage Report

**Answer: (SHOW ANSWER)**

Explanation/Reference:

Testlet 1

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.

### **NEW QUESTION: 11**

This question provides a number of changes which may or may not be required to the Extract from the Communication Management Strategy provided in the additional information.

Which statement applies to the Introduction section?

- A.** Amend entry 1 to read 'This document contains the means and frequency of communication between the project management team, the print company and other external parties.'
- B.** No change to entry 1 because this shows the purpose and content of this document.
- C.** Amend entry 1 to read 'This document contains the controls and reporting to be established for the project management team'.

**Answer: B (LEAVE A REPLY)**

### **NEW QUESTION: 12**

The work package to produce the 'updated corporate quality procedures' was created during stage 3. Before accepting the work package, the team manager produces the team plan and finds that the expected delivery date is unrealistic. As a result, the project manager agrees an extra two weeks to complete the work package, within the current stage tolerance. The work package is then accepted by the team manager. Is this an appropriate application of the 'manage product delivery' process, and why?

- A.** Yes, because the team manager should agree the limits within which the work is to be completed.
- B.** No, because the work package, defined by the project manager, should not be changed.
- C.** Yes, because the team manager should set the time required to complete a work package.
- D.** No, because the use of the stage time tolerance should be authorized by the project board.

**Answer: A (LEAVE A REPLY)**

### **NEW QUESTION: 13**

Project Scenario

Calendar Project (Note: The companies and people within the scenario are fictional.) There has been a reduction in the 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 photographs- 12 professionally-produced photographs, showing different members of staff

- \* 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 the activities to:

- \* Create the customer list 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 the 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.** Raise an Exception Report to the Project Board.
- B.** 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.
- C.** Log the change in the Issue Register as a request for change.
- D.** Include this requirement on the next Checkpoint Report to the photographer.

**Answer: C (LEAVE A REPLY)**

#### **NEW QUESTION: 14**

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 (LEAVE A REPLY)**

Explanation/Reference:

Testlet 2

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.

### **NEW QUESTION: 15**

Who is responsible for ensuring that the value-for-money solution is constantly reassessed?

**A.** Business Assurance

**B.** Senior User

**C.** Corporate or Programme Management

**D.** Reject Support

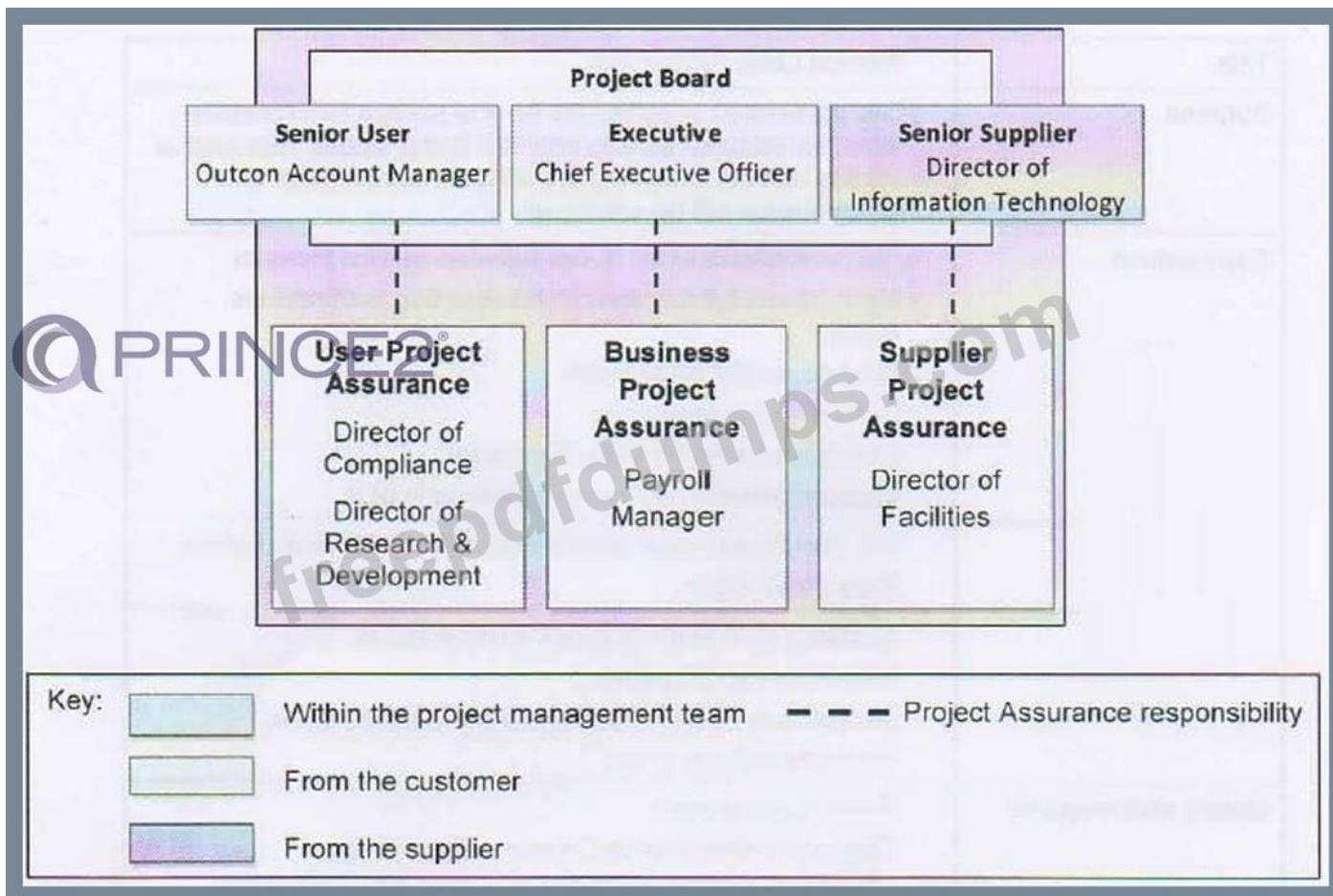
**Answer: (SHOW ANSWER)**

Explanation/Reference:

Testlet 1

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.

### NEW QUESTION: 16

During stage 4, a work package was authorized for the 'delivered pilot courses' to be completed by the end of week 2. The 'finalized materials' work package will start in week 3. Both work packages have zero tolerances, and finalizing the materials is dependent on feedback from the pilot courses.

During week 1, there were some problems with the pilot courses, so at the start of week 2 the team manager rescheduled the courses to week 3, and reported this in the weekly checkpoint report as the end of week 2.

Should the team manager have reported this delay previously as an issue, and why?

- A. No, because the checkpoint report for week 1 should include information on any issues that occurred.
- B. Yes, because a team manager should not change the scheduled order of a work package.
- C. Yes, because the work package to deliver the pilot courses was forecast to exceed its time tolerance.
- D. No, because the feedback from the rescheduled courses can be used in week 4 to finalize the materials.

**Answer: A (LEAVE A REPLY)**

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#### **NEW QUESTION: 17**

##### 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?

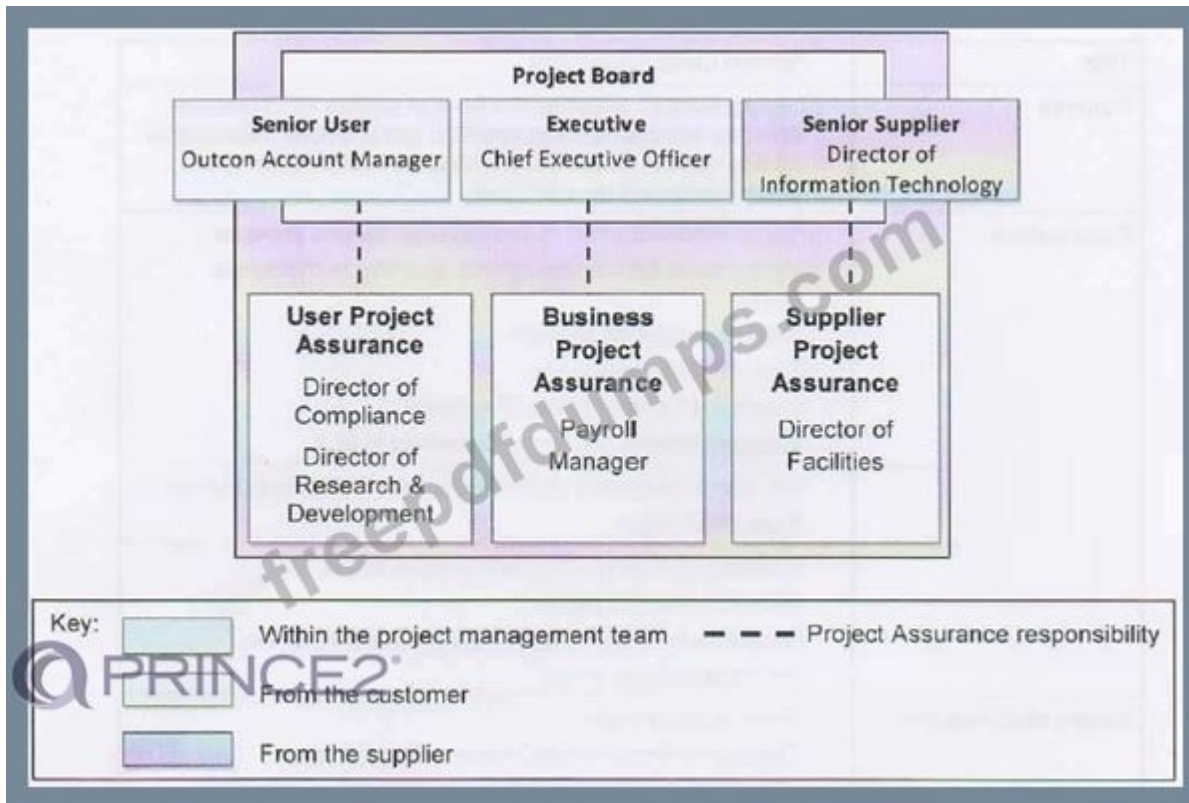
- A. Raise an exception report to the project manager.
- B. Update the quality register with these concerns.
- C. Discuss the situation with project assurance.
- D. Advise the project manager of this risk.

**Answer: D (LEAVE A REPLY)**

#### **NEW QUESTION: 18**

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 business assurance for this project?

- A.** Retain because he is familiar with the Ministry of Food Hygiene business strategy, the business level risk assessment and the Business Case standards.
- B.** Add 'Director of Finance Division' because she is responsible for checking that any supplier and contractor payments are authorized.
- C.** Remove because he will be impacted by the project and therefore represents a user.
- D.** Add Outcome Consultants' because they carried out the feasibility study.
- E.** Replace with 'Project Manager' because this is a simple project that does not require additional business assurance.

**Answer: A,B (LEAVE A REPLY)**

**NEW QUESTION: 19**

All the products that are due in stage 3 have been completed, apart from the 'updated corporate quality procedures'. The work has been completed but the product has not yet been approved. The executive has been told that it will be signed off before the end of the project. In response to an exception report, the executive has instructed the project manager to plan to obtain approval of the product in stage 4.

Is this appropriate application of the report management stage end' activity, and why?

- A.** Yes, because approval of the product can be carried forward into the next stage, with authority from the project board.
- B.** Yes, because the completion of the product in the next stage is a follow-on action recommendation for stage 4.
- C.** No, because approval of the products was planned for stage 3 and must be completed before the stage ends.
- D.** No, because a project-level exception plan is required before approval of the quality procedures can be delayed.

**Answer: A ([LEAVE A REPLY](#))**

Explanation/Reference:

**NEW QUESTION: 20**

The project is in stage 2. The project manager is reviewing stage status and has collected the checkpoint reports from the team managers. These show that the products are being completed on schedule.

However, project support has raised issues that quality reviews have not been completed as agreed. The project manager reports in the highlight report that the stage is progressing well.

Is this appropriate, and why?

- A.** No, because the project manager should have recorded the cause of the delay to the quality reviews in the lessons log.
- B.** Yes, because the highlight report is a summary of the information in the checkpoint reports.
- C.** Yes, because the highlight report is used to provide the project board with stage and project progress.
- D.** No, because the issues raised by project support are a cause for concern and should be reflected in the highlight report.

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 21**

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 of 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.

During stage 3, a work package was assigned to produce the 'planned pilot courses'. The product's quality criteria were defined and baselined before the work package was agreed.

Which principle is being applied, and why?

- A. 'Continued business justification', because the business justification is partly defined in the product description of a specialist product.
- B. 'Focus on products', because a product should be agreed and defined to a reasonable extent before production begins.
- C. 'Continued business justification', because both work activities and products contribute to the success of the project.
- D. 'Focus on products', because delivering a product's complete set of features is more important than delivering it on time or to cost.

**Answer: B (LEAVE A REPLY)**

## **NEW QUESTION: 22**

Scenario

Extract from the Project Product Description (with errors)

<b>Composition</b>	<ol style="list-style-type: none"> <li>1. Monthly calendar displays</li> <li>2. 100gsm glossy paper</li> <li>3. Full colour</li> <li>4. Selected envelope</li> <li>5. Chosen label design</li> <li>6. List of customers</li> <li>7. Selected photos</li> <li>8. Photo session schedule</li> </ol>
<b>Derivation</b>	<ol style="list-style-type: none"> <li>9. New company logo design</li> <li>10. Previous calendar designs</li> <li>11. Internal creative team</li> <li>12. Production cost forecast</li> </ol>
<b>Development skills required</b>	<ol style="list-style-type: none"> <li>13. Photographer</li> <li>14. Internal creative team</li> <li>15. Printer</li> </ol>
<b>Customer's quality expectations</b>	<ol style="list-style-type: none"> <li>16. Professional photos</li> <li>17. 10% more calendars should be printed than required to allow for any late additions to the list of customers</li> <li>18. Compliance with applicable corporate standards</li> <li>19. The calendar should reflect the company image as described in the corporate branding standards</li> <li>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</li> </ol>
<b>Acceptance criteria</b>	<ol style="list-style-type: none"> <li>21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it</li> <li>22. Appearance - new company logo promotes strong image</li> <li>23. Security - complies with Data Protection Act</li> <li>24. Accuracy - public holidays match the list supplied by Marketing on 01 November</li> </ol>

Which 2 statements apply to the Development skills required section?

- A. Delete entry 14 because this skill is NOT required within this project.
- B. Move entry 13 to Composition because the appointment of the photographer is within the scope of this project.
- C. Move entry 13 to Derivation because this is a source of information for this project.
- D. Delete entry 15 because this skill is NOT required within this project.
- E. Add 'Knowledge of Data Protection Act'.

**Answer: D,E (LEAVE A REPLY)**

### NEW QUESTION: 23

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.

<b>Introduction</b>	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.
<b>Communication procedure</b>	2. See MNO Manufacturing Company standards for all internal company communications.
<b>Tools and techniques</b>	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.
<b>Records</b>	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.
<b>Timing of communication activities</b>	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.
<b>Stakeholder analysis: Interested parties</b>	11. Photographer. 12. Print company.
<b>Information needs for each interested party</b>	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 (PIO). The PIO 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 mention of any Stage Plans, yet there are two further stages proposed. How will this be resolved?

**A.** There will be three Stage Plans, the two management stages plus an additional stage to plan and complete the activities of the Closing a Project process.

**B.** It is appropriate for the Calendar project to be run as two further stages as there is a key decision to be made at the end of stage 2. Stage Plans will be produced.

**C.** Whilst the activities are divided into two further stages, there is no reason why the Calendar project should use stages. The project will therefore be run as a single stage project and the activities will be added to the Initiation Stage Plan.

**Answer: B (LEAVE A REPLY)**

#### **NEW QUESTION: 24**

Which product should register that the risk of a competitor producing a calendar at the same time was identified at the beginning of the project but the assessment of this risk appears to have been poor?

**A.** Issue Register

**B.** Follow-on action recommendations

**C.** Lessons Report

**D.** Risk Register

**Answer: C (LEAVE A REPLY)**

Explanation/Reference:

Question Set 2

#### **NEW QUESTION: 25**

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 (GBP)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 (GBP)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 Reasons heading?

- A.** The lack of up-to-date technology in MFH means a re-engineering of existing services will not necessarily deliver the performance improvements required.
- B.** Providing re-engineered services in-house will remove the need to transfer staff to a service provider.
- C.** The Ministry of Food Hygiene (MFH) needs to deal with the increasing pressure to cut costs and better manage supplier's performance.
- D.** Relocating staff to the selected service provider's premises will mean that no property transfer is required.
- E.** The inadequate controls, outdated standards and outdated technology must be addressed.

**Answer: C,D (LEAVE A REPLY)**

<http://www.whatisprince2.net/prince2-theme-business-case.php>

### **NEW QUESTION: 26**

An external consultant has signed a contract and agreed a work package to accredit the trainers. The Purchasing Manager will monitor the contract, which states the requirement to organize the accreditation with the Training Delivery Manager. The Training Delivery Manager has tried to contact the consultant but there has been no response. The project manager believes there is a risk that the consultant is prioritizing other clients' work.

The Purchasing Manager has been assigned as the risk owner. Is this an appropriate approach to managing this risk, and why?

- A.** Yes, because the Purchasing Manager is monitoring the contract and therefore best suited to controlling the risk.
- B.** Yes, because the Purchasing Manager should have identified the risk when the work package was agreed.

