



PRINCE2-Exams

Exam Questions PRINCE2-Practitioner

PRINCE2 Practitioner exam

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NEW QUESTION 1

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.

ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver “capability to provide health and safety training”, including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

The e-learning course will be developed by a specialist external consultancy. The materials for

classroom-based training will be delivered by ABC Company’s development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.

The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.

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

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End of the additional information.

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

Answer: D

NEW QUESTION 2

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information. **STARTING UP A PROJECT**

Here are three actions carried out during the 'starting up a project' process. As part of which activity (A-F) should each action occur?

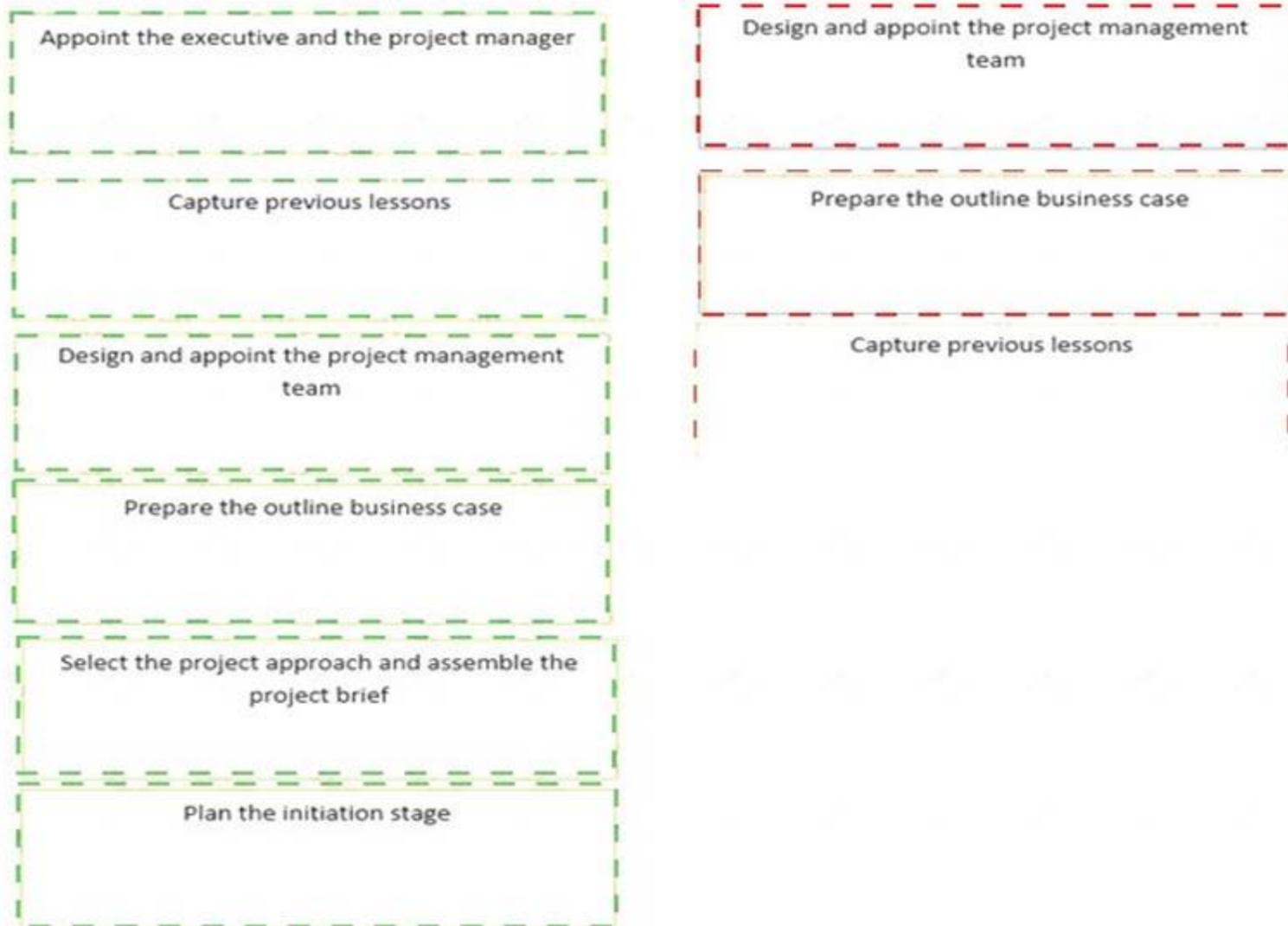
Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

Appoint the executive and the project manager	Agree whether IT department of ABC Company has the skills and capacity to deliver the 'e-learning course' or whether it should be delivered by an external supplier.
Capture previous lessons	Discuss the need for the health and safety training, in order to identify who would be a suitable candidate to manage the Health and Safety Training Project.
Design and appoint the project management team	Define the reporting and control arrangements based on the lessons from the most recently completed training design and delivery project.
Prepare the outline business case	
Select the project approach and assemble the project brief	
Plan the initiation stage	

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 3

- (Exam Topic 1)

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End of the additional information. **DIRECTING A PROJECT**

Here are three actions that are carried out as part of the 'directing a project' process. During which activity (A-E) should they be carried out?