**C.** No, because the risk was transferred to the Training Delivery Manager when the work package was authorized.

**D.** No, because the team manager should be the risk owner to risks concerning the delivery of a work package.

**Answer: A ([LEAVE A REPLY](#))**

### **NEW QUESTION: 27**

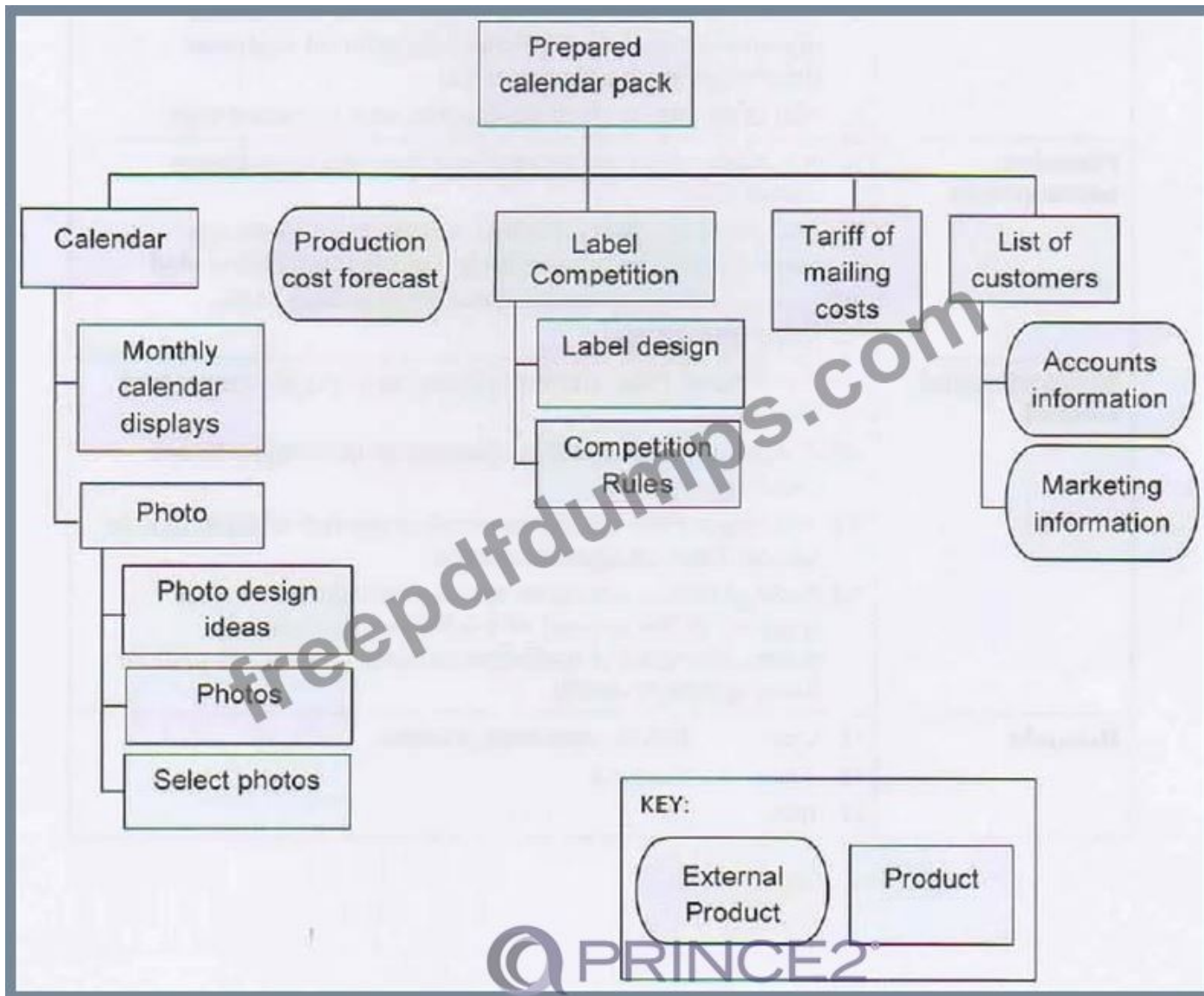
Scenario

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 Project Scenario and the Extract from Stage Plan for stage 3 provided as additional information for this question in the Scenario Booklet, answer the following 5 questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photo session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager. None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the External dependencies section?

- A. Delete entry 5 because the new company logo is being delivered by a separate project and will be detailed in the plans for that project.
- B. Move entry 5 to Plan prerequisites because the new company logo will influence the label designs.
- C. Delete entry 7 because it should be shown in the Product Description for the label design.
- D. Move entry 5 to Plan description because the new company logo will be delivered during stage 3.
- E. Delete entry 6 because the customer details were used in stage 2 to create the customer list.

**Answer: C,E ([LEAVE A REPLY](#))**

### **NEW QUESTION: 28**

Additional Information

Extract from the Communication Management Strategy.

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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.

No Benefits Review Plan has been developed. Where should the schedule of benefit reviews be recorded?

- A.** Small projects do not require a schedule of benefit reviews as only one review is required towards the end of the project and this should be documented within the Business Case.
- B.** Benefit reviews should be planned and recorded in the simple PID.
- C.** As deliverables of the project, all benefit reviews should be scheduled and documented in the Project Plan during initiation.

**Answer:** [\(SHOW ANSWER\)](#)

### **NEW QUESTION: 29**

A new Training Delivery Manager is being recruited to replace the current manager in six month's time. The new Training Delivery Manager will need to review the 'classroom-based training materials' before they are finalized. As a result, the Chief Executive Officer (CEO), who is not part of the project management team, has stated that the project's duration should be at least seven months. Any deviations from this timescale must be escalated to the CEO.

Is this an appropriate application of the 'manage by exception' principle, and why?

- A.** Yes, because a project time constraint should be set to meet ABC Company's business objectives.
- B.** No, because the executive should set time tolerances for the Health and Safety Training Project.
- C.** No, because completing the project earlier than expected should not be reported as an exception.
- D.** Yes, because the CEO should be responsible for resolving exceptions throughout the project.

**Answer:** **C** [\(LEAVE A REPLY\)](#)

### **NEW QUESTION: 30**

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** [\(LEAVE A REPLY\)](#)

Explanation/Reference:

Change Theme

Testlet 1

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.

**NEW QUESTION: 31**

Additional Information Product Description

Title	Service Level Agreement.
Purpose	<ul style="list-style-type: none"> <li>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.</li> </ul>
Composition	<ul style="list-style-type: none"> <li>Responsibilities of MFH and selected service provider.</li> <li>Mechanisms for monitoring and reporting performance levels.</li> <li>Dispute resolution process.</li> <li>Confidentiality provisions.</li> <li>Conditions for termination of contract.</li> <li>Glossary of technical terms contained in SLA.</li> </ul>
Format and presentation	<ul style="list-style-type: none"> <li>A4, Word document, printed both sides in black and white.</li> <li>Font: Arial, 12pts.</li> </ul>
Quality criteria	<ul style="list-style-type: none"> <li>Contains all composition items listed above.</li> <li>Not more than 60 pages.</li> <li>Complies with MFH corporate branding standards.</li> <li>No typographical errors.</li> </ul>
Quality skills required	<ul style="list-style-type: none"> <li>Proof-reading skills.</li> <li>Director of Compliance Division - Reviewer.</li> <li>Director of Information Technology Division - Reviewer.</li> <li>Administrator.</li> </ul>
Quality responsibilities	<ul style="list-style-type: none"> <li>Producer/Presenter: Director of Facilities Division.</li> <li>Chair: Project Manager.</li> </ul>

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.

Although it is not specified in the current corporate branding standards, the MFH corporate logo should be shown on the front page of the service level agreement.

**A.** Obtain agreement from the Director of Facilities Division to amend this within the remaining +2 days tolerance.

**B.** Accept this error as a concession.

**C.** Raise an issue (request for change).

**D.** Raise an issue (off-specification).

**Answer: C (LEAVE A REPLY)**

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**NEW QUESTION: 32**

Additional Information

Extract from the Communication Management Strategy.

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<b>Stakeholder analysis: Interested parties</b>	11. Photographer. 12. Print company.
<b>Information needs for each interested party</b>	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 (PIO). The PIO 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.

This question provides a number of changes which may or may not be required to the Extract from the Communication Management Strategy provided in the additional information.

Which statement applies to the Communication procedure section?

**A.** Amend entry 2 to include MNO Manufacturing Company standards for both internal and external company communications.

**B.** Delete entry 2 because only variations from the MNO Manufacturing Company standards should be recorded here.

**C.** No change to entry 2 because this is a sufficient description of the process required.

**Answer:** [\(SHOW ANSWER\)](#)

### **NEW QUESTION: 33**

Who is responsible for appointing the Project Manager?

**A.** The Project Board

**B.** Project Assurance

**C.** The Executive

**D.** Corporate or Programme Management

**Answer:** **C** [\(LEAVE A REPLY\)](#)

### **NEW QUESTION: 34**

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 of 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.

During stage 4, a work package was authorized for the 'delivered pilot courses' to be completed by the end of week 2. The 'finalized materials' work package will start in week 3. Both work packages have zero tolerances, and finalizing the materials is dependent on feedback from the pilot courses.

During week 1, there were some problems with the pilot courses, so at the start of week 2 the team manager rescheduled the courses to week 3, and reported this in the weekly checkpoint report as the end of week 2.

Should the team manager have reported this delay previously as an issue, and why?

- A. Yes, because a team manager should not change the scheduled order of a work package.
- B. No, because the feedback from the rescheduled courses can be used in week 4 to finalize the materials.
- C. No, because the checkpoint report for week 1 should include information on any issues that occurred.
- D. Yes, because the work package to deliver the pilot courses was forecast to exceed its time tolerance.

**Answer: C (LEAVE A REPLY)**

### **NEW QUESTION: 35**

HOTSPOT

Extract from the Project Product Description (with errors)

<b>Composition</b>	<ol style="list-style-type: none"> <li>1. Monthly calendar displays</li> <li>2. 100gsm glossy paper</li> <li>3. Full colour</li> <li>4. Selected envelope</li> <li>5. Chosen label design</li> <li>6. List of customers</li> <li>7. Selected photos</li> <li>8. Photo session schedule</li> </ol>
<b>Derivation</b>	<ol style="list-style-type: none"> <li>9. New company logo design</li> <li>10. Previous calendar designs</li> <li>11. Internal creative team</li> <li>12. Production cost forecast</li> </ol>
<b>Development skills required</b>	<ol style="list-style-type: none"> <li>13. Photographer</li> <li>14. Internal creative team</li> <li>15. Printer</li> </ol>
<b>Customer's quality expectations</b>	<ol style="list-style-type: none"> <li>16. Professional photos</li> <li>17. 10% more calendars should be printed than required to allow for any late additions to the list of customers</li> <li>18. Compliance with applicable corporate standards</li> <li>19. The calendar should reflect the company image as described in the corporate branding standards</li> <li>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</li> </ol>
<b>Acceptance criteria</b>	<ol style="list-style-type: none"> <li>21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it</li> <li>22. Appearance - new company logo promotes strong image</li> <li>23. Security - complies with Data Protection Act</li> <li>24. Accuracy - public holidays match the list supplied by Marketing on 01 November</li> </ol>

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

Hot Area:

**Column 1**

Half the size of the selected envelope.

Attractive large font.

Project Board.

±5% 1-5% of the required label size.

Answer:

**Column 2**

PRINCE2

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

Not included

Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

Not included

Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

Not included

Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

## Column 1

Half the size of the selected envelope.

Attractive large font.



Project Board.

+5% 1-5% of the required label size.

## Column 2

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

Which 2 statements apply to the Development skills required section?

- A.
- B. Move entry 13 to Derivation because this is a source of information for this project.  
Delete entry 14 because this skill is NOT required within this project.
- C. Delete entry 15 because this skill is NOT required within this project.
- D. Add 'Knowledge of Data Protection Act.
- E. Move entry 13 to Composition because the appointment of the photographer is within the scope of this project.

**Answer: C,D (LEAVE A REPLY)**

**NEW QUESTION: 37**

Extract from the Project Product Description (with errors)

<b>Composition</b>	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
<b>Derivation</b>	9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
<b>Development skills required</b>	13. Photographer 14. Internal creative team 15. Printer
<b>Customer's quality expectations</b>	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
<b>Acceptance criteria</b>	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

Column 1 is a list of objectives. For each objective in Column 1, select from Column 2 the quality activity that addresses it. Each selection from Column 2 can be used once, more than once or not at all. Drop down the right answer.

Column 1	Column 2
Understanding the customer's quality expectations.	<input type="text"/> Quality assurance Quality control Quality planning
Approval of the project's products.	<input type="text"/> Quality assurance Quality control Quality planning
Confirmation that corporate management standards and policies are being adhered to.	<input type="text"/> Quality assurance Quality control Quality planning

**Answer:**

	Assertion		Reason	
1	The Engineering Manager should have raised the fact that there has been no contact with the photographer as an issue.	True - false	Any forecast to exceed the agreed stage tolerances should be escalated to the Project Board.	True - false
2	As the person monitoring the contract, the Purchasing Manager would be an appropriate owner for the risk.	True - false	A risk owner should be the person most capable of managing the risk.	True - false
3	The photographer should have raised any concerns about their availability for the work as a risk before accepting the Work Package.	True - false	A separate Risk Register should be created for each Work Package to monitor specialist risks associated with the creation of specialist products.	True - false
4	If estimation of the risk shows that it is likely to impact upon time, the Project Manager will need to raise an Issue Report.	True - false	When the impact of a risk has been identified, an Issue Report will be required to implement any agreed risk actions.	True - false
5	Regular Checkpoint Reports from the photographer will help the Project Manager manage the risk.	True - false	Checkpoint Reports should provide early warning of any delay in the photographer's work.	True - false
6	As a Work Package has been agreed with the photographer, responsibility for the risk will automatically have been transferred to this third party.	True - false	When selecting the most appropriate risk response to take, the best option is usually the least expensive.	True - false

**Explanation**

Column 1	Column 2
Understanding the customer's quality expectations.	<input type="text"/> <ul style="list-style-type: none"> <li>Quality assurance</li> <li>Quality control</li> <li style="border: 2px solid red;">Quality planning</li> </ul>
Approval of the project's products.	<input type="text"/> <ul style="list-style-type: none"> <li>Quality assurance</li> <li style="border: 2px solid red;">Quality control</li> <li>Quality planning</li> </ul>
Confirmation that corporate management standards and policies are being adhered to.	<input type="text"/> <ul style="list-style-type: none"> <li style="border: 2px solid red;">Quality assurance</li> <li>Quality control</li> <li>Quality planning</li> </ul>

**NEW QUESTION: 38**

While producing the Team Plan to deliver the agreed Work Package, it became apparent that the user representatives assigned 10 check some of the products were unsuitable.

Which 2 actions should the Team Manager take in response to this situation?

- A. Consult the Senior Supplier to assign suitable reviewers.
- B. Ensure the Quality Register is updated with details of the agreed amendments to the reviewers.
- C. Notify the Project Manager by raising an Exception Report explaining that the original reviewers are unsuitable.
- D. Discuss the situation with Project Assurance and agree the changes or additions to the reviewers. Advise the Project Manager of this risk.

**Answer: A,D (LEAVE A REPLY)**

**NEW QUESTION: 39**

Project Scenario

Project Scenario

Calendar Project (Note: The companies and people within the scenario are fictional.) There has been a reduction in the 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 photographs- 12 professionally-produced photographs, showing different members of staff
- \* 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.

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 1 to 6, that applies. Each option can be used once, more than once or not at all.

	Assertion		Reason	
1	The label design competition should be planned and managed as two management stages.	True-False	A decision can only be made by the Project Board at the end of a management stage.	True-False
2	Quality tolerances allocated to the photos can be used to remedy a forecast threat to time tolerance.	True-False	Any forecast threat to time tolerance should first be resolved by use of any available quality tolerance.	True-False
3	A suitable point for a stage boundary would be after the production cost forecast has been produced.	True-False	A stage boundary represents a go/no go decision point.	True-False
4	With +1 week 1-2 weeks time tolerance, the project is permitted to finish two weeks later than 30 November.	True-False	A negative project time tolerance indicates the total permissible delay to a project schedule before an exception situation occurs.	True-False
5	If the project is forecast to exceed the cost tolerance of +£6k, the Project Manager should send an Exception Report straight to corporate management.	True-False	If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to continue with the project.	True-False
6	The production cost forecast should be reviewed by the Project Board during the Directing a Project process to determine whether the project should continue.	True-False	The Project Board reviews all products at the end of each stage.	True-False

**Answer:**

Explanation

	Assertion	True-False	Reason	True-False
1	The label design competition should be planned and managed as two management stages.	True-False	A decision can only be made by the Project Board at the end of a management stage.	True-False
2	Quality tolerances allocated to the photos can be used to remedy a forecast threat to time tolerance.	True-False	Any forecast threat to time tolerance should first be resolved by use of any available quality tolerance.	True-False
3	A suitable point for a stage boundary would be after the production cost forecast has been produced.	True-False	A stage boundary represents a go/no go decision point.	True-False
4	With +1 week 1-2 weeks time tolerance, the project is permitted to finish two weeks later than 30 November.	True-False	A negative project time tolerance indicates the total permissible delay to a project schedule before an exception situation occurs.	True-False
5	If the project is forecast to exceed the cost tolerance of +£6k, the Project Manager should send an Exception Report straight to corporate management.	True-False	If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to continue with the project.	True-False
6	The production cost forecast should be reviewed by the Project Board during the Directing a Project process to determine whether the project should continue.	True-False	The Project Board reviews all products at the end of each stage.	True-False

## NEW QUESTION: 40

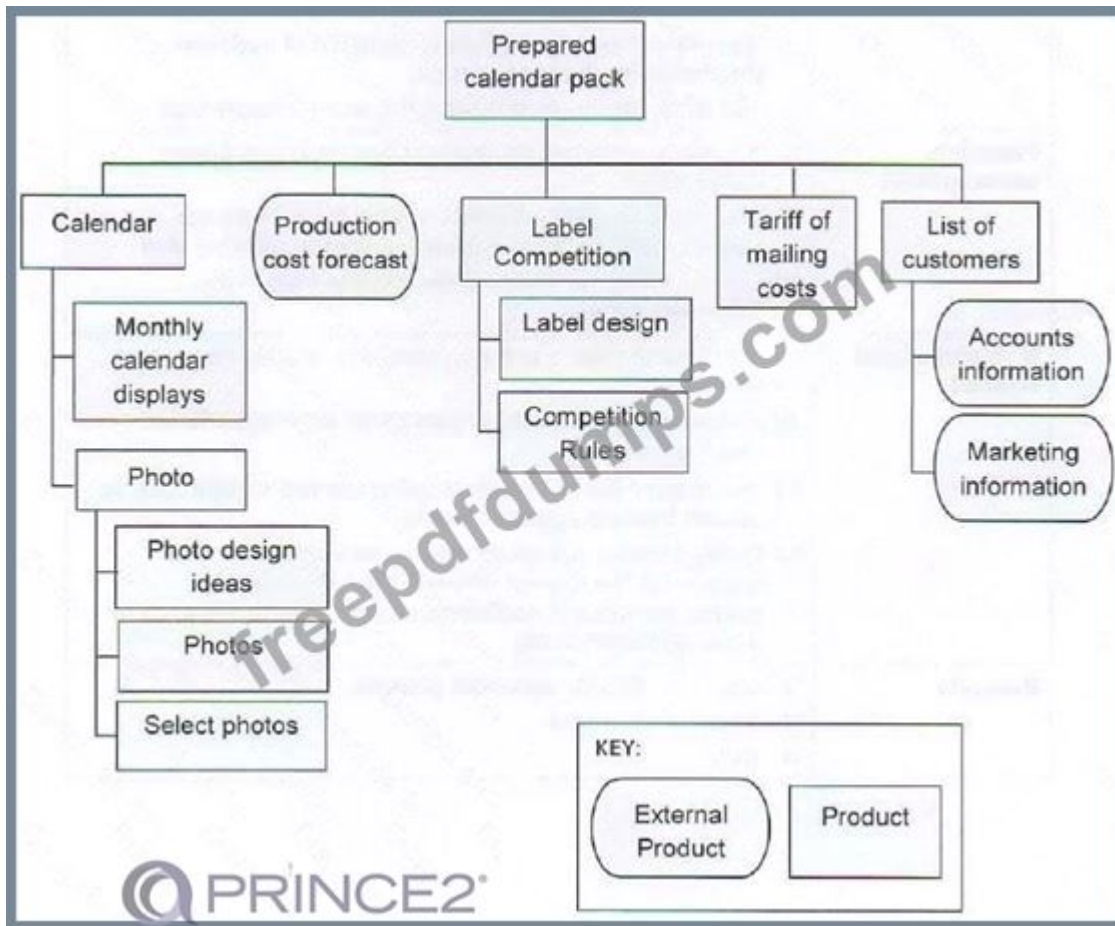
Scenario

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 Project Scenario and the Extract from Stage Plan for stage 3 provided as additional information for this question in the Scenario Booklet, answer the following 5 questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photo session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager. None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Budgets section?