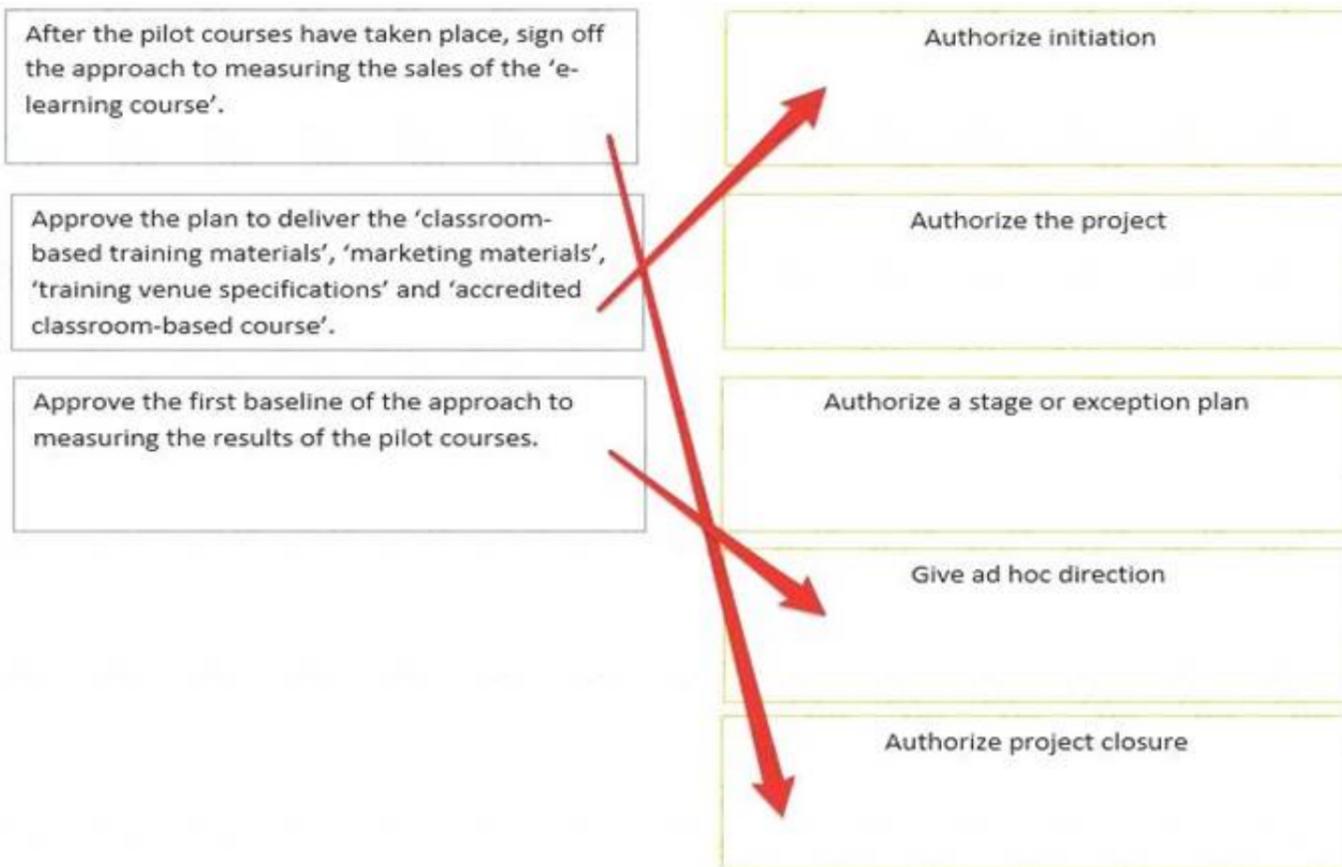
Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

Authorize initiation	After the pilot courses have taken place, sign off the approach to measuring the sales of the 'e-learning course'.
Authorize the project	Approve the plan to deliver the 'classroom-based training materials', 'marketing materials', 'training venue specifications' and 'accredited classroom-based course'.
Authorize a stage or exception plan	Approve the first baseline of the approach to measuring the results of the pilot courses.
Give ad hoc direction	
Authorize project closure	

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 4

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information.

The Health and Safety Training Project is part of a programme of strategic expansion, which is important for ABC Company's continued operation. At the end of stage 2, the estimated project costs are greater than the expected benefits in the business case. The project board has reviewed the situation and asked programme management to decide whether the project should be closed prematurely.

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

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

Answer: A

NEW QUESTION 5

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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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 the work package to deliver the pilot courses was forecast to exceed its time tolerance.

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

Answer: C

NEW QUESTION 6

- (Exam Topic 1)

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End of the additional information.

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. Yes, because checkpoint reports are a time-driven control providing progress information.
- C. No, because the frequency of reporting should reflect the level of control required for the work package.
- D. No, because the project board should decide on the frequency and content of progress reporting.

Answer: B

NEW QUESTION 7

- (Exam Topic 1)

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End of the additional information. CLOSING A PROJECT

Benefits relating to income and business reputation after the project has closed cannot be shown at project closure.

Which statement describes how the 'closing a project' process makes provision for this?

- A. As part of the 'prepare planned closure' activity
- B. It will be confirmed that the project has delivered what was defined in the project product description.
- C. As part of the 'prepare planned closure' activity
- D. It will be confirmed that the acceptance criteria defined in the project product description have been met.
- E. As part of the 'hand over products' activity, the benefits management approach will be updated to include future activities for benefit measurement.
- F. As part of the 'hand over products' activity, the 'finalized materials' will be passed to the operational business environments.

Answer: D

NEW QUESTION 8

- (Exam Topic 1)

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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. **MANAGING PRODUCT DELIVERY**

The team manager for the production of the 'marketing materials' has identified that they will not be ready within the timescale agreed in the work package. The team manager has sufficient tolerance to take corrective action. As a result, additional resources have been assigned to this work package.

Which theme is being applied?

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

Answer: A

NEW QUESTION 9

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.

ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver "capability to provide health and safety training", including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

The e-learning course will be developed by a specialist external consultancy. The materials for classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.

The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.

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

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projects as needed.

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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.

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

NEW QUESTION 10

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.

ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver "capability to provide health and safety training", including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

The e-learning course will be developed by a specialist external consultancy. The materials for classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.

The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.

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

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

End of the Project scenario. Additional Information:

The Chief Executive Officer (CEO) founded the company five years ago. Under her leadership, ABC Company has grown quickly into a successful training company. It delivers a range of accredited professional training.

The Finance Director is also a founder member of ABC Company and is responsible for authorizing budgets for the Operations and Development Teams. She authorizes all large contracts personally.

The Purchasing Manager reports to the Finance Director and is responsible for managing and monitoring supplier contracts.

The Operations Director is responsible for the delivery off all training and for the training development budget. His department organizes courses, venues and trainers. They work with the Product and the Sales teams to provide a comprehensive training schedule. ABC Company's IT manager reports to the Operations Director.

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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.

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

NEW QUESTION 10

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.

ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver “capability to provide health and safety training”, including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

The e-learning course will be developed by a specialist external consultancy. The materials for

classroom-based training will be delivered by ABC Company’s development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.

The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.

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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:

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.

The project is at the start of stage 3, and there will be six teams working on product delivery. In order to exercise control, the project manager has asked each team to submit a detailed team plan for approval. The external team manager for the ‘e-learning course’ has agreed to submit a summary to the project manager, but

will submit the detailed team plan to the senior supplier to review and approve. Is the team manager’s response appropriate, and why?

- A. Yes, because a supplier may want to keep the details of the specialist work confidential.
- B. Yes, because team plans are mandatory on a project of this size and complexity.
- C. No, because the project manager needs detailed plans to manage the work of several teams.
- D. No, because the team plan must be submitted to project assurance to check it is viable.

Answer: C

NEW QUESTION 12

- (Exam Topic 2)

Scenario

Additional Information

During the initiation stage the Project Manager met with the Marketing Director to find out more about the requirements of the promotional calendar and recorded the following notes:

There has been a reduction in the order numbers at the MNO Manufacturing due in part to the increased marketing activities of its competitors. 10% of customers have not re-ordered in this financial year and staff morale is poor. A number of skilled staff have left as a result and replacement staff have not been recruited due to the reduced operation. If the project is successful, a recruitment campaign will be required to fill the existing staff vacancies and there may be a requirement for additional staff. Operational costs are likely to increase because skilled staff are expensive and difficult to find.

In financial terms, there were a total of 1,500 orders in the last financial year, each with an average profit of

£2k. The Marketing department believes that sending a promotional calendar to our current and prospective customers would increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months from the date of distribution.

The Marketing Director will be funding the project from the business marketing budget. She believes that the effect of a good company image portrayed by a successful calendar would last into a second year. She has forecast the same increase in orders for a second year and predicts that the annual employee satisfaction survey will show a measurable improvement in staff morale.

A number of alternatives were explored, including:

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

The calendar is seen as the favored option, as long as the company's competitors do not increase their marketing activity. Whilst the Marketing department wants a very high quality, glossy product, the project management team must be aware of the cost this will incur.