- A. Amend entry 15 because it should also include the cost of management activities.
- B. Delete entry 17 because the risk budget should be shown in the Risk Management Strategy.
- C. Add 'Change budget - £500'.
- D. Add 'Cost tolerance - +£6k 1-£6k
- E. Delete entry 16 because timescales should NOT be shown under the heading of budgets.

**Answer: A,C (LEAVE A REPLY)**

#### **NEW QUESTION: 41**

The executive has asked the project manager to plan for the 'e-learning course' to be used as soon as it is accredited. The aim is to start selling the 'e-learning course' while the remainder of the outputs relating to classroom-based delivery are finished. The sales of the 'e-learning course' will be entered into the business case.

Why is the executive's decision to deliver the benefits early appropriate for managing the business case?

- A. Because organizations with mature project management often include the early justification for the project in the business case.
- B. Because the outputs being delivered incrementally will be beneficial and will allow the business case to be justified.
- C. Because one of the PRINCE2 principles is that a project should focus on products to deliver the outputs early.
- D. Because the business case should be updated after every increment of the 'e-learning course'.

**Answer: C (LEAVE A REPLY)**

Explanation/Reference:

Organization Theme

Testlet 1

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet be decided which of the photographers to use.

## **NEW QUESTION: 42**

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:  
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.

ABC Company has decided to include the Health and Safety Training Project in a programme to support their strategy to deliver globally. The programme team has provided the detailed business justification and, as a result, the project board has decided that the business case will not need refining further during the 'initiating a project' process.

Is this an appropriate action for the project board, and why?

- A. Yes, because when the project is part of a programme, the programme team provides the business case.
- B. No, because the programme team cannot constrain the project manager's choices.
- C. No, because each project in the programme will need a revised business case.
- D. Yes, because the project board are able to use the business case provided by the programme.

**Answer: D (LEAVE A REPLY)**

### **NEW QUESTION: 43**

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 Major risks heading?

- A.** MFH's operations may be reduced and the 1a-year contract may not achieve its estimated value of £80m, which would reduce the service provider's profit.
- B.** Due to market conditions a suitable service provider may not be found, possibly leading to premature closure of the project.
- C.** The management stages recommended by the consultants may not be appropriate, resulting in confusion in planning.
- D.** Owing to employment contract changes staff may resist outsourcing, which would make it difficult to transfer staff to the selected service provider.
- E.** The initial estimates, taken from the feasibility study report, indicate that the project will take two years to complete, which means that the business problems would remain for this period.

**Answer:** [\(SHOW ANSWER\)](#)

#### **NEW QUESTION: 44**

Which 2 statements should be recorded under the Costs heading?

- A.** The new company logo is estimated to cost E4k.
- B.** The project will be funded from the business marketing budget
- C.** Project costs are estimated to be a total of E26.5k.
- D.** 10 further orders with an average profit of E2k will deliver a benefit of E20k in the first year.
- E.** The MNO marketing budget this year is E120k.

**Answer:** **B,C** [\(LEAVE A REPLY\)](#)

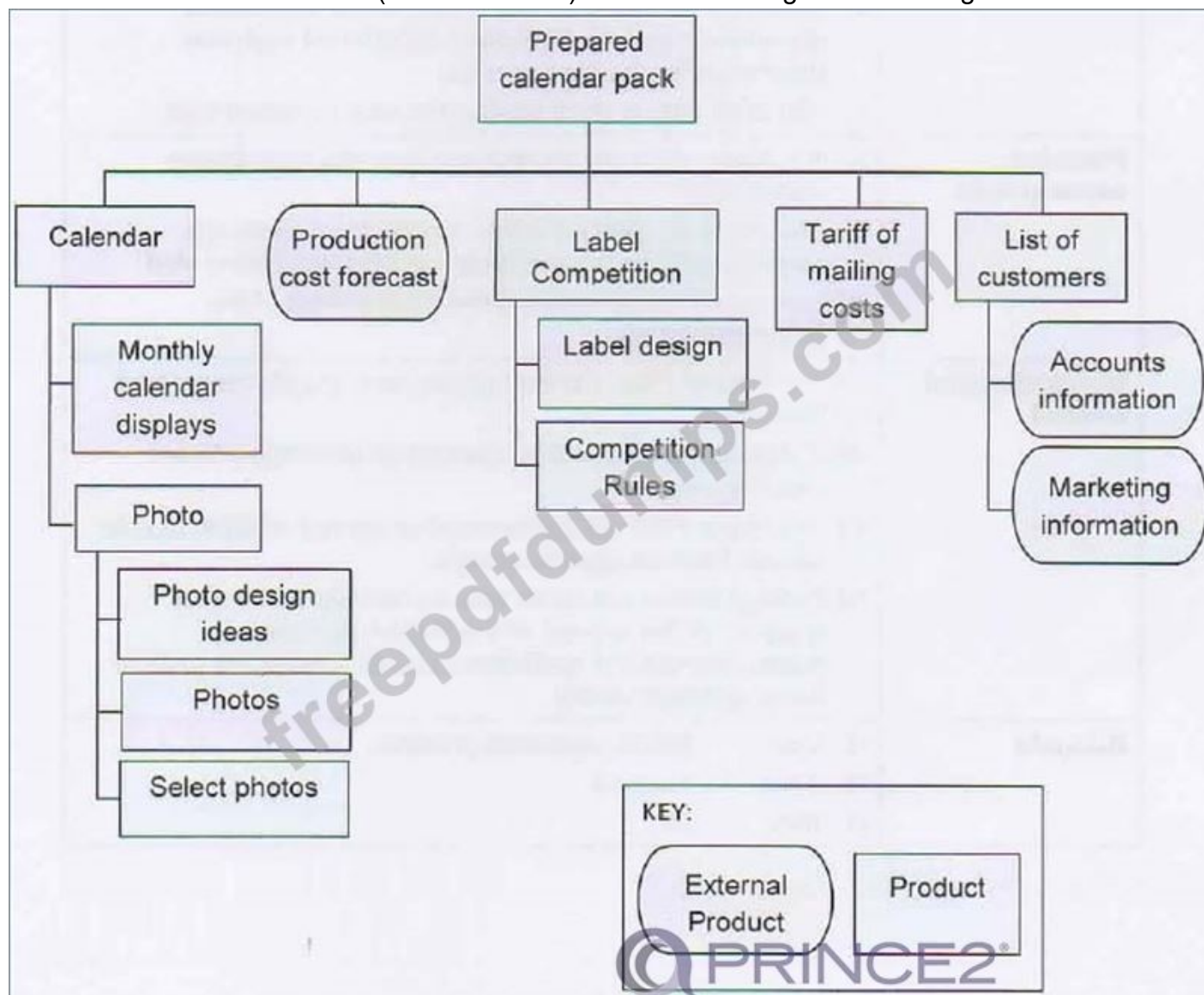
#### **NEW QUESTION: 45**

## 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 Project Scenario and the Extract from Stage Plan for stage 3 provided as additional intonation for this question in the Scenario Booklet, answer the following 5 questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photo session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager. None of the (GBP)500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Budgets section?

- A. Delete entry 17 because the risk budget should be shown in the Risk Management Strategy.
- B. Add 'Cost tolerance - +(GBP)6k 1-(GBP)6k

- C. Add 'Change budget - (GBP)500'.
- D. Amend entry 15 because it should also include the cost of management activities.
- E. Delete entry 16 because timescales should NOT be shown under the heading of budgets.

**Answer: C,D (LEAVE A REPLY)**

**NEW QUESTION: 46**

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 of 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.

An external consultant has signed a contract and agreed a work package to accredit the trainers. The Purchasing Manager will monitor the contract, which states the requirement to organize the accreditation with the Training Delivery Manager. The Training Delivery Manager has tried to contact the consultant but there has been no response. The project manager believes there is a risk that the consultant is prioritizing other clients' work.

The Purchasing Manager has been assigned as the risk owner. Is this an appropriate approach to managing this risk, and why?

**A.** Yes, because the Purchasing Manager should have identified the risk when the work package was agreed.

- B.** Yes, because the Purchasing Manager is monitoring the contract and therefore best suited to controlling the risk.
- C.** No, because the risk was transferred to the Training Delivery Manager when the work package was authorized.
- D.** No, because the team manager should be the risk owner to risks concerning the delivery of a work package.

**Answer: B (LEAVE A REPLY)**

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#### **NEW QUESTION: 47**

Which 2 statements apply to the Customer's quality expectations section?

- A.** Delete entry 17 because this is beyond the scope of this project.
- B.** Delete entry 16 because this should be shown on the Product Description for the photos.
- C.** Delete entry 18 because standards should NOT be shown here.
- D.** Delete entry 20 because this is an expected benefit and should be recorded in the Business Case.
- E.** Delete entry 19 because this should appear in the Product Description for the calendar and not the Project Product Description.

**Answer: A,D (LEAVE A REPLY)**

#### **NEW QUESTION: 48**

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 (GBP)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.

Which 2 statements should be recorded under the Reasons heading?

- A.** The Marketing department believes that the effect of a good company image, portrayed by a successful calendar, will last into a second year.
- B.** MNO Manufacturing is experiencing a fall in orders due in part to the increased marketing activities of its competitors.
- C.** 10% of customers have not re-ordered in this financial year.
- D.** 1,500 orders are expected, each with an average profit of (GBP)2k.
- E.** The Marketing department believes that sending a promotional calendar to current and prospective customers will increase orders by at least 10%.

-- ---

**Answer:** [\(SHOW ANSWER\)](#)

#### **NEW QUESTION: 49**

The project is part of a program to develop more training courses that respond to new legislation. The project manager has requested that project support be made available from the program. As a result, the executive has confirmed that this will be carried out by the program office.

Is this appropriate, and why?

- A.** Yes, because the project support role is not optional and must be provided.
- B.** No, because the project manager should take on project support responsibilities.
- C.** No, because program and project team structures need to be separate.
- D.** Yes, because the program office should provide support to projects, if requested.

**Answer:** [D \(LEAVE A REPLY\)](#)

#### **NEW QUESTION: 50**

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 of 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.

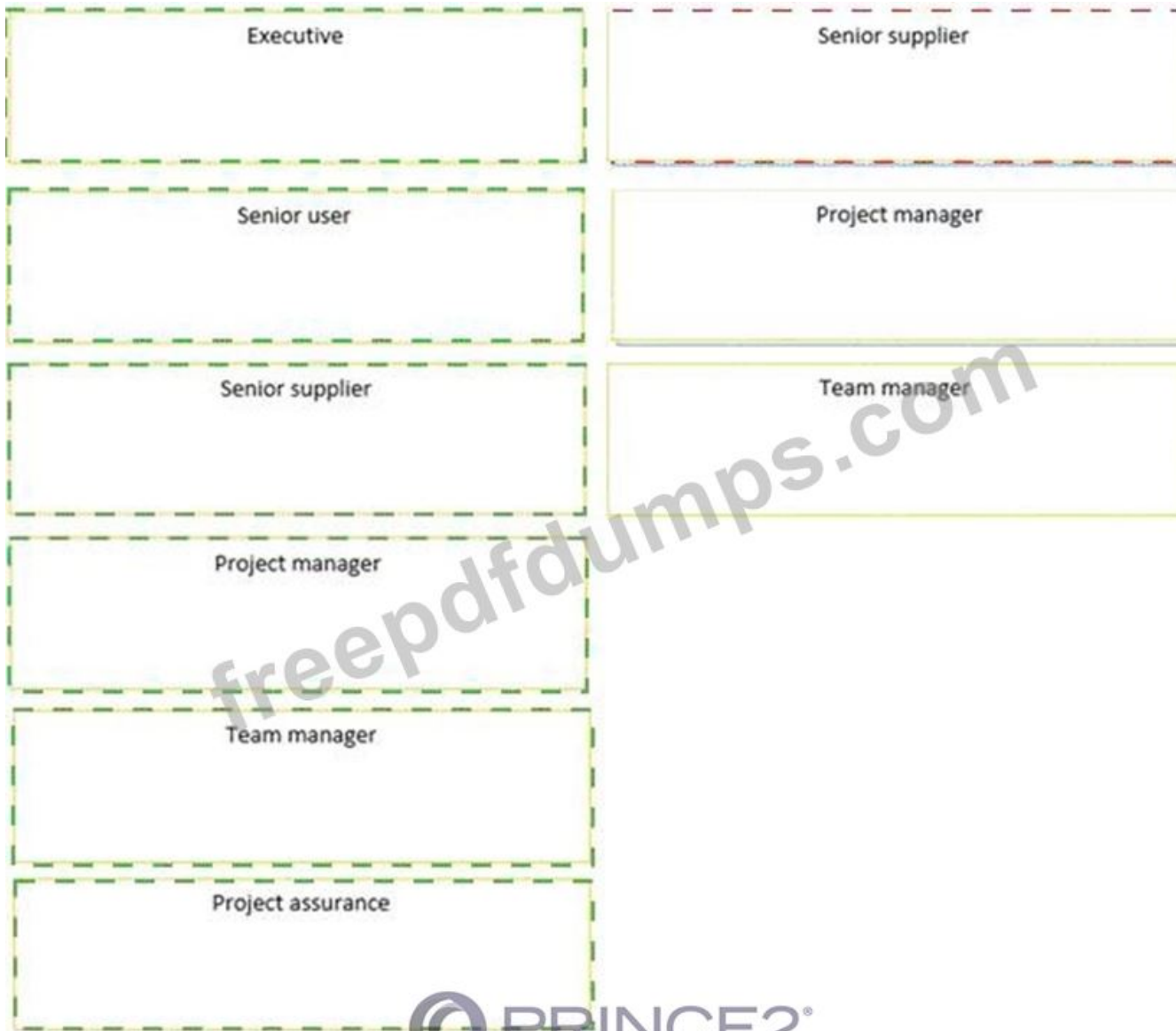
#### CONTROLLING A STAGE

Here are three activities that take place during the 'controlling a stage' process. Which role (A-F) should carry out each activity? Choose only one role for each action. Each role can be used once, more than once, or not at all.

Executive	Enter the delivery dates for the 'marketing materials' work package into the stage plan.
Senior user	Check the accuracy of the information in the highlight report which confirms that the 'classroom-based materials' and 'marketing materials' will be delivered to time and cost tolerances.
Senior supplier	Report on progress towards delivering the 'training venue specifications'.
Project manager	
Team manager	
Project assurance	



**Answer:**



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Explanation



### NEW QUESTION: 51

Using the Project Scenario and the Extract from Stage Plan for stage 3 provided as additional information for this question in the Scenario Booklet, answer the following 5 questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photo session schedule based on the operational staff schedule.

The operational staff schedule is produced weekly and maintained by the Engineering Manager.

None of the E500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Plan prerequisites section?

- A. Delete entry 3 because the production cost forecast is a deliverable of stage 2, not a prerequisite for stage 3.
- B. Add 'Engineering team must be made available for photos'.
- C. Add 'Compliance with the Data Protection Act'.
- D. Delete entry 4 because the customer list is a deliverable of stage 2, not a prerequisite for stage 3.

E. Delete entry 2 because these are project benefits not prerequisites of the stage.

Answer: D,E ([LEAVE A REPLY](#))

## NEW QUESTION: 52

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 User for this project?

- A. Retain because he provides the outsourcing resources required to support the project.
  - B. Remove because he has no authority to commit user resources.
  - C. Retain because he will be providing support to the Information Technology and Facilities teams during the project.
  - D. Add 'Hardware Manager' because he provides computer hardware to all business functions and will be impacted by the outcome.
  - E. 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.
- Answer: B,E (LEAVE A REPLY)**

### NEW QUESTION: 53

#### Project Scenario

Calendar Project (Note: The companies and people within the scenario are fictional.)

There has been a reduction in the 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 it is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

- Design for each month - correctly showing public holidays and new company logo - Selected photographs - 12 professionally-produced photographs, showing different members of staff - 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 the activities to:

- Create the customer list using information from the Accounts and Marketing

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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 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 the 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 (GBP)20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +(GBP)6,000 / -(GBP)6,000. A change budget of (GBP)500 has been allocated but there is no risk budget. During stage 2, if the Project Manager decides to recommend that the Project Plan is revised to finish three weeks later, which statement is correct?

- A. The tolerances stated in the Project Plan CANNOT be changed.
- B. The Executive needs to seek formal approval from corporate management to implement this change.
- C. The current project must close prematurely and be restarted with a new Project Plan, a new Business Case and new Risk Register.
- D. The revision of the Project Plan would have to wait until the end stage assessment of stage 2.