Using the Project Scenario and the additional Information provided for this question In the Scenario Booklet, answer the following question.

Which 2 statements should be recorded under the Reasons heading?

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

Answer: BE

NEW QUESTION 14

- (Exam Topic 2)

Scenario

Additional Information

During the initiation stage the Project Manager met with the Marketing Director to find out more about the requirements of the promotional calendar and recorded the following notes:

There has been a reduction in the order numbers at the MNO Manufacturing due in part to the increased marketing activities of its competitors. 10% of customers have not re-ordered in this financial year and staff morale is poor. A number of skilled staff have left as a result and replacement staff have not been recruited due to the reduced operation. If the project is successful, a recruitment campaign will be required to fill the existing staff vacancies and there may be a requirement for additional staff. Operational costs are likely to increase because skilled staff are expensive and difficult to find.

In financial terms, there were a total of 1,500 orders in the last financial year, each with an average profit of

£2k. The Marketing department believes that sending a promotional calendar to our current and prospective customers would increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months from the date of distribution.

The Marketing Director will be funding the project from the business marketing budget. She believes that the effect of a good company image portrayed by a successful calendar would last into a second year. She has forecast the same increase in orders for a second year and predicts that the annual employee satisfaction survey will show a measurable improvement in staff morale.

A number of alternatives were explored, including:

- 20% discount for all repeat customers - not cost-effective and very short term
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- 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 Costs heading?

- A. The MNO marketing budget this year is £120k.
- B. The project will be funded from the business marketing budget
- C. 10 further orders with an average profit of £2k will deliver a benefit of £20k in the first year.
- D. The new company logo is estimated to cost £4k.
- E. Project costs are estimated to be a total of £26.5k.

Answer: BE

NEW QUESTION 15

- (Exam Topic 2)

Scenario

A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:

Do nothing.

Re-engineer selected business functions. Outsource selected business functions.

The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of

buildings and grounds). The recommendations were:

One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.

A 10-year service contract should be agreed with the selected service provider.

The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project:

Use PRINCE2.

Set up the project with 4 management stages: Stage 1. Standard PRINCE2 initiation activities.

Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service provider.

Stage 3. Request and evaluate proposals, select service provider and agree contract.

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period. Initial estimates indicated that the project would cost £2.5m and take two years to complete.

MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of £20m over 10 years.

The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

Which 2 statements should be recorded under the Timescale heading?

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

Answer: AB

NEW QUESTION 20

- (Exam Topic 2)

Scenario

A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:

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

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

Answer: CE

NEW QUESTION 23

- (Exam Topic 2)

Which of the following should NOT be included in the business case?

- A. Reasons
- B. Major Risks
- C. Business options
- D. Business approach

Answer: D

NEW QUESTION 26

- (Exam Topic 2)

Which of the following activities is the Executive responsible for?

- A. Ensure the desired outcome of the project is specified

- B. Responsible for the benefits review plan
- C. Assess and update the Business Case at the end of each stage
- D. Responsible for the Benefits Review Plan post project

Answer: B

NEW QUESTION 28

- (Exam Topic 2)

Which of the following statements describes an outcome?

- A. Any of the projects specialist products
- B. A result of the change derived from using the project's products
- C. A measurable improvement resulting from a change
- D. Something perceived as advantages by a stakeholder

Answer: B

NEW QUESTION 30

- (Exam Topic 2)

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

NEW QUESTION 33

- (Exam Topic 2)

Scenario

A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:

Do nothing.

Re-engineer selected business functions. Outsource selected business functions.

The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:

One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.

A 10-year service contract should be agreed with the selected service provider.

The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project:

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Set up the project with 4 management stages: Stage 1. Standard PRINCE2 initiation activities.

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Stage 3. Request and evaluate proposals, select service provider and agree contract.

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period. Initial estimates indicated that the project would cost £2.5m and take two years to complete.

MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of £20m over 10 years.

The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 36

- (Exam Topic 2)

Scenario

A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:

Do nothing.

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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. Owing to employment contract changes staff may resist outsourcing, which would make it difficult to transfer staff to the selected service provider.
- C. 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.
- D. 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.
- E. The management stages recommended by the consultants may not be appropriate, resulting in confusion in planning.

Answer: BD

NEW QUESTION 40

- (Exam Topic 2)

Scenario

Additional Information

During the initiation stage the Project Manager met with the Marketing Director to find out more about the requirements of the promotional calendar and recorded the following notes:

There has been a reduction in the order numbers at the MNO Manufacturing due in part to the increased marketing activities of its competitors. 10% of customers have not re-ordered in this financial year and staff morale is poor. A number of skilled staff have left as a result and replacement staff have not been recruited due to the reduced operation. If the project is successful, a recruitment campaign will be required to fill the existing staff vacancies and there may be a requirement for additional staff. Operational costs are likely to increase because skilled staff are expensive and difficult to find.

In financial terms, there were a total of 1,500 orders in the last financial year, each with an average profit of

£2k. The Marketing department believes that sending a promotional calendar to our current and prospective customers would increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months from the date of distribution.

The Marketing Director will be funding the project from the business marketing budget. She believes that the effect of a good company image portrayed by a successful calendar would last into a second year. She has forecast the same increase in orders for a second year and predicts that the annual employee satisfaction survey will show a measurable improvement in staff morale.

A number of alternatives were explored, including:

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

The calendar is seen as the favored option, as long as the company's competitors do not increase their marketing activity. Whilst the Marketing department wants a very high quality, glossy product, the project management team must be aware of the cost this will incur.

Using the Project Scenario and the additional Information provided for this question In the Scenario Booklet, answer the following question.

Which 2 statements should be recorded under the Timescale heading?

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

Answer: CD

NEW QUESTION 41

- (Exam Topic 3)

Which of the following roles cannot be combined?

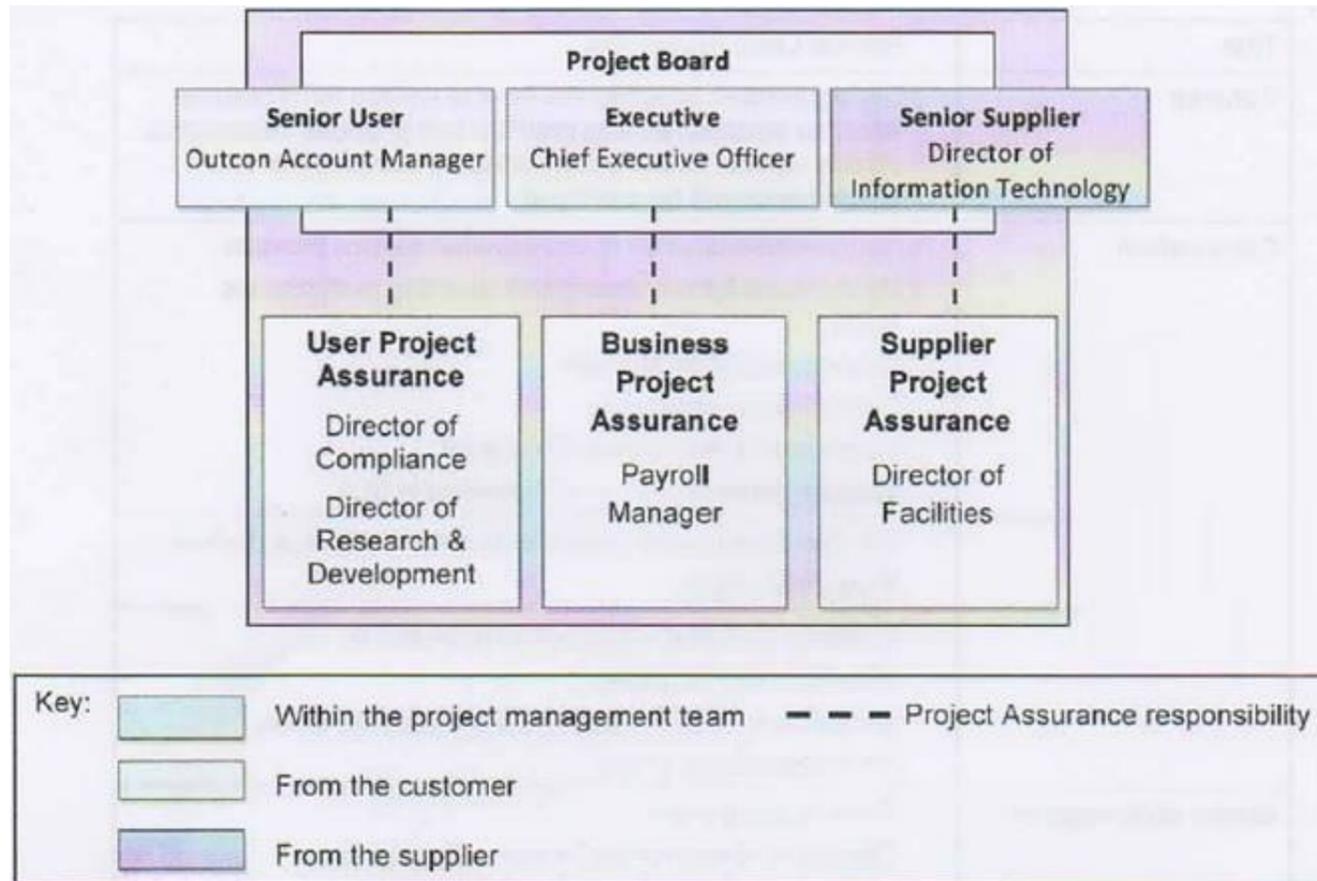
- A. Executive and Senior User
- B. Project Manager and Project Support
- C. Project Assurance and Team Manager
- D. Senior Supplier and Supplier Assurance

Answer: C

NEW QUESTION 42

- (Exam Topic 3)

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.