**Answer: (SHOW ANSWER)**

Project Scenario

**NEW QUESTION: 54**

Extract from the Project Product Description (with errors)

<b>Composition</b>	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
<b>Derivation</b>	9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
<b>Development skills required</b>	13. Photographer 14. Internal creative team 15. Printer
<b>Customer's quality expectations</b>	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
<b>Acceptance criteria</b>	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 Composition section?

- A. Move entry 6 to Derivation because this product already exists.
- B. Delete entry 3 because this is NOT a major product to be delivered by this project.
- C. Add 'Calendars distributed to customers'.
- D. Delete entry 7 because these will be produced by the photographer.
- E. Amend entry 2 to 'Selected paper'.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 55**

**HOTSPOT**

Extract from the Project Product Description (with errors)

<b>Composition</b>	<ul style="list-style-type: none"> <li>1. Monthly calendar displays</li> <li>2. 100gsm glossy paper</li> <li>3. Full colour</li> <li>4. Selected envelope</li> <li>5. Chosen label design</li> <li>6. List of customers</li> <li>7. Selected photos</li> <li>8. Photo session schedule</li> </ul>
<b>Derivation</b>	<ul style="list-style-type: none"> <li>9. New company logo design</li> <li>10. Previous calendar designs</li> <li>11. Internal creative team</li> <li>12. Production cost forecast</li> </ul>
<b>Development skills required</b>	<ul style="list-style-type: none"> <li>13. Photographer</li> <li>14. Internal creative team</li> <li>15. Printer</li> </ul>
<b>Customer's quality expectations</b>	<ul style="list-style-type: none"> <li>16. Professional photos</li> <li>17. 10% more calendars should be printed than required to allow for any late additions to the list of customers</li> <li>18. Compliance with applicable corporate standards</li> <li>19. The calendar should reflect the company image as described in the corporate branding standards</li> <li>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</li> </ul>
<b>Acceptance criteria</b>	<ul style="list-style-type: none"> <li>21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it</li> <li>22. Appearance - new company logo promotes strong image</li> <li>23. Security - complies with Data Protection Act</li> <li>24. Accuracy - public holidays match the list supplied by Marketing on 01 November</li> </ul>

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

### Column 1

Half the size of the selected envelope.

Attractive large font.

Project Board.

+5% 1-5% of the required label size.

### Column 2

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### Column 1

Half the size of the selected envelope.

Attractive large font.

Project Board.

+5% 1-5% of the required label size.

### Column 2

▾

- Not included
- Quality criteria
- Quality tolerance
- Quality skills required
- Quality responsibilities

▾

- Not included
- Quality criteria
- Quality tolerance
- Quality skills required
- Quality responsibilities

▾

- Not included
- Quality criteria
- Quality tolerance
- Quality skills required
- Quality responsibilities

▾

- Not included
- Quality criteria
- Quality tolerance
- Quality skills required
- Quality responsibilities

Answer:

## Column 1

Half the size of the selected envelope.



Attractive large font.

Project Board.

+5% 1-5% of the required label size.

## Column 2

Dropdown menu with options:

- Not included
- Quality criteria
- Quality tolerance
- Quality skills required
- Quality responsibilities

Dropdown menu with options:

- Not included
- Quality criteria
- Quality tolerance
- Quality skills required
- Quality responsibilities

Dropdown menu with options:

- Not included
- Quality criteria
- Quality tolerance
- Quality skills required
- Quality responsibilities

Dropdown menu with options:

- Not included
- Quality criteria
- Quality tolerance
- Quality skills required
- Quality responsibilities

Which 2 statements should be recorded under the Expected dis-benefits heading?

- A. Because the Calendar project is a priority for the MNO Manufacturing Company, the delivery of other projects within the Marketing department will be delayed.
- B. Individuals in the engineering team who are not selected to appear in the calendar photographs will become de-motivated.
- C. The calendar may not result in the expected 10% increase in orders.
- D. A high quality, glossy product will involve additional costs.
- E. The calendar may not result in the 10 further orders from the list of prospective customers in 12 months.

**Answer:** ([SHOW ANSWER](#))

### **NEW QUESTION: 57**

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 Timescale heading?

- A.** If more MFH divisions are added to the scope of the services to be outsourced, the project timescale will be extended and the realization of benefits will be delayed.
- B.** The expected benefits should start to be realized as soon as the outsourced services become operational at the end of stage 4.
- C.** The contract with the selected service provider will be agreed during stage 3.
- D.** The expected benefits will be calculated over 10 years from completion of the project.
- E.** The transfer of equipment and staff is estimated to take six weeks.

**Answer: C,D (LEAVE A REPLY)**

### **NEW QUESTION: 58**

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.** Create the photographs for the calendar internally.
- C.** Outsource the creation of the calendar to a professional marketing company.
- D.** Use a professional photographer to create the photographs for the calendar.
- E.** Do nothing.

**Answer: A,E (LEAVE A REPLY)**

### **NEW QUESTION: 59**

#### **MANAGING A STAGE BOUNDARY**

The ABC Company trainers have been accredited and the course booking procedures have been amended.

The 'managing a stage boundary' process is taking place at the end of stage 3.

Which activity should occur during the 'update the business case' activity?

- A.** Review whether a new team manager should be appointed to lead the delivery of the pilot courses during stage 4.
- B.** Update the overall plan with the time and cost taken to develop the 'e-learning course' and 'amended course booking procedures'
- C.** Break the 'planned pilot courses' down into component products in order to identify the work required to deliver them.
- D.** Review whether the possible sales of the training course to external companies are likely to cover the project costs.

**Answer: B (LEAVE A REPLY)**

### **NEW QUESTION: 60**

The 'classroom-based training materials' will be used as the basis for developing the 'e-learning course'. As a result, the executive wants to ensure that the 'classroom-based training materials' are of the required standard.

The executive has asked to meet the project manager every day during stage 2 to discuss progress and identify any concerns regarding quality.

Is this an appropriate approach to applying the organization theme, and why?

- A.** Yes, because the executive should be the key decision-maker on the project, supported by other project board members.
- B.** No, because the project manager should be given authority to manage the project on a day-to-day basis.
- C.** Yes, because the executive should be available to provide ad hoc direction to the project manager.
- D.** No, because the senior user should be responsible for specifying the quality criteria for the training materials.

**Answer: B ([LEAVE A REPLY](#))**

### **NEW QUESTION: 61**

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.

<b>Introduction</b>	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.
<b>Communication procedure</b>	2. See MNO Manufacturing Company standards for all internal company communications.
<b>Tools and techniques</b>	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.
<b>Records</b>	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.
<b>Timing of communication activities</b>	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.
<b>Stakeholder analysis: Interested parties</b>	11. Photographer. 12. Print company.
<b>Information needs for each interested party</b>	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 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.

This question provides a number of changes which may or may not be required to the Extract from the Communication Management Strategy provided in the additional information.

Which statement applies to the Information needs for each interested party section?

- A.** 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.
- 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 13 because the activity to provide the weekly updates should be scheduled in the relevant Stage Plan.

**Answer:** ([SHOW ANSWER](#))

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#### **NEW QUESTION: 62**

ABC Company uses a standard development model to develop courses and uses PRINCE2 to manage these projects. The objectives from the Health and Safety Training Project have been documented in the business plan of ABC Company. This business plan has triggered this project. As a result, to save time, the executive has decided to simplify the 'starting up a project' process. The project mandate will be adapted and becomes the project brief.

Is this appropriate, and why?

- A.** No, because the project brief should be a statement which includes a fuller description of the project.
- B.** Yes, because the business outcomes are clear, the project brief can be a sample statement elaborating the mandate.
- C.** Yes, because the executive can initiate the project based on the project mandate by passing the 'starting up a project' process.
- D.** No, because capturing lessons from previous projects identify lessons to be applied to this project.

**Answer: A** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 63**

Scenario

Additional Information

Product Description

TITLE	SERVICE LEVEL AGREEMENT.
Purpose	<ul style="list-style-type: none"> <li>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.</li> </ul>
Composition	<ul style="list-style-type: none"> <li>Responsibilities of MFH and selected service provider.</li> <li>Mechanisms for monitoring and reporting performance levels.</li> <li>Dispute resolution process.</li> <li>Confidentiality provisions.</li> <li>Conditions for termination of contract.</li> <li>Glossary of technical terms contained in SLA.</li> </ul>
Format and presentation	<ul style="list-style-type: none"> <li>A4, Word document, printed both sides in black and white.</li> <li>Font: Arial, 12pts.</li> </ul>
Quality criteria	<ul style="list-style-type: none"> <li>Contains all composition items listed above.</li> <li>Not more than 60 pages.</li> <li>Complies with MFH corporate branding standards.</li> <li>No typographical errors.</li> </ul>
Quality skills required	<ul style="list-style-type: none"> <li>Proof-reading skills.</li> <li>Director of Compliance Division - Reviewer.</li> <li>Director of Information Technology Division - Reviewer.</li> <li>Administrator.</li> </ul>
Quality responsibilities	<ul style="list-style-type: none"> <li>Producer/Presenter: Director of Facilities Division.</li> <li>Chair: Project Manager</li> </ul>

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

**Answer: D (LEAVE A REPLY)**

## NEW QUESTION: 64

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 of 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 project is now closed. The expected increase in revenue is not being achieved. It has been agreed with the team manager for the 'marketing materials' that additional marketing activities will be undertaken to achieve the expected increase in revenue.

Who should be responsible for monitoring the results of the marketing activities, and why?

- A.** The team manager for the 'marketing materials', because the project board is disbanded at the end of the project.
- B.** Senior user, because this person is responsible for realizing the benefits post-project.
- C.** The team manager for the 'marketing materials', because this person has the skills to demonstrate that the activities are effective.
- D.** Senior user, because this person is responsible for specifying the desired from the project.

**Answer: B (LEAVE A REPLY)**

### **NEW QUESTION: 65**

Project Scenario - Health and Safety Training Project:

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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.

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The ABC Company standard development model for new courses recommends the following stages:

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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.

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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.

One of the senior managers of the company that is developing the 'e-learning course' has worked with ABC Company before. The team manager for the delivery of the 'e-learning course' has looked on ABC Company's intranet, but cannot find any reference to this work. The team manager has contacted the senior manager to discuss this project.

Is this an appropriate application of the 'learn from experience' principle, and why?

- A. No, because the senior manager should advise the team manager of any lessons.
- B. Yes, because the team manager should actively look for useful information.
- C. Yes, because the project involves more than one organization.
- D. No, because every project is unique and should deliver specific business objectives

**Answer: B (LEAVE A REPLY)**

## **NEW QUESTION: 66**

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet been decided which of the photographers to use.

Which 2 statements explain why the CEO should be appointed as the Executive for this project?

- A. He restricts his visits to the engineering area.
- B. He has the authority to commit resources as required.
- C. He knows his job very well.
- D. He started the company 25 years ago.
- E. He has an overall perspective of the business's strategic requirements.

**Answer:** ([SHOW ANSWER](#))

### **NEW QUESTION: 67**

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.

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

**Answer: B (LEAVE A REPLY)**

#### NEW QUESTION: 68

Project Scenario - Health and Safety Training Project:

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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.

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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
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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:

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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.

A construction company that is one of ABC Company's key clients has agreed to provide a member of the staff to review and comment on the 'e-learning course'.

Which stakeholder interest should the member of staff represent, and why?

**A.** User, because this stakeholder may train its staff using the 'e-learning course'.

**B.** Supplier, because this stakeholder is an external supplier.

**C.** Supplier, because this stakeholder provides the expertise required by the project.

**D.** User, because this stakeholder ensures that the project provides value for money.

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 69**

Which 2 statements should be recorded under the Reasons heading?

**A.** MNO Manufacturing is experiencing a fall in orders due in part to the increased marketing activities of its competitors.

**B.** The Marketing department believes that sending a promotional calendar to current and prospective customers will increase orders by at least 10%.

**C.** The Marketing department believes that the effect of a good company image, portrayed by a successful calendar, will last into a second year.

**D.** 10% of customers have not re-ordered in this financial year.

**E.** 1,500 orders are expected, each with an average profit of £2k.

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 70**

Project Scenario - Health and Safety Training Project:

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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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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.

Checkpoint reports are being produced monthly. A week after the last checkpoint report was prepared, the team responsible for developing the 'classroom-based training materials' have realized that they will not be able to deliver the materials to the accreditor by the work package completion deadline.

Which action demonstrates application of the 'manage by exception' principle?

- A. The team manager reports the issue in the next checkpoint report.
- B. The team manager immediately produces an exception plan to replace the current plan.
- C. The team manager immediately reports the issue to the project manager.
- D. The team manager raises a risk that the deadline may be missed.

**Answer:** ([SHOW ANSWER](#))

Explanation

Reference

[http://prince2.wiki/Manage\\_by\\_exception](http://prince2.wiki/Manage_by_exception)

## **NEW QUESTION: 71**

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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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.

#### INITIATING A PROJECT

Here are three statements that were considered by the project management team during the 'initiating a project' process.

As part of which activity (A-F) should they FIRST be considered?

Choose only one activity for each statement. Each activity can be used once, more than once, or not at all.

Agree the tailoring requirements

Any new user requirements requested for the 'accredited classroom-based course' will only be implemented if it is allocated a 'must have' priority, and approved by the executive.

Prepare the risk management approach

Review the recommendation, made in the project brief, to combine the roles of executive and senior user.

Prepare the change control approach

ABC Company's audit department will check to ensure that the 'finalized materials' comply with the government legislation relating to health and safety.

Prepare the quality management approach

Set up the project controls

Create the project plan

**Answer:**

Explanation



**NEW QUESTION: 72**

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 Timescale heading?

- A. The prepared calendar pack must be delivered by the first week in December.
- B. The print company requires a 2 week notification period of the calendar pack delivery.
- C. A recruitment campaign to fill the existing staff vacancies will need to take place in the next 12 months.
- D. Benefits will be lost if the project is not completed on time.
- E. Additional 10% increase in orders in year two.

**Answer:** ([SHOW ANSWER](#))

### NEW QUESTION: 73

The executive identified that there would be a benefit to the construction companies as their working time lost due to accidents would be reduced. This was included as a benefit to ABC Company in the business case for the Health and Safety Training Project.

Is this appropriate, and why?

- A. Yes, because the benefits to the customer are an essential part of business justification for a project.
- B. No, because it is the customer's benefits that should be used to justify the project business case.
- C. No, because ABC Company will not achieve their benefits if construction companies do not book the courses.
- D. Yes, because both tangible and intangible benefits should be included in the business case.

**Answer:** ([SHOW ANSWER](#))

### NEW QUESTION: 74

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet to be decided which of the photographers to use.

Which 2 statements explain why the Sales Manager should be appointed as a Senior User for this project?

- A. He joined the company last year with huge enthusiasm.
- B. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
- C. The launch of a company calendar will impact the Sales department.
- D. He reports directly to the Marketing Director.
- E. He is able to represent current and prospective customer interests.

**Answer: C,E (LEAVE A REPLY)**

## **NEW QUESTION: 75**

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 (GBP)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 (GBP)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 Timescale heading?

- A.** If more MFH divisions are added to the scope of the services to be outsourced, the project timescale will be extended and the realization of benefits will be delayed.
- B.** The expected benefits will be calculated over 10 years from completion of the project.
- C.** The transfer of equipment and staff is estimated to take six weeks.
- D.** The contract with the selected service provider will be agreed during stage 3.
- E.** The expected benefits should start to be realized as soon as the outsourced services become operational at the end of stage 4.

**Answer: B,D (LEAVE A REPLY)**

## **NEW QUESTION: 76**

### **HOTSPOT**

#### **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.

Hot Area:

	ASSERTION		REASON	
1	The Engineering Manager should have raised the fact that there has been no contact with the photographer as an issue.	True - false	Any forecast to exceed the agreed stage tolerances should be escalated to the Project Board.	True - fals
2	As the person monitoring the contract, the Purchasing Manager would be an appropriate owner for the risk.	True - false	A risk owner should be the person most capable of managing the risk.	True - fals
3	The photographer should have raised any concerns about their availability for the work as a risk before accepting the Work Package.	True - false	A separate Risk Register should be created for each Work Package to monitor specialist risks associated with the creation of specialist products.	True - fals
4	If estimation of the risk shows that it is likely to impact upon time, the Project Manager will need to raise an Issue Report.	True - false	When the impact of a risk has been identified, an Issue Report will be required to implement any agreed risk actions.	True - fals
5	Regular Checkpoint Reports from the photographer will help the Project Manager manage the risk.	True - false	Checkpoint Reports should provide early warning of any delay in the photographer's work.	True - fals
6	As a Work Package has been agreed with the photographer, responsibility for the risk will automatically have been transferred to this third party.	True - false	When selecting the most appropriate risk response to take, the best option is usually the least expensive.	True - fals

Answer:

	Assertion		Reason	
1	The Engineering Manager should have raised the fact that there has been no contact with the photographer as an issue.	<input checked="" type="checkbox"/> True - <input type="checkbox"/> false	Any forecast to exceed the agreed stage tolerances should be escalated to the Project Board.	<input checked="" type="checkbox"/> True - <input type="checkbox"/> false
2	As the person monitoring the contract, the Purchasing Manager would be an appropriate owner for the risk.	<input checked="" type="checkbox"/> True - <input type="checkbox"/> false	A risk owner should be the person most capable of managing the risk.	<input checked="" type="checkbox"/> True - <input type="checkbox"/> false
3	The photographer should have raised any concerns about their availability for the work as a risk before accepting the Work Package.	<input checked="" type="checkbox"/> True - <input type="checkbox"/> false	A separate Risk Register should be created for each Work Package to monitor specialist risks associated with the creation of specialist products.	<input type="checkbox"/> True - <input checked="" type="checkbox"/> false
4	If estimation of the risk shows that it is likely to impact upon time, the Project Manager will need to raise an Issue Report.	<input type="checkbox"/> True - <input checked="" type="checkbox"/> false	When the impact of a risk has been identified, an Issue Report will be required to implement any agreed risk actions.	<input type="checkbox"/> True - <input checked="" type="checkbox"/> false
5	Regular Checkpoint Reports from the photographer will help the Project Manager manage the risk.	<input checked="" type="checkbox"/> True - <input type="checkbox"/> false	Checkpoint Reports should provide early warning of any delay in the photographer's work.	<input checked="" type="checkbox"/> True - <input type="checkbox"/> false
6	As a Work Package has been agreed with the photographer, responsibility for the risk will automatically have been transferred to this third party.	<input type="checkbox"/> True - <input checked="" type="checkbox"/> false	When selecting the most appropriate risk response to take, the best option is usually the least expensive.	<input type="checkbox"/> True - <input checked="" type="checkbox"/> false