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following question about roles on the Outsourcing project.

	Assertion	True-False	Reason	True-False
1	The Outcome Account Manager should be appointed as a Senior Supplier for the project.	True-False	Senior Suppliers are responsible for the provision of supplier resources.	True-False
2	The Director of Finance would be an appropriate choice for the role of a Senior Supplier.	True-False	The Senior Supplier must demonstrate that the forecast benefits are realized.	True-False
3	After being selected in stage 3, a representative from the selected service provider should join the Project Board as a Senior Supplier in stage 4.	True-False	The Senior Supplier is responsible for assessing the viability of the project approach.	True-False
4	A specialist outsourcing consultant from Outcome would be an appropriate choice to provide supplier assurance during stage 2.	True-False	Supplier assurance ensures that supplier standards are met and used effectively.	True-False
5	The Hardware Manager would be an appropriate choice for the role of Senior Supplier.	True-False	The Senior Supplier is accountable for the quality of the products delivered by the supplier(s).	True-False
6	The Payroll Manager is an appropriate choice to provide business assurance.	True-False	Business assurance should be undertaken by someone with an accountancy qualification.	True-False

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

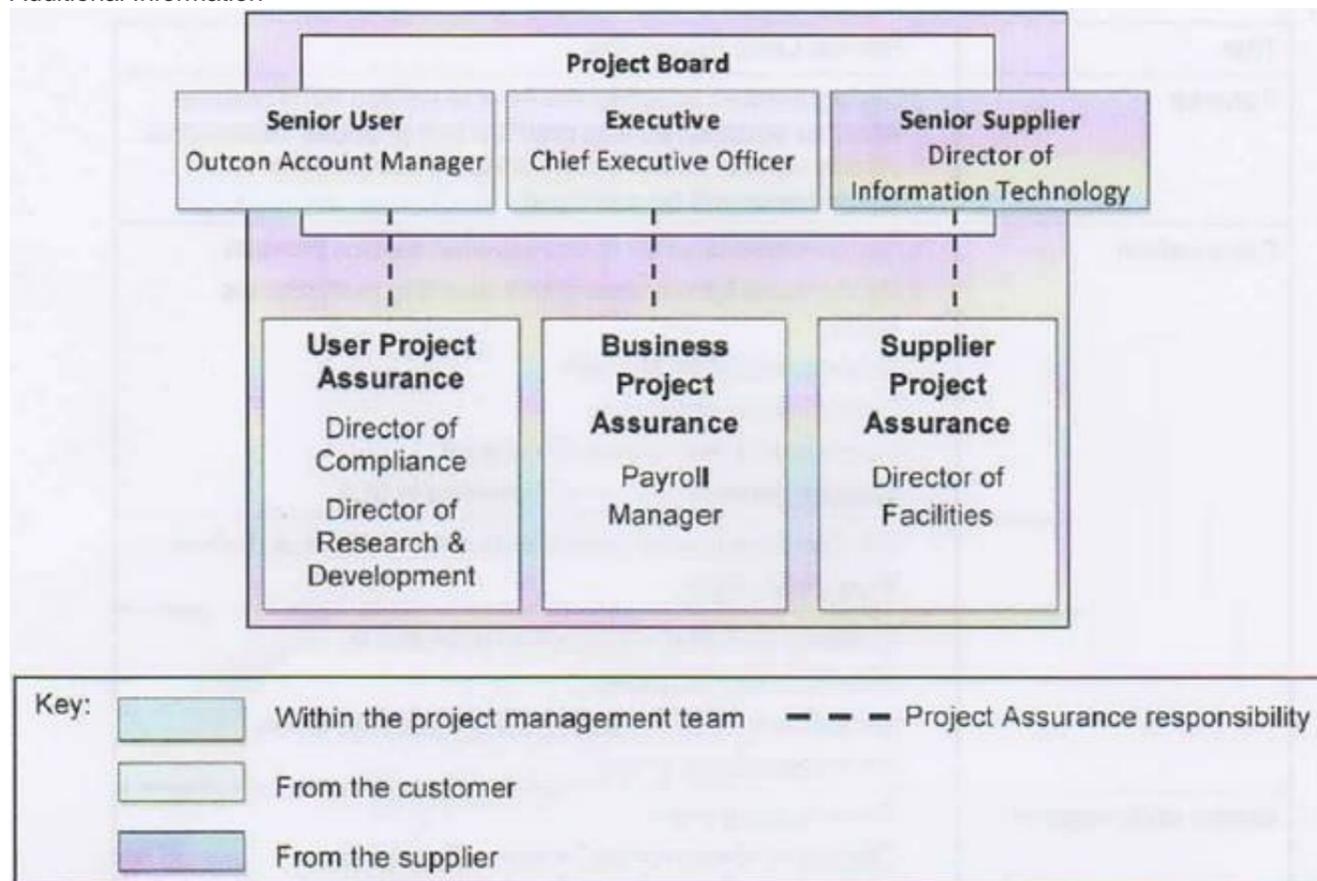
	Assertion		Reason	
1	The Outcome Account Manager should be appointed as a Senior Supplier for the project.	True-False	Senior Suppliers are responsible for the provision of supplier resources.	True-False
2	The Director of Finance would be an appropriate choice for the role of a Senior Supplier.	True-False	The Senior Supplier must demonstrate that the forecast benefits are realized.	True-False
3	After being selected in stage 3, a representative from the selected service provider should join the Project Board as a Senior Supplier in stage 4.	True-False	The Senior Supplier is responsible for assessing the viability of the project approach.	True-False
4	A specialist outsourcing consultant from Outcome would be an appropriate choice to provide supplier assurance during stage 2.	True-False	Supplier assurance ensures that supplier standards are met and used effectively.	True-False
5	The Hardware Manager would be an appropriate choice for the role of Senior Supplier.	True-False	The Senior Supplier is accountable for the quality of the products delivered by the supplier(s).	True-False
6	The Payroll Manager is an appropriate choice to provide business assurance.	True-False	Business assurance should be undertaken by someone with an accountancy qualification.	True-False