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## NEW QUESTION: 77

### HOTSPOT

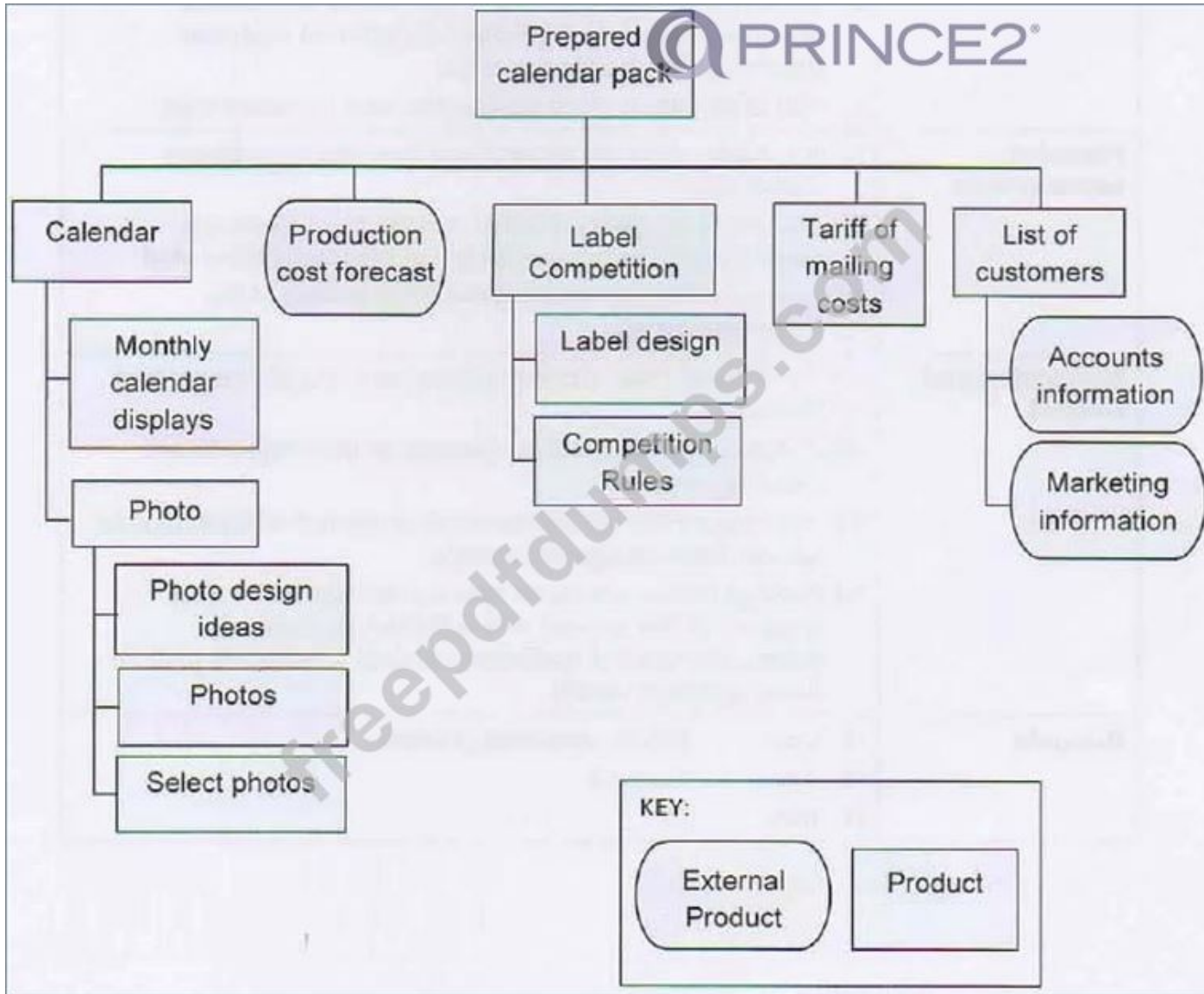
#### Product Summary

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.

Hot Area:

**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

freepdfdumps.com

**Answer:**

Column 1

Column 2

roduction cost forecast

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

ariff of mailing costs

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

hoto design ideas

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

.ccounts information

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

lonthly calendar displays

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

abel design

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

elect photos

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

**NEW QUESTION: 78**

Scenario

Additional Information

Product Description

TITLE	SERVICE LEVEL AGREEMENT.
Purpose	<ul style="list-style-type: none"> <li>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.</li> </ul>
Composition	<ul style="list-style-type: none"> <li>Responsibilities of MFH and selected service provider.</li> <li>Mechanisms for monitoring and reporting performance levels.</li> <li>Dispute resolution process.</li> <li>Confidentiality provisions.</li> <li>Conditions for termination of contract.</li> <li>Glossary of technical terms contained in SLA.</li> </ul>
Format and presentation	<ul style="list-style-type: none"> <li>A4, Word document, printed both sides in black and white.</li> <li>Font: Arial, 12pts.</li> </ul>
Quality criteria	<ul style="list-style-type: none"> <li>Contains all composition items listed above.</li> <li>Not more than 60 pages.</li> <li>Complies with MFH corporate branding standards.</li> <li>No typographical errors.</li> </ul>
Quality skills required	<ul style="list-style-type: none"> <li>Proof-reading skills.</li> <li>Director of Compliance Division - Reviewer.</li> <li>Director of Information Technology Division - Reviewer.</li> <li>Administrator.</li> </ul>
Quality responsibilities	<ul style="list-style-type: none"> <li>Producer/Presenter: Director of Facilities Division.</li> <li>Chair: Project Manager</li> </ul>

#### 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 is a correctly defined acceptance criterion for the service level agreement (SLA) with the selected service provider?

- A. Any changes to the SLA must be managed through formal change control.
- B. The SLA must extend for the full duration of the service contract.
- C. The selected service provider should be located locally.
- D. External consultants are to assist in the creation of the SLA.

**Answer: B (LEAVE A REPLY)**

## **NEW QUESTION: 79**

Additional Information Product Description

Title	Service Level Agreement.
Purpose	<ul style="list-style-type: none"> <li>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.</li> </ul>
Composition	<ul style="list-style-type: none"> <li>Responsibilities of MFH and selected service provider.</li> <li>Mechanisms for monitoring and reporting performance levels.</li> <li>Dispute resolution process.</li> <li>Confidentiality provisions.</li> <li>Conditions for termination of contract.</li> <li>Glossary of technical terms contained in SLA.</li> </ul>
Format and presentation	<ul style="list-style-type: none"> <li>A4, Word document, printed both sides in black and white.</li> <li>Font: Arial, 12pts.</li> </ul>
Quality criteria	<ul style="list-style-type: none"> <li>Contains all composition items listed above.</li> <li>Not more than 60 pages.</li> <li>Complies with MFH corporate branding standards.</li> <li>No typographical errors.</li> </ul>
Quality skills required	<ul style="list-style-type: none"> <li>Proof-reading skills.</li> <li>Director of Compliance Division - Reviewer.</li> <li>Director of Information Technology Division - Reviewer.</li> <li>Administrator.</li> </ul>
Quality responsibilities	<ul style="list-style-type: none"> <li>Producer/Presenter: Director of Facilities Division.</li> <li>Chair: Project Manager.</li> </ul>

#### 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 Introduction section?

**A.** Delete entry 3 because it is the Project Manager's responsibility to implement the Quality Management Strategy.

**B.** Delete entry 2 because this is the Project Manager's responsibility.

**C.** Move entry 3 to the Roles and responsibilities section because this is a quality responsibility.

**D.** Delete entry 1 because the project approach is defined in the Project Brief.

**Answer: C (LEAVE A REPLY)**

### **NEW QUESTION: 80**

While deciding on how the work of the project should be approached the following were considered.

Which statement is appropriate for inclusion in the project approach heading in the Project Brief?

**A.** The Project Manager will involve the selected service provider in the creation of the Stage Plan for stage 4.

**B.** The detailed designs (future process, systems, operating and organization models) will be based on the existing high-level designs.

**C.** New up-to-date software will be obtained to produce the graphical sections of the Project and Stage Plans.

**Answer: B (LEAVE A REPLY)**

### **NEW QUESTION: 81**

Which project controls should be established for the Outsourcing project?

**A.** Highlight Reports to the Project Manager; Exception Reports to the Project Board when project tolerances are forecast to be exceeded.

**B.** Highlight Reports to the Project Board; Exception Reports to corporate management when stage tolerances are forecast to be exceeded.

**C.** Highlight Reports to the Project Board; Exception Reports to the Project Board when stage or project tolerances are forecast to be exceeded.

**Answer: C (LEAVE A REPLY)**

Topic 10, Directing a Project, Controlling a Stage and Managing Product Delivery

**NEW QUESTION: 82**

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 of 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.

PLANS

Here are three events to managing plans for the project.

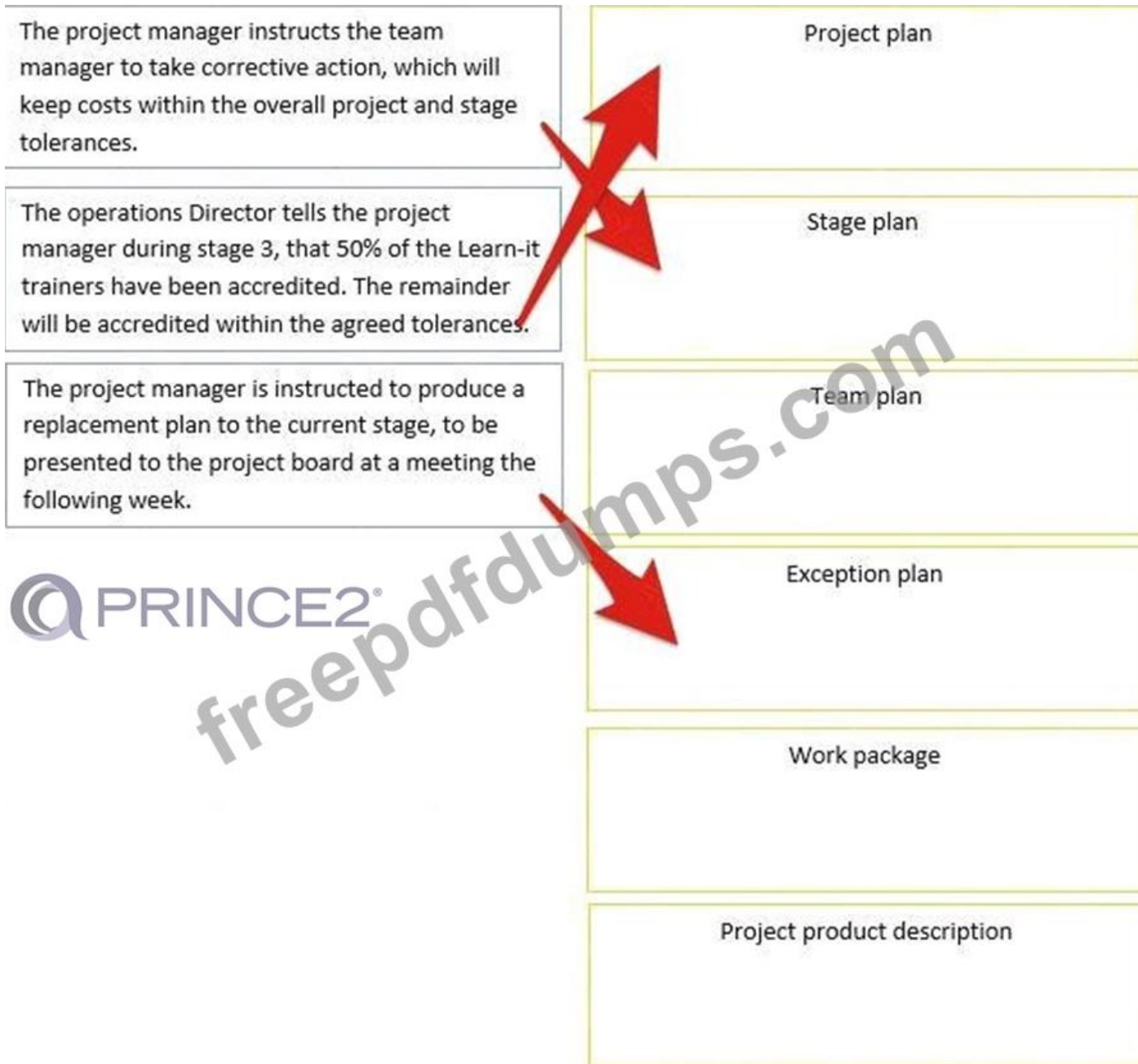
In which management product (A-E) should the result of each event be recorded?

Choose only one product for each event. Each product can be used once, more than once or not at all.

Project plan	The project manager instructs the team manager to take corrective action, which will keep costs within the overall project and stage tolerances.
Stage plan	The operations Director tells the project manager during stage 3, that 50% of the Learn-it trainers have been accredited. The remainder will be accredited within the agreed tolerances.
Team plan	The project manager is instructed to produce a replacement plan to the current stage, to be presented to the project board at a meeting the following week.
Exception plan	
	
Project product description	

**Answer:**

Explanation



### NEW QUESTION: 83

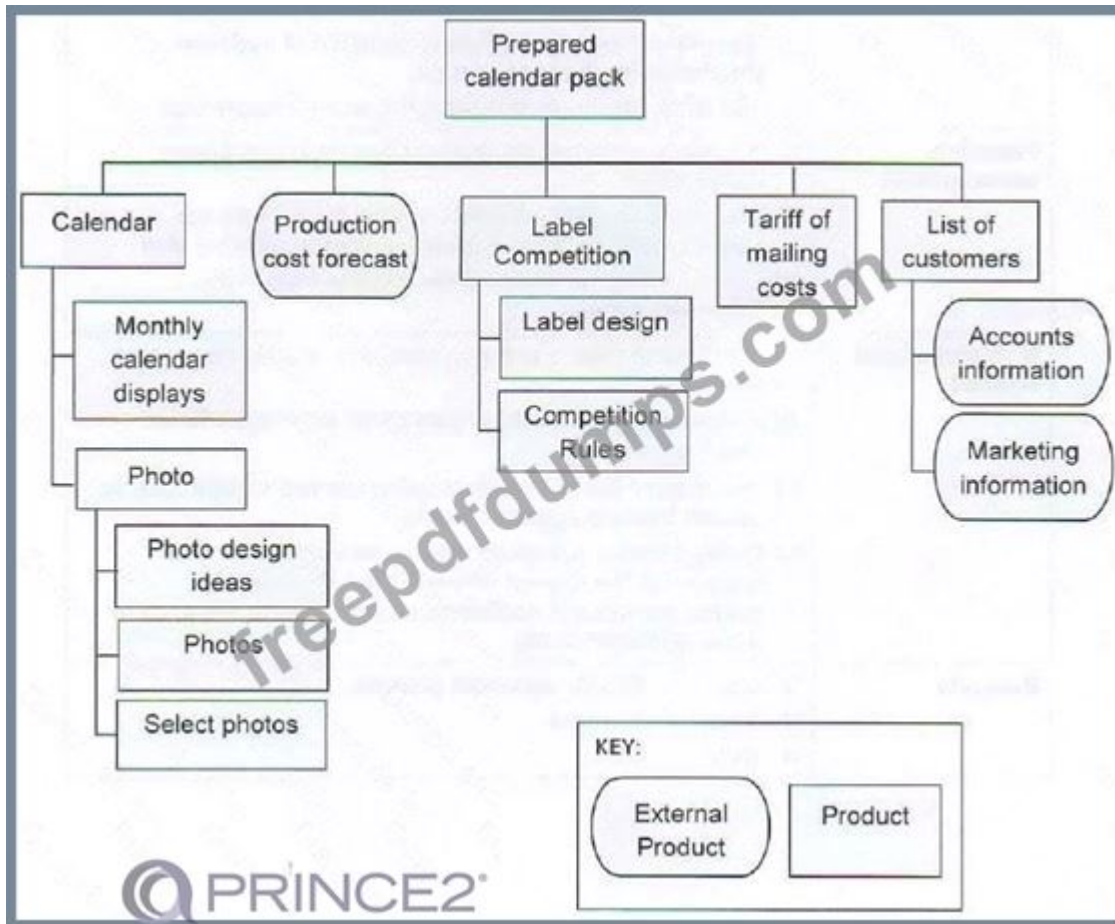
Scenario

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 Project Scenario and the Extract from Stage Plan for stage 3 provided as additional intonation for this question in the Scenario Booklet, answer the following 5 questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photo session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager. None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Monitoring and control section?

- A. Move entry 12 because the Highlight Reports are deliverables of this stage and should be shown under Product descriptions.
- B. No change to entry 12 because this describes how the Project Board will control the stage.
- C. Delete entry 11 because this relates to the monitoring and controlling of the Project Plan, not the Stage Plan.
- D. Delete entry 13 because this is part of the Controlling a Stage process.
- E. Delete entry 14 because the Product Status Account is NOT an ad-hoc report. It is produced at the end of each stage to identify any variations between planned status, reported status and actual status of the stage's products.

**Answer: (SHOW ANSWER)**

### **NEW QUESTION: 84**

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet to be decided which of the photographers to use.

Which 2 statements explain why the Sales Manager should be appointed as a Senior User for this project?

- A. He joined the company last year with huge enthusiasm.
- B. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
- C. He reports directly to the Marketing Director.
- D. The launch of a company calendar will impact the Sales department.
- E. He is able to represent current and prospective customer interests.

**Answer: D,E (LEAVE A REPLY)**

**NEW QUESTION: 85**

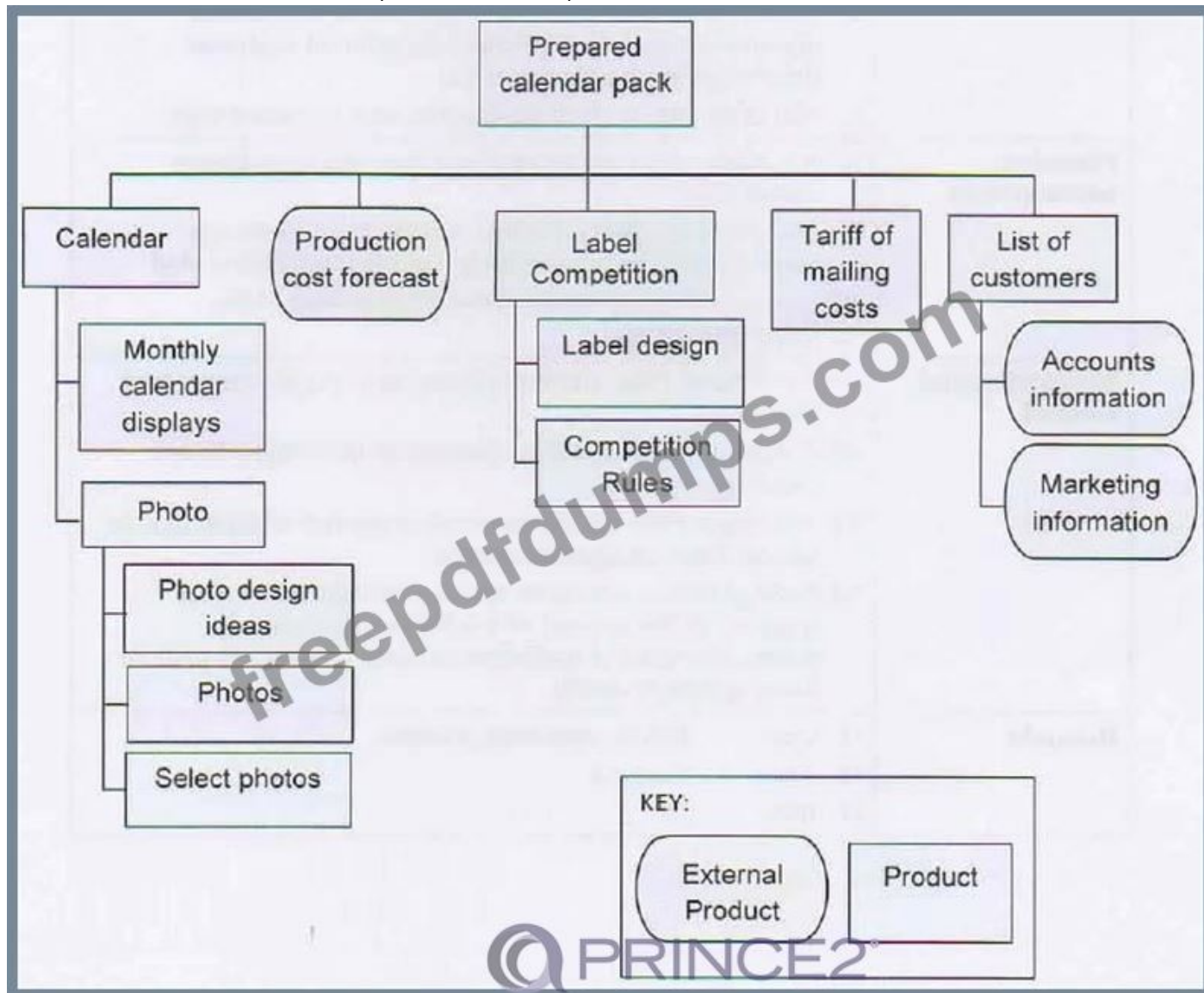
Scenario

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 Project Scenario and the Extract from Stage Plan for stage 3 provided as additional information for this question in the Scenario Booklet, answer the following 5 questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photo session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager. None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Monitoring and control section?

- A. Delete entry 13 because this is part of the Controlling a Stage process.
- B. Delete entry 11 because this relates to the monitoring and controlling of the Project Plan, not the Stage Plan.
- C. No change to entry 12 because this describes how the Project Board will control the stage. ~
- D. Delete entry 14 because the Product Status Account is NOT an ad-hoc report. It is produced at the end of each stage to identify any variations between planned status, reported status and actual status of the stage's products.
- E. Move entry 12 because the Highlight Reports are deliverables of this stage and should be shown under Product descriptions.

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 86**

When considering the business options in the business case, which of these is NOT an option?

- A. Do nothing
- B. Do the maximum
- C. Do the minimum
- D. Do something

**Answer:** B ([LEAVE A REPLY](#))

#### **NEW QUESTION: 87**

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 (GBP)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 (GBP)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 (GBP)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: C,E (LEAVE A REPLY)**

Reference: <http://www.whatisprince2.net/prince2-theme-business-case.php>

### **NEW QUESTION: 88**

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 (LEAVE A REPLY)**

Explanation/Reference:

Testlet 1

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

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Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet be decided which of the photographers to use.

### **NEW QUESTION: 89**

The external team manager for the 'e-learning course' has reviewed the quality register to ensure all quality activities have been completed. The 'e-learning course' has been approved and accreditation has been achieved. As a result, the team manager updated the work package to notify the project manager that it is complete, and updated the team plan.

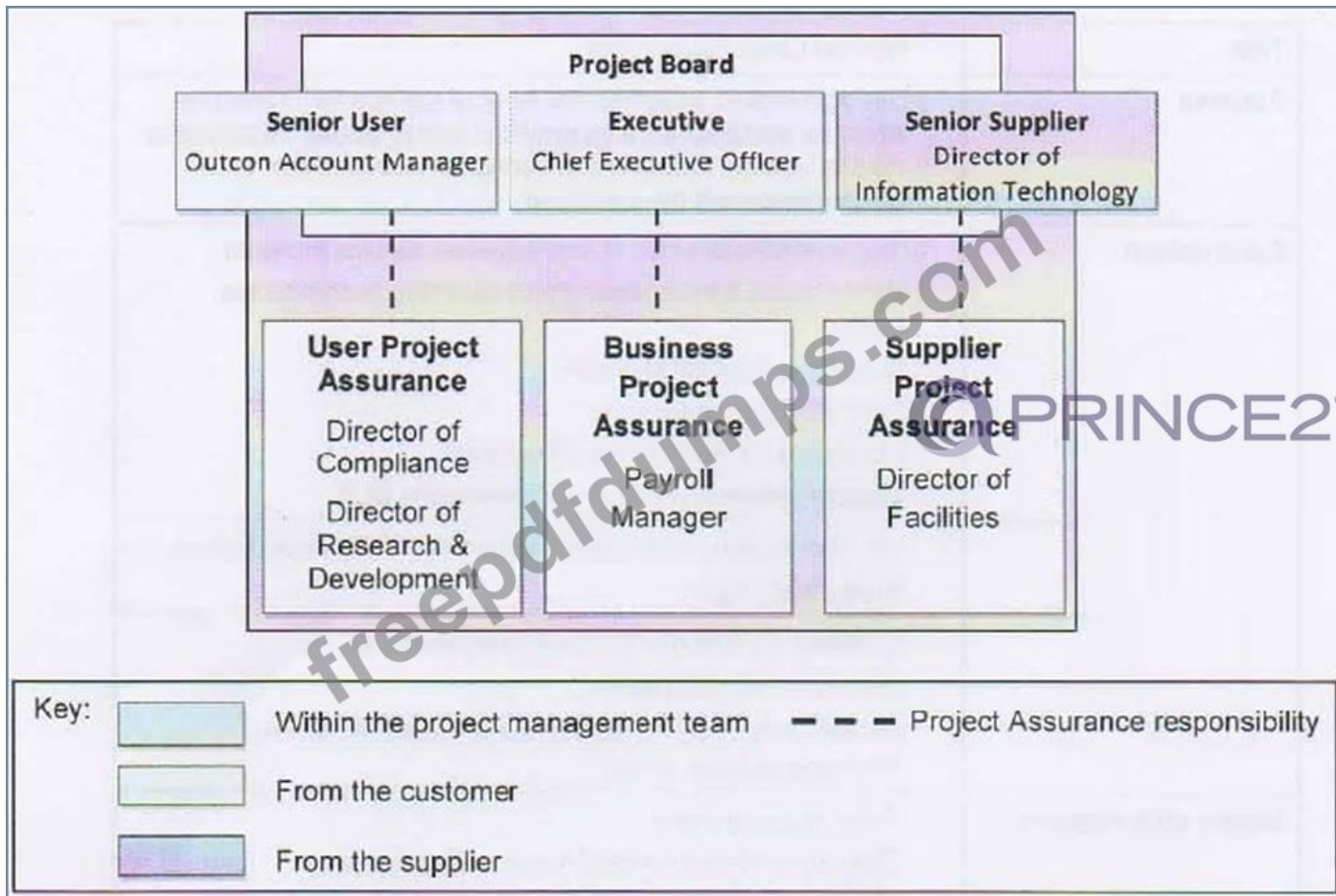
Is this appropriate, and why?

- A.** Yes, because a team plan to gain accreditation of the 'e-learning course' is required to be part of the work package.
- B.** No, because it is the configuration item record of the relevant product description that is updated, not the work package.
- C.** Yes, because the project manager needs to receive confirmation that work has been completed and approved.
- D.** No, because the work package should be checked to confirm the reporting arrangements of the 'e-learning course'.

**Answer: C (LEAVE A REPLY)**

### **NEW QUESTION: 90**

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 business assurance for this project?

- A.** Add 'Director of Finance Division' because she is responsible for checking that any supplier and contractor payments are authorized.
- B.** Replace with 'Project Manager' because this is a simple project that does not require additional business assurance.
- C.** Retain because he is familiar with the Ministry of Food Hygiene business strategy, the business level risk assessment and the Business Case standards.

- D. Remove because he will be impacted by the project and therefore represents a user.
- E. Add Outcome Consultants' because they carried out the feasibility study.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 91**

Which 2 statements apply to the Derivation section?

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

**Answer: B,D (LEAVE A REPLY)**

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**NEW QUESTION: 92**

Additional Information Product Description

Title	Service Level Agreement.
Purpose	<ul style="list-style-type: none"> <li>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.</li> </ul>
Composition	<ul style="list-style-type: none"> <li>Responsibilities of MFH and selected service provider.</li> <li>Mechanisms for monitoring and reporting performance levels.</li> <li>Dispute resolution process.</li> <li>Confidentiality provisions.</li> <li>Conditions for termination of contract.</li> <li>Glossary of technical terms contained in SLA.</li> </ul>
Format and presentation	<ul style="list-style-type: none"> <li>A4, Word document, printed both sides in black and white.</li> <li>Font: Arial, 12pts.</li> </ul>
Quality criteria	<ul style="list-style-type: none"> <li>Contains all composition items listed above.</li> <li>Not more than 60 pages.</li> <li>Complies with MFH corporate branding standards.</li> <li>No typographical errors.</li> </ul>
Quality skills required	<ul style="list-style-type: none"> <li>Proof-reading skills.</li> <li>Director of Compliance Division - Reviewer.</li> <li>Director of Information Technology Division - Reviewer.</li> <li>Administrator.</li> </ul>
Quality responsibilities	<ul style="list-style-type: none"> <li>Producer/Presenter: Director of Facilities Division.</li> <li>Chair: Project Manager.</li> </ul>

#### 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.

None of the reviewers have proof-reading skills.

**A.** Ask the reviewers present at the meeting to conduct a proof-reading exercise and pass any comments to the author within 2 days.

**B.** Contact Project Assurance to find appropriate resources to come into the review.

**C.** Record an action to request that Project Assurance identify a proof-reader who can, within the next 2 days, complete the check for typographical errors.

**D.** No action required.

**Answer: C (LEAVE A REPLY)**

### **NEW QUESTION: 93**

The service level agreement contains a number of technical terms that are missing from its glossary of terms.

**A.** Raise an issue (off-specification).

**B.** Raise an issue (request for change).

**C.** No action required.

**D.** Obtain agreement from the Director of Facilities Division to add these into the glossary of terms within the remaining +2 days tolerance.

**Answer: D (LEAVE A REPLY)**

### **NEW QUESTION: 94**

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 of 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.

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 (LEAVE A REPLY)**

## **NEW QUESTION: 95**

Project Scenario - Health and Safety Training Project:

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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.

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End of the Project scenario.

Additional Information:

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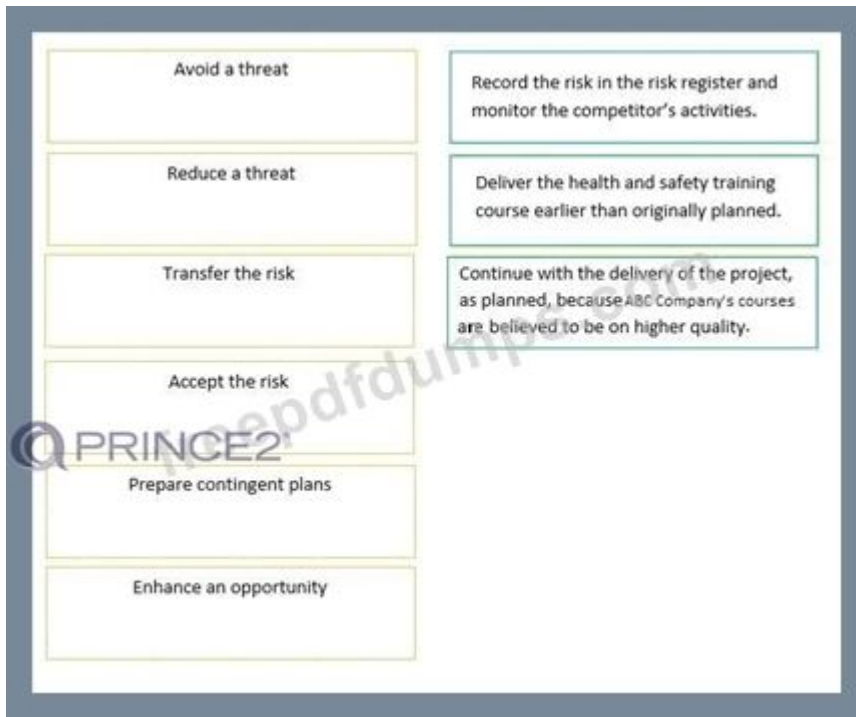
## RISK

The project is in stage 2. The project manager has heard that a competitor may launch a similar e-learning course much sooner than ABC Company. There is a threat that the earlier launch of a competitor's course may reduce the profitability of ABC Company training courses.

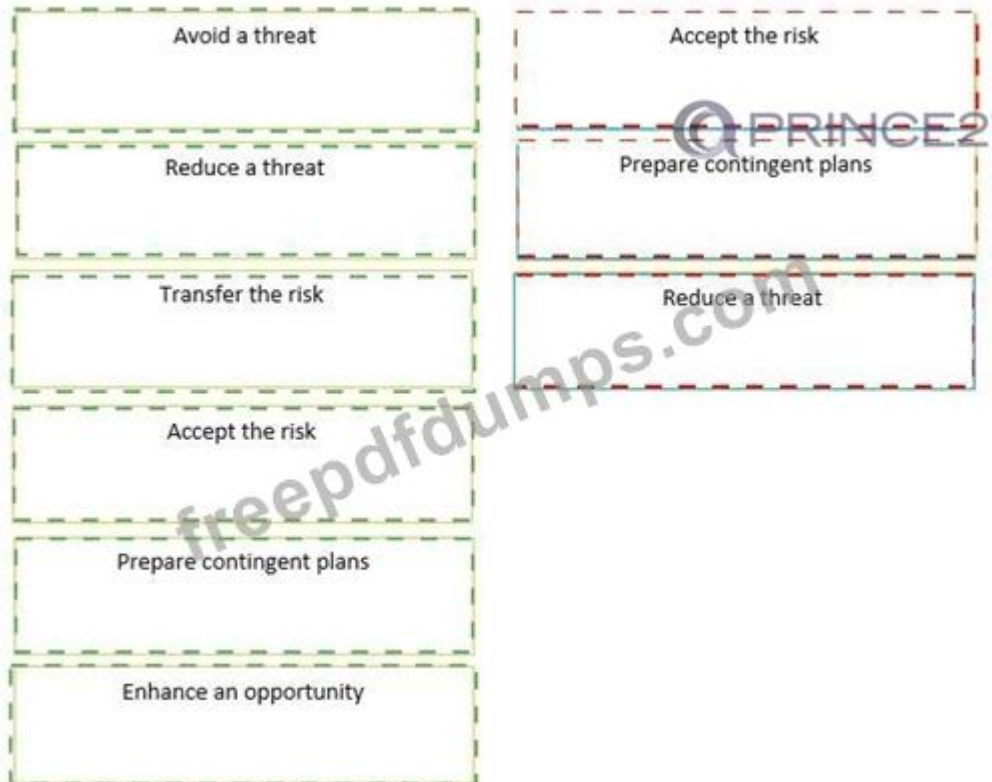
Here are three responses to this risk.

Which risk response type (A-F) are they?

Choose only one response type for each risk response. Each response type can be used once, more than once, or not at all.



**Answer:**



**Explanation**

Record the risk in the risk register and monitor the competitor's activities.

Deliver the health and safety training course earlier than originally planned.

Continue with the delivery of the project, as planned, because ABC Company's courses are believed to be on higher quality

PRINCE2 Avoid a threat

Reduce a threat

Transfer the risk

Accept the risk

Prepare contingent plans

Enhance an opportunity

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## NEW QUESTION: 96

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet to be decided which of the photographers to use.

Which 2 statements explain why Central Records should be appointed as Project Support for this project?

- A. They already exist within the organization and have been with the company for many years.
- B. They control the receipt, identification, versions, storage and issue of all project products within the company's projects.
- C. They will ensure compliance with all company policies and procedures.
- D. They have knowledge of the organizational standards that will be applicable to the project.
- E. They perform a quality assurance function across all projects.

**Answer:** [\(SHOW ANSWER\)](#)

### **NEW QUESTION: 97**

In order for ABC Company to achieve the expected sales of the health and safety training course, the senior user will need to ensure that all staff understand the objectives and target audience for the course.

In addition, these sales will need to be added to each individual's sales targets. These activities have been included in the benefits management approach.

Is this appropriate, and why?

- A. Yes, because the actions required to achieve the outcomes need to be documented.
- B. No, because the expected sales increase should be recorded in the business case.
- C. Yes, because how the benefits will be measured needs to be documented.
- D. No, because actions to deliver the outputs should be recorded in the stage plan.