NEW QUESTION 46

- (Exam Topic 3)

Scenario

Additional Information



Further information on some resources who could be involved in the project:

Outcome Account Manager: He represents Outcome which is a recruitment agency that provides specialist outsourcing resources. Outcome provided the consultants who carried out the feasibility study and the same consultants will be providing support and guidance to the Information Technology and Facilities teams during the project.

Director of Finance Division: She was transferred from the Information Technology Division 12 months ago. She is responsible for ensuring a cost-conscious approach is adopted in all operational and project activities across the Ministry of Food Hygiene.

Hardware Manager: Reports to the Director of Information Technology. He provides computer hardware to all business functions but has little awareness of the needs of his colleagues working in software.

Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Which 2 alternative actions apply to the proposed user assurance for this project?

- A. Retain because they are both very positive about outsourcing the selected business functions.
- B. Retain because their divisions will be the major users of the outsourced services and they can provide the user perspective on the impact of any proposed

changes.

- C. Remove because neither of these individuals are from the business functions to be outsourced.
- D. Retain because selecting only one of them may cause unnecessary conflict.
- E. Retain because they are able to help identify stakeholders and their communication requirements.

Answer: BE

NEW QUESTION 48

- (Exam Topic 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 joined the company last year with huge enthusiasm and is keen to increase sales.
- B. He can provide an evaluation of the potential impact the calendar will have on sales.
- C. He is able to advise on suitable stakeholder engagement of current and prospective customers.
- 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 can resolve any conflict in requirements between the Sales department and the Marketing department.

Answer: BC

NEW QUESTION 50

- (Exam Topic 3)

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.

Using the additional Information provided for this question In the Scenario Booklet, answer the following question.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

	Assertion	True / False	Reason	
A	The Executive role should be shared by the CEO and the Marketing Director.	True / False	The Executive is responsible for securing the funding for the project.	True / False
B	The Senior User role should be shared by the Marketing Director and the Engineering Manager.	True / False	Those who provide specialist resources to the project development teams should perform a Senior User role.	True / False
C	Although Bright Lights and Portraits Ltd are suppliers, they CANNOT both perform a Senior Supplier role on this project.	True / False	When the Senior Supplier role is shared between two suppliers, one of the suppliers must be internal to the business.	True / False
D	A single member of Central Records should NOT perform both a Project Support and a Project Assurance role on this project.	True / False	It is necessary to keep Project Support and Project Assurance responsibilities separate.	True / False
E	The Engineering Manager should be included in the Communication Management Strategy.	True / False	The Communication Management Strategy describes the communication tools to be used.	True / False

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

	Assertion	True / False	Reason	
A	The Executive role should be shared by the CEO and the Marketing Director.	True - False	The Executive is responsible for securing the funding for the project.	True - False
B	The Senior User role should be shared by the Marketing Director and the Engineering Manager.	True - False	Those who provide specialist resources to the project development teams should perform a Senior User role.	True - False
C	Although Bright Lights and Portraits Ltd are suppliers, they CANNOT both perform a Senior Supplier role on this project.	True - False	When the Senior Supplier role is shared between two suppliers, one of the suppliers must be internal to the business.	True - False
D	A single member of Central Records should NOT perform both a Project Support and a Project Assurance role on this project.	True - False	It is necessary to keep Project Support and Project Assurance responsibilities separate.	True - False
E	The Engineering Manager should be included in the Communication Management Strategy.	True - False	The Communication Management Strategy describes the communication tools to be used.	True - False