**Answer:** [\(SHOW ANSWER\)](#)

### **NEW QUESTION: 98**

While planning the initiation stage, the Project Manager reviewed some threats that had been recorded in the Daily Log.

Which threat should have been assessed for possible risk responses to be included in the Initiation Stage Plan?

- A. MFH has no experience in outsourcing and this may affect understanding of what is required, resulting in inadequate plans and strategies.
- B. The Project Brief is a complex document and may not be approved by the Executive.
- C. There is a shortage of service providers so there is a possibility that no suitable service providers respond to the request for proposals. This would prevent the Outsourcing project from proceeding.

**Answer:** [C \(LEAVE A REPLY\)](#)

### **NEW QUESTION: 99**

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 Major risks heading?

**A.** Due to market conditions a suitable service provider may not be found, possibly leading to premature closure of the project.

**B.** MFH's operations may be reduced and the 1a-year contract may not achieve its estimated value of £80m, which would reduce the service provider's profit.

**C.** Owing to employment contract changes staff may resist outsourcing, which would make it difficult to transfer staff to the selected service provider.

**D.** The management stages recommended by the consultants may not be appropriate, resulting in confusion in planning.

**E.** The initial estimates, taken from the feasibility study report, indicate that the project will take two years to complete, which means that the business problems would remain for this period.

**Answer: C,E (LEAVE A REPLY)**

## NEW QUESTION: 100

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet to be decided which of the photographers to use.

Which 2 statements explain why the Sales Manager should be appointed as User Assurance for this project?

- A. He can provide an evaluation of the potential impact the calendar will have on sales.
- B. He is able to advise on suitable stakeholder engagement of current and prospective customers.
- C. He can resolve any conflict in requirements between the Sales department and the Marketing department.
- D. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
- E. He joined the company last year with huge enthusiasm and is keen to increase sales.

**Answer:** ([SHOW ANSWER](#))

## NEW QUESTION: 101

Which other management product is created when the Business case is updated during Initiating a Project?

- A. Post project review plan
- B. Benefits Review plan
- C. Issue Register
- D. Risk Register

**Answer:** ([SHOW ANSWER](#))

## NEW QUESTION: 102

Scenario

Extract from the Project Product Description (with errors)

<b>Composition</b>	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
<b>Derivation</b>	9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
<b>Development skills required</b>	13. Photographer 14. Internal creative team 15. Printer
<b>Customer's quality expectations</b>	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
<b>Acceptance criteria</b>	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 Customer's quality expectations section?

- A. Delete entry 17 because this is beyond the scope of this project.
- B. Delete entry 18 because standards should NOT be shown here.
- C. Delete entry 19 because this should appear in the Product Description for the calendar and not the Project Product Description.
- D. Delete entry 16 because this should be shown on the Product Description for the photos.
- E. Delete entry 20 because this is an expected benefit and should be recorded in the Business Case.

**Answer: A,E (LEAVE A REPLY)**

### NEW QUESTION: 103

The project board has asked for highlight reports every six weeks during stage 3. As a result, the project manager has asked each team manager for checkpoint reports every six weeks, in order to collate these into the highlight report. The team manager for the 'marketed courses' is new to team management.

Is this an appropriate action as part of the 'controlling a stage' process, and why?

- A. Yes, because the project board will need to be updated with the progress of every team.
- B. No, because the project board should decide on the frequency and content of progress reporting.
- C. Yes, because checkpoint reports are a time-driven control providing progress information.
- D. No, because the frequency of reporting should reflect the level of control required for the work package.

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 104**

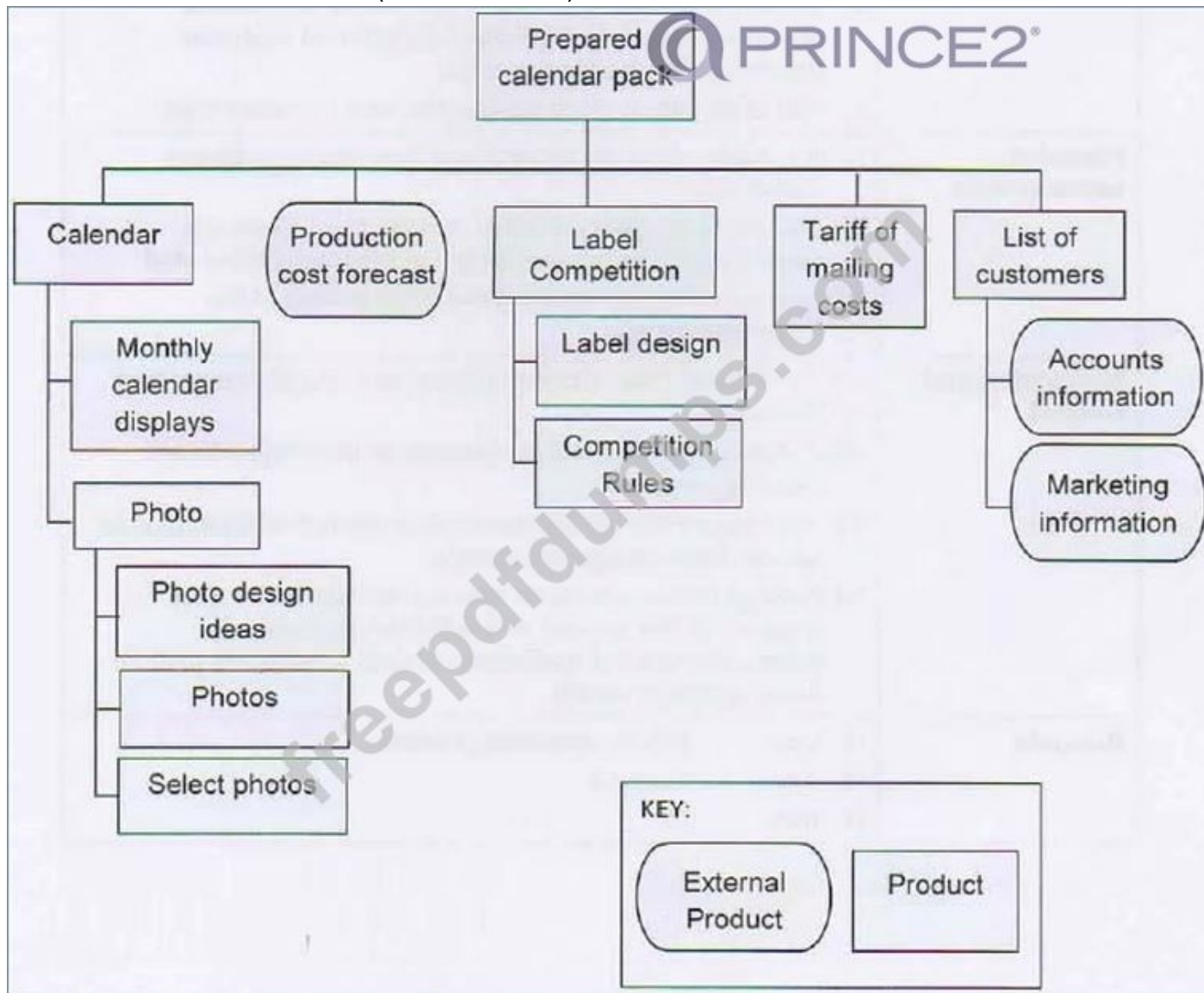
Scenario

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 Project Scenario and the Extract from Stage Plan for stage 3 provided as additional information for this question in the Scenario Booklet, answer the following 5 questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photo session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager. None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Plan prerequisites section?

- A. Delete entry 4 because the customer list is a deliverable of stage 2, not a prerequisite for stage 3.
- B. Add 'Engineering team must be made available for photos'.
- C. Delete entry 2 because these are project benefits not prerequisites of the stage.
- D. Add 'Compliance with the Data Protection Act'.
- E. Delete entry 3 because the production cost forecast is a deliverable of stage 2, not a prerequisite for stage 3.

**Answer:** ([SHOW ANSWER](#))

### **NEW QUESTION: 105**

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:

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 of 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 development of the 'e-learning course' will be outsourced to an external supplier and their key members will join the project management team. The supplier wants to keep their work processes confidential and not share these with ABC Company. ABC Company has agreed.

Who should approve the external supplier's team plan?

- A. Senior supplier
- B. Project manager
- C. Supplier assurance
- D. Corporate, programme management or customer

**Answer: D (LEAVE A REPLY)**

## **NEW QUESTION: 106**

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

**Answer:**

Explanation

	Assertion		Reason	
1	The selected service provider should have their own Business Case for the work they are doing on the Outsourcing project.	<input type="checkbox"/> True <input checked="" type="checkbox"/> 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.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False
2	The cost of managing the outsourcing contract should be included in the Business Case.	<input type="checkbox"/> True <input checked="" type="checkbox"/> 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.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False
3	The Business options section of the Business Case will need to be updated if the industry standards for outsourcing are changed.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False	The Business options section of the Business Case describes options that have been considered to address the business problem.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False
4	Any expected benefit from increasing staff flexibility should be included in the Business Case.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False	The Business Case should list each benefit that it is claimed would be achieved by the project's outcome.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False
5	The End Project Report should identify whether the expected savings of £2 over 10 years have been achieved.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False	All benefits in the Business Case should be achieved before a project is closed.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False
6	The Project Board should ensure that the Benefits Review Plan includes the mechanisms for measuring all the claimed benefits of outsourcing.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False	The Benefits Review Plan is created in the initiation stage.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False

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#### NEW QUESTION: 107

The Calendar project was delivered as originally planned, and is now preparing for planned closure. 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	
A	Whether the calendar achieves its objective of countering the decline in orders will be confirmed in the Closing a Project process.	True-False	The Benefits Review Plan is created in the Closing a Project process.	True-False
B	A formal quality review meeting, chaired by the Project Manager, should be held for the Project Board to compare the final deliverable against the Project Product Description.	True-False	The Project Product Description is used by the Closing a Project process to verify that the project has delivered what was expected of it.	True-False
C	The End Project Report must be completed before 30 November.	True-False	An End Project Report should be produced before a project closes.	True-False
D	The Stage Plan for stage 3 should contain details of the products to be created or updated during the Closing a Project process.	True-False	Closure activities should be planned as part of the Stage Plan for the final management stage.	True-False
E	As part of the handover of the final product a contract should be agreed with Marketing for ongoing support of this product.	True-False	A service agreement or maintenance contract should always be included as a product of the final stage.	True-False
F	At the end of stage 3, the Managing a Stage Boundary process should be used to update the Project Plan with actual from the final stage.	True-False	An objective of the Managing a Stage Boundary process is to review, and if necessary, update the Project Initiation Documentation.	True-False

**Answer:**

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

**Explanation**

	Assertion	True-False	Reason	True-False
A	Whether the calendar achieves its objective of countering the decline in orders will be confirmed in the Closing a Project process.	True-False	The Benefits Review Plan is created in the Closing a Project process.	True-False
B	A formal quality review meeting, chaired by the Project Manager, should be held for the Project Board to compare the final deliverable against the Project Product Description.	True-False	The Project Product Description is used by the Closing a Project process to verify that the project has delivered what was expected of it.	True-False
C	The End Project Report must be completed before 30 November.	True-False	An End Project Report should be produced before a project closes.	True-False
D	The Stage Plan for stage 3 should contain details of the products to be created or updated during the Closing a Project process.	True-False	Closure activities should be planned as part of the Stage Plan for the final management stage.	True-False
E	As part of the handover of the final product a contract should be agreed with Marketing for ongoing support of this product.	True-False	A service agreement or maintenance contract should always be included as a product of the final stage.	True-False
F	At the end of stage 3, the Managing a Stage Boundary process should be used to update the Project Plan with actual from the final stage.	True-False	An objective of the Managing a Stage Boundary process is to review, and if necessary, update the Project Initiation Documentation.	True-False

**NEW QUESTION: 108**

Starting Up a project is triggered by which of the following?

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

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 109**

Which of the following statements is true of the business interest on the project?

- A. Ensures the products produced meet the desired quality
- B. Ensures the requirements for the project are defined
- C. Ensures the project provides value for money
- D. Represents the users of the product

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 110**

Which of the following is NOT a trigger for the project manager to authorize a work package?

- A. Exception plan approved
- B. Corrective Action
- C. Stage Authorization
- D. Reporting highlights

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 111**

Project Scenario

Calendar Project (Note: The companies and people within the scenario are fictional.) There has been a reduction in the 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 all public holidays and new company logo
- \* Selected photographs- 12 professionally-produced photographs, showing different members of staff
- \* 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 the activities to:

- \* Create the customer list 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 the 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 the 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.

At the end of initiation there is +1 week 1-2 weeks time tolerance for this project. Which statement is true?

- A. The Stage Plan for stage 2 could create some additional project time tolerance by allowing no time tolerance in Team Plans.
- B. All of the project level time tolerance can be allocated to stage 2.
- C. Additional time tolerance for the project could be found by adding extra resources without affecting other tolerances.
- D. There can be no time tolerances for any of the stages.

**Answer: B (LEAVE A REPLY)**

## **NEW QUESTION: 112**

### **HOTSPOT**

#### **Project Scenario**

Calendar Project (Note: The companies and people within the scenario are fictional.) There has been a reduction in the 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 which is to be printed on each page of the promotional calendar.

The prepared calendar pack will consist of:

- Design for each month - correctly showing public holidays and new company logo
- Selected photographs- 12 professionally-produced photographs, showing different members of staff
- 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 the activities to:

- Create the customer list 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.

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 1 to 6, that applies. Each option can be used once, more than once or not at all.

Hot Area:

	Assertion		Reason	
1	The label design competition should be planned and managed as two management stages.	True-False	A decision can only be made by the Project Board at the end of a management stage.	True-False
2	Quality tolerances allocated to the photos can be used to remedy a forecast threat to time tolerance.	True-False	Any forecast threat to time tolerance should first be resolved by use of any available quality tolerance.	True-False
3	A suitable point for a stage boundary would be after the production cost forecast has been produced.	True-False	A stage boundary represents a go/no go decision point.	True-False
4	With +1 week 1-2 weeks time tolerance, the project is permitted to finish two weeks later than 30 November.	True-False	A negative project time tolerance indicates the total permissible delay to a project schedule before an exception situation occurs.	True-False
5	If the project is forecast to exceed the cost tolerance of +£6k, the Project Manager should send an Exception Report straight to corporate management.	True-False	If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to continue with the project.	True-False
6	The production cost forecast should be reviewed by the Project Board during the Directing a Project process to determine whether the project should continue.	True-False	The Project Board reviews all products at the end of each stage.	True-False

**Answer:**

	Assertion		Reason	
1	The label design competition should be planned and managed as two management stages.	True-False	A decision can only be made by the Project Board at the end of a management stage.	True-False
2	Quality tolerances allocated to the photos can be used to remedy a forecast threat to time tolerance.	True-False	Any forecast threat to time tolerance should first be resolved by use of any available quality tolerance.	True-False
3	A suitable point for a stage boundary would be after the production cost forecast has been produced.	True-False	A stage boundary represents a go/no go decision point.	True-False
4	With +1 week 1-2 weeks time tolerance, the project is permitted to finish two weeks later than 30 November.	True-False	A negative project time tolerance indicates the total permissible delay to a project schedule before an exception situation occurs.	True-False
5	If the project is forecast to exceed the cost tolerance of +£6k, the Project Manager should send an Exception Report straight to corporate management.	True-False	If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to continue with the project.	True-False
6	The production cost forecast should be reviewed by the Project Board during the Directing a Project process to determine whether the project should continue.	True-False	The Project Board reviews all products at the end of each stage.	True-False

**NEW QUESTION: 113**

The chair of a quality review meeting advised the Team Manager that, because there were so many major issues, the product had been rejected. The presenter estimated that the corrections would take about two weeks. The re-assessment of the product will take a further week, resulting in a three-week delay. The Work Package only has one week tolerance.

Which 2 actions should the Team Manager take in response to this situation?

- A. Advise the Project Manager of the risk that there may be a two-week delay in the delivery of one of the products.
- B. Ensure that the situation is included in the next Highlight Report.
- C. Ask the reviewers to work overtime to prevent the delay.
- D. Ensure that the Quality Register is updated with the quality review result.
- E. Raise an issue explaining that tolerances are forecast to be exceeded.

**Answer: D,E (LEAVE A REPLY)**

**NEW QUESTION: 114**

Who is responsible for ensuring that Communication Management Strategy is appropriate and that planned communication activities actually take place?

- A. Project Support
- B. Project Assurance
- C. Project Manager
- D. Corporate or Programme Management

**Answer: B (LEAVE A REPLY)**

#### **NEW QUESTION: 115**

When does Directing a Project begin?

- A. From the completion of Starting up a Project
- B. From the beginning of Starting up a Project
- C. From the completion of Initiating a Project
- D. From the beginning of Initiating a Project

**Answer: A (LEAVE A REPLY)**

#### **NEW QUESTION: 116**

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 of 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.

ABC Company has a standard course development model with four defined stages that the company manages using PRINCE2. The project manager for the Health and Safety Training Project has recommended the stage 2 of the standard model be split into two separate stages. As a result, there will now be five management stages in the project.

Is this an appropriate application of the 'tailor to suit the project' principle, and why?

- A. Yes, because the standard course development structure should be tailored to suit the project.
- B. Yes, because the project manager can adapt or combine PRINCE2 process to suit the project.
- C. No, because the standard course development structure should be applied to the project.
- D. No, because a simple project should have no more than two management stages.

**Answer: A (LEAVE A REPLY)**

#### **NEW QUESTION: 117**

Scenario

Additional Information

Product Description

TITLE	SERVICE LEVEL AGREEMENT.
Purpose	<ul style="list-style-type: none"> <li>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.</li> </ul>
Composition	<ul style="list-style-type: none"> <li>Responsibilities of MFH and selected service provider.</li> <li>Mechanisms for monitoring and reporting performance levels.</li> <li>Dispute resolution process.</li> <li>Confidentiality provisions.</li> <li>Conditions for termination of contract.</li> <li>Glossary of technical terms contained in SLA.</li> </ul>
Format and presentation	<ul style="list-style-type: none"> <li>A4, Word document, printed both sides in black and white.</li> <li>Font: Arial, 12pts.</li> </ul>
Quality criteria	<ul style="list-style-type: none"> <li>Contains all composition items listed above.</li> <li>Not more than 60 pages.</li> <li>Complies with MFH corporate branding standards.</li> <li>No typographical errors.</li> </ul>
Quality skills required	<ul style="list-style-type: none"> <li>Proof-reading skills.</li> <li>Director of Compliance Division - Reviewer.</li> <li>Director of Information Technology Division - Reviewer.</li> <li>Administrator.</li> </ul>
Quality responsibilities	<ul style="list-style-type: none"> <li>Producer/Presenter: Director of Facilities Division.</li> <li>Chair: Project Manager</li> </ul>

#### 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 is a correctly defined acceptance criterion for the transferred facilities computer system?

- A. Planned periods of shutdowns of the computer system must be kept to a minimum.
- B. Must be subject to regular back-ups.
- C. No (zero) loss of system functionality.
- D. Back-up of data must be kept until the data is no longer needed.

**Answer: C (LEAVE A REPLY)**

## NEW QUESTION: 118

### Scenario

#### Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet to be decided which of the photographers to use.

Which 2 statements explain why the Purchasing Manager should be appointed as a Senior Supplier for this project?

- A. He is not appropriate for the role of Executive or Senior User.
- B. He was an engineer and worked in that area before taking up his current position.
- C. He is responsible for the organization's procurement activities.
- D. He can influence the external supplier's Business Case.
- E. He is responsible for the performance of supplier contracts.

**Answer: C,E ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 119**

Which project controls should be established for the Outsourcing project?

- A. Highlight Reports to the Project Manager; Exception Reports to the Project Board when project tolerances are forecast to be exceeded.
- B. Highlight Reports to the Project Board; Exception Reports to corporate management when stage tolerances are forecast to be exceeded.
- C. Highlight Reports to the Project Board; Exception Reports to the Project Board when stage or project tolerances are forecast to be exceeded.

**Answer: ([SHOW ANSWER](#))**

Explanation/Reference:

Testlet 1

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.

#### **NEW QUESTION: 120**

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

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Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet be decided which of the photographers to use.

Which 2 statements explain why the Sales Manager should be appointed as User Assurance for this project?

- A. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
- B. He joined the company last year with huge enthusiasm and is keen to increase sales.
- C. He can provide an evaluation of the potential impact the calendar will have on sales.
- D. He can resolve any conflict in requirements between the Sales department and the Marketing department.
- E. He is able to advise on suitable stakeholder engagement of current and prospective customers.

**Answer: C,E (LEAVE A REPLY)**

## **NEW QUESTION: 121**

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.

<b>Introduction</b>	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.
<b>Communication procedure</b>	2. See MNO Manufacturing Company standards for all internal company communications.
<b>Tools and techniques</b>	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.
<b>Records</b>	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.
<b>Timing of communication activities</b>	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.
<b>Stakeholder analysis: Interested parties</b>	11. Photographer. 12. Print company.
<b>Information needs for each interested party</b>	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 (PIO). The PIO 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.

This question provides a number of changes which may or may not be required to the Extract from the Communication Management Strategy provided in the additional information.

Which statement applies to the Introduction section?

- A.** Amend entry 1 to read 'This document contains the means and frequency of communication between the project management team, the print company and other external parties.'
- B.** Amend entry 1 to read 'This document contains the controls and reporting to be established for the project management team'.
- C.** No change to entry 1 because this shows the purpose and content of this document.

**Answer:** ([SHOW ANSWER](#))

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**NEW QUESTION: 122**

Additional Information Product Description

Title	Service Level Agreement.
Purpose	<ul style="list-style-type: none"> <li>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.</li> </ul>
Composition	<ul style="list-style-type: none"> <li>Responsibilities of MFH and selected service provider.</li> <li>Mechanisms for monitoring and reporting performance levels.</li> <li>Dispute resolution process.</li> <li>Confidentiality provisions.</li> <li>Conditions for termination of contract.</li> <li>Glossary of technical terms contained in SLA.</li> </ul>
Format and presentation	<ul style="list-style-type: none"> <li>A4, Word document, printed both sides in black and white.</li> </ul>
Quality criteria	<ul style="list-style-type: none"> <li>Font: Arial, 12pts.</li> <li>Contains all composition items listed above.</li> <li>Not more than 60 pages.</li> <li>Complies with MFH corporate branding standards.</li> <li>No typographical errors.</li> </ul>
Quality skills required	<ul style="list-style-type: none"> <li>Proof-reading skills.</li> <li>Director of Compliance Division - Reviewer.</li> <li>Director of Information Technology Division - Reviewer.</li> <li>Administrator.</li> </ul>
Quality responsibilities	<ul style="list-style-type: none"> <li>Producer/Presenter: Director of Facilities Division.</li> <li>Chair: Project Manager</li> </ul>

#### 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 is a correctly defined acceptance criterion for the transferred facilities computer system?

**A.** Back-up of data must be kept until the data is no longer needed.

**B.** Planned periods of shutdowns of the computer system must be kept to a minimum.

**C.** No (zero) loss of system functionality.

**D.** Must be subject to regular back-ups.

**Answer: C (LEAVE A REPLY)**

### **NEW QUESTION: 123**

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 project plan.

**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 (LEAVE A REPLY)**

Explanation/Reference: [https://books.google.com.pk/books?id=CSm7x74Px94C&pg=PA181&lpg=PA181&dq=prince2](https://books.google.com.pk/books?id=CSm7x74Px94C&pg=PA181&lpg=PA181&dq=prince2+risks+inherent+in+the+project+plan+should+be+assessed,+and+the+plan+modified+to+manage+them&source=bl&ots=wY57bkzn3M&sig=ACfU3U2SjvwFX9KajLooA41PHyOT8-nHAA&hl=en&sa=X&ved=2ahUKEwjwk9b1ybnhAhWhMewKHWLwCQYQ6AEwCXoECAgQAQ#v=onepage&q=prince2%20risks%20inherent%20in%20the%20project%20plan%20should%20be%20assessed%20%20and%20the%20plan%20modified%20to%20manage%20them&f=false)

[+risks+inherent+in+the+project+plan+should+be+assessed,+and+the+plan+modified+to+manage+them&source=bl&ots=wY57bkzn3M&sig=ACfU3U2SjvwFX9KajLooA41PHyOT8-](https://books.google.com.pk/books?id=CSm7x74Px94C&pg=PA181&lpg=PA181&dq=prince2+risks+inherent+in+the+project+plan+should+be+assessed,+and+the+plan+modified+to+manage+them&source=bl&ots=wY57bkzn3M&sig=ACfU3U2SjvwFX9KajLooA41PHyOT8-nHAA&hl=en&sa=X&ved=2ahUKEwjwk9b1ybnhAhWhMewKHWLwCQYQ6AEwCXoECAgQAQ#v=onepage&q=prince2%20risks%20inherent%20in%20the%20project%20plan%20should%20be%20assessed%20%20and%20the%20plan%20modified%20to%20manage%20them&f=false)

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[=prince2%20risks%20inherent%20in%20the%20project%20plan%20should%20be%20assessed%20](https://books.google.com.pk/books?id=CSm7x74Px94C&pg=PA181&lpg=PA181&dq=prince2+risks+inherent+in+the+project+plan+should+be+assessed,+and+the+plan+modified+to+manage+them&source=bl&ots=wY57bkzn3M&sig=ACfU3U2SjvwFX9KajLooA41PHyOT8-nHAA&hl=en&sa=X&ved=2ahUKEwjwk9b1ybnhAhWhMewKHWLwCQYQ6AEwCXoECAgQAQ#v=onepage&q=prince2%20risks%20inherent%20in%20the%20project%20plan%20should%20be%20assessed%20%20and%20the%20plan%20modified%20to%20manage%20them&f=false)

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[%20the%20plan%20modified%20to%20manage%20them&f=false](https://books.google.com.pk/books?id=CSm7x74Px94C&pg=PA181&lpg=PA181&dq=prince2+risks+inherent+in+the+project+plan+should+be+assessed,+and+the+plan+modified+to+manage+them&source=bl&ots=wY57bkzn3M&sig=ACfU3U2SjvwFX9KajLooA41PHyOT8-nHAA&hl=en&sa=X&ved=2ahUKEwjwk9b1ybnhAhWhMewKHWLwCQYQ6AEwCXoECAgQAQ#v=onepage&q=prince2%20risks%20inherent%20in%20the%20project%20plan%20should%20be%20assessed%20%20and%20the%20plan%20modified%20to%20manage%20them&f=false)

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[%20the%20plan%20modified%20to%20manage%20them&f=false](https://books.google.com.pk/books?id=CSm7x74Px94C&pg=PA181&lpg=PA181&dq=prince2+risks+inherent+in+the+project+plan+should+be+assessed,+and+the+plan+modified+to+manage+them&source=bl&ots=wY57bkzn3M&sig=ACfU3U2SjvwFX9KajLooA41PHyOT8-nHAA&hl=en&sa=X&ved=2ahUKEwjwk9b1ybnhAhWhMewKHWLwCQYQ6AEwCXoECAgQAQ#v=onepage&q=prince2%20risks%20inherent%20in%20the%20project%20plan%20should%20be%20assessed%20%20and%20the%20plan%20modified%20to%20manage%20them&f=false)

### **NEW QUESTION: 124**

Scenario

Additional Information

Product Description

Item	Service Level Agreement
Purpose	<ul style="list-style-type: none"> <li>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.</li> </ul>
Composition	<ul style="list-style-type: none"> <li>Responsibilities of MFH and selected service provider.</li> <li>Mechanisms for monitoring and reporting performance levels.</li> <li>Dispute resolution process.</li> <li>Confidentiality provisions.</li> <li>Conditions for termination of contract.</li> <li>Glossary of technical terms contained in SLA.</li> </ul>
Format and presentation	<ul style="list-style-type: none"> <li>A4, Word document, printed both sides in black and white.</li> <li>Font: Arial, 12pts.</li> </ul>
Quality criteria	<ul style="list-style-type: none"> <li>Contains all composition items listed above.</li> <li>Not more than 60 pages.</li> <li>Complies with MFH corporate branding standards.</li> <li>No typographical errors.</li> </ul>
Quality skills required	<ul style="list-style-type: none"> <li>Proof-reading skills.</li> <li>Director of Compliance Division - Reviewer.</li> <li>Director of Information Technology Division - Reviewer.</li> <li>Administrator.</li> </ul>
Quality responsibilities	<ul style="list-style-type: none"> <li>Producer/Presenter: Director of Facilities Division.</li> <li>Chair: Project Manager</li> </ul>

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 is a correctly defined acceptance criterion for the transferred staff?

- A. Retained staff should be of reasonable competence to maintain the SLA.
- B. No staff are to be left behind.
- C. Staff should be transferred as soon as possible.
- D. All legal requirements are adhered to for the transfer of staff.

**Answer: D (LEAVE A REPLY)**

#### **NEW QUESTION: 125**

Extract from the Project Product Description (with errors)

<b>Composition</b>	<ul style="list-style-type: none"> <li>1. Monthly calendar displays</li> <li>2. 100gsm glossy paper</li> <li>3. Full colour</li> <li>4. Selected envelope</li> <li>5. Chosen label design</li> <li>6. List of customers</li> <li>7. Selected photos</li> <li>8. Photo session schedule</li> </ul>
<b>Derivation</b>	<ul style="list-style-type: none"> <li>9. New company logo design</li> <li>10. Previous calendar designs</li> <li>11. Internal creative team</li> <li>12. Production cost forecast</li> </ul>
<b>Development skills required</b>	<ul style="list-style-type: none"> <li>13. Photographer</li> <li>14. Internal creative team</li> <li>15. Printer</li> </ul>
<b>Customer's quality expectations</b>	<ul style="list-style-type: none"> <li>16. Professional photos</li> <li>17. 10% more calendars should be printed than required to allow for any late additions to the list of customers</li> <li>18. Compliance with applicable corporate standards</li> <li>19. The calendar should reflect the company image as described in the corporate branding standards</li> <li>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</li> </ul>
<b>Acceptance criteria</b>	<ul style="list-style-type: none"> <li>21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it</li> <li>22. Appearance - new company logo promotes strong image</li> <li>23. Security - complies with Data Protection Act</li> <li>24. Accuracy - public holidays match the list supplied by Marketing on 01 November</li> </ul>

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.

## Column 1

Half the size of the selected envelope.

Attractive large font.

Project Board.



+5% 1-5% of the required label size.

## Column 2

Not included  
Quality criteria  
Quality tolerance  
Quality skills required  
Quality responsibilities

Not included  
Quality criteria  
Quality tolerance  
Quality skills required  
Quality responsibilities

Not included  
Quality criteria  
Quality tolerance  
Quality skills required  
Quality responsibilities

Not included  
Quality criteria  
Quality tolerance  
Quality skills required  
Quality responsibilities

Answer:  
Explanation

**Column 1**

Half the size of the selected envelope.

© PRINCE2®  
Attractive large font.

Project Board.

+5% 1-5% of the required label size.

**Column 2**

Dropdown menu with options: Not included, Quality criteria, Quality tolerance, Quality skills required, Quality responsibilities. Quality criteria is highlighted.

Dropdown menu with options: Not included, Quality criteria, Quality tolerance, Quality skills required, Quality responsibilities. Quality criteria is highlighted.

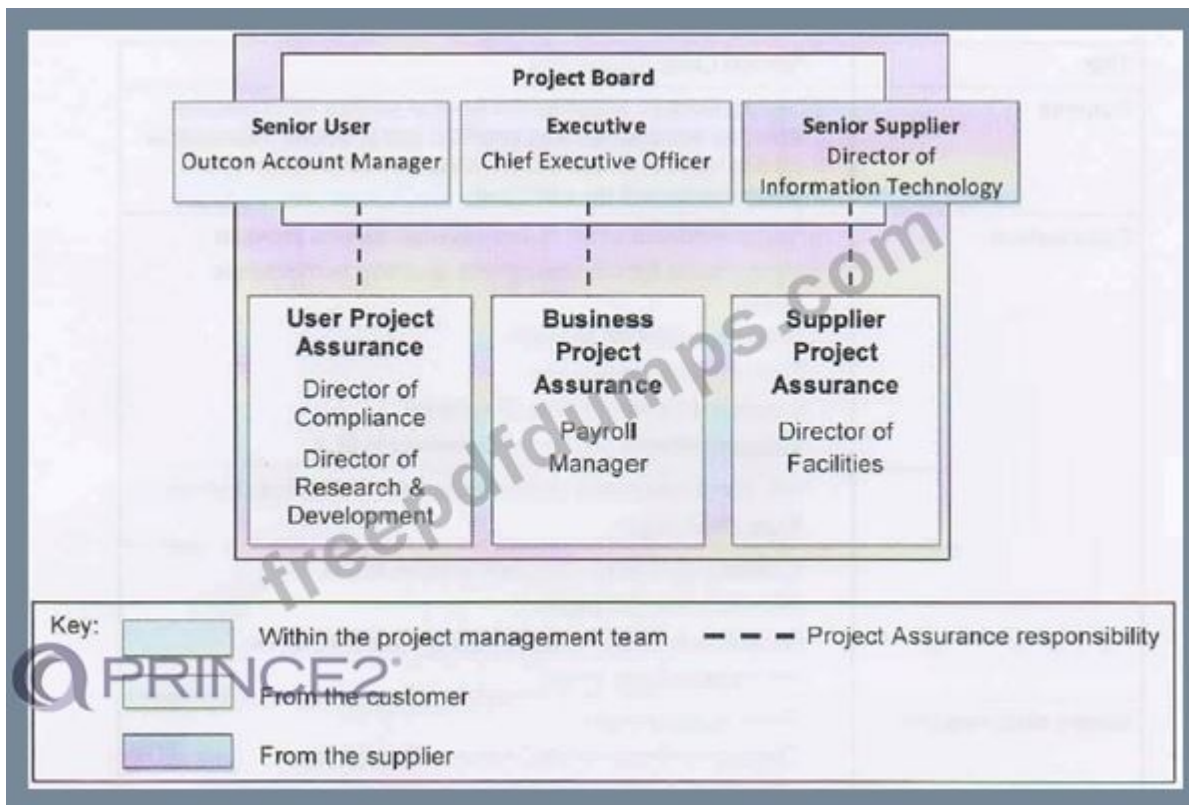
Dropdown menu with options: Not included, Quality criteria, Quality tolerance, Quality skills required, Quality responsibilities. Quality responsibilities is highlighted.

Dropdown menu with options: Not included, Quality criteria, Quality tolerance, Quality skills required, Quality responsibilities. Quality tolerance is highlighted.

**NEW QUESTION: 126**

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 supplier assurance for this project?

- A.** Retain because he is well-regarded within the Ministry because of the efficiencies, superb service and savings he has achieved in the Facilities Division.
- B.** Remove because he is involved with the project and is therefore NOT independent.
- C.** Retain because he will be able to advise on many of the products that will enable outsourcing to happen, such as the 10-year outsourcing service contract.
- D.** Add 'Outcome Account Manager' because he will advise on potential changes and their impact on the integrity of the project's products.
- E.** Retain because he has a professional facilities qualification and so is in a position to specify the needs of his division.

**Answer: C,D (LEAVE A REPLY)**

**NEW QUESTION: 127**

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 the Risk tolerance heading?

- A. The risk budget will have a tolerance of +/- 10%.
- B. The Project Board's threshold level of risk exposure is any combination of medium, high and very high impact, with high and very high probability.
- C. The cost of all fallback plans must be contained within the project's tolerance.
- D. Corporate management's threshold level of risk exposure is any combination of high and very high impact and probability.
- E. The Project Manager's threshold level of risk exposure is low impact and probability.

**Answer: B,C (LEAVE A REPLY)**

**NEW QUESTION: 128**

Project Scenario

Calendar Project (Note: The companies and people within the scenario are fictional.) There has been a reduction in the 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 which is to be printed on each page of the promotional calendar.

The prepared calendar pack will consist of:

Design for each month - correctly showing public holidays and new company logo

- Selected photographs- 12 professionally-produced photographs, showing different members of staff
- 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 the activities to:

Create the customer list 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 the 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 the 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.** Raise an Exception Report to the Project Board.

**B.** Include this requirement on the next Checkpoint Report to the photographer.

**C.** Log the change in the Issue Register as a request for change.

**D.** 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.

**Answer: (SHOW ANSWER)**

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