NEW QUESTION 51

- (Exam Topic 4)

Scenario

Extract from the Project Product Description (with errors)

Composition	<ol style="list-style-type: none"> 1. Monthly calendar displays 2. 100gsm glossy paper 3. Full colour 4. Selected envelope 5. Chosen label design 6. List of customers 7. Selected photos 8. Photo session schedule
Derivation	<ol style="list-style-type: none"> 9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
Development skills required	<ol style="list-style-type: none"> 13. Photographer 14. Internal creative team 15. Printer
Customer's quality expectations	<ol style="list-style-type: none"> 16. Professional photos 17. 10% more calendars should be printed than required to allow for any late additions to the list of customers 18. Compliance with applicable corporate standards 19. The calendar should reflect the company image as described in the corporate branding standards 20. The calendar will increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months
Acceptance criteria	<ol style="list-style-type: none"> 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. Amend entry 2 to 'Selected paper'.
- B. Delete entry 3 because this is NOT a major product to be delivered by this project.
- C. Move entry 6 to Derivation because this product already exists.
- D. Delete entry 7 because these will be produced by the photographer.
- E. Add 'Calendars distributed to customers'.

Answer: AB

NEW QUESTION 56

- (Exam Topic 4)

Scenario

Additional Information Product Description

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

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider. The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

MFH has a quality management system which contains a document control procedure for all its documentation, however this does not include change management.

All project documents will be subject to a quality review. Nominated products will require a formal approval record signed-off by the quality review chair.

Extract from the draft Quality Management Strategy (may contain errors) Introduction

- * 1. This document defines the approach to be taken to achieve the required quality levels during the project.
- * 2. The Project Board will have overall responsibility for the Quality Management Strategy.
- * 3. Project Assurance will provide assurance on the implementation of the Quality Management Strategy. Quality management procedure - Quality standards
- * 4. The selected service provider will operate to industry standards for providing outsourced services.
- * 5. MFH document standards will be used. Records
- * 6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
- * 7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
- * 8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
- * 9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
- * 10. Team Managers will provide details of quality checks that have been carried out.
- * 11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
- * 12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

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

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

Answer: A

NEW QUESTION 58

- (Exam Topic 4)

Extract from the Project Product Description (with errors)

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

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

Column 1

Half the size of the selected envelope.

Column 2

Not included
 Quality criteria
 Quality tolerance
 Quality skills required
 Quality responsibilities

Attractive large font.

Not included
 Quality criteria
 Quality tolerance
 Quality skills required
 Quality responsibilities

Project Board.

Not included
 Quality criteria
 Quality tolerance
 Quality skills required
 Quality responsibilities

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

Not included
 Quality criteria
 Quality tolerance
 Quality skills required
 Quality responsibilities

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1	Column 2
Half the size of the selected envelope.	<input type="text"/> Not included Quality criteria Quality tolerance Quality skills required Quality responsibilities
Attractive large font.	<input type="text"/> Not included Quality criteria Quality tolerance Quality skills required Quality responsibilities
Project Board.	<input type="text"/> Not included Quality criteria Quality tolerance Quality skills required Quality responsibilities
+5% 1-5% of the required label size.	<input type="text"/> Not included Quality criteria Quality tolerance Quality skills required Quality responsibilities

NEW QUESTION 60

- (Exam Topic 4)

Which principle is central to the quality theme and provides explicit understanding of what the project will create?

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

Answer: B

NEW QUESTION 62

- (Exam Topic 4)

Scenario

Additional Information Product Description

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

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider. The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

MFH has a quality management system which contains a document control procedure for all its documentation, however this does not include change management.

All project documents will be subject to a quality review. Nominated products will require a formal approval record signed-off by the quality review chair.

Extract from the draft Quality Management Strategy (may contain errors) Introduction

- * 1. This document defines the approach to be taken to achieve the required quality levels during the project.
- * 2. The Project Board will have overall responsibility for the Quality Management Strategy.
- * 3. Project Assurance will provide assurance on the implementation of the Quality Management Strategy. Quality management procedure - Quality standards
- * 4. The selected service provider will operate to industry standards for providing outsourced services.
- * 5. MFH document standards will be used. Records
- * 6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
- * 7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
- * 8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
- * 9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
- * 10. Team Managers will provide details of quality checks that have been carried out.
- * 11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
- * 12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which is a correctly defined acceptance criterion for the transferred staff?

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

Answer: C

NEW QUESTION 65

- (Exam Topic 5)

The project has a cost tolerance of +5% | -5%, of which stage 2 has a tolerance of +£45k | -£45k.

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	If stage 2 exceeds its target by £20k the Stage Plan should be replaced by an Exception Plan.	True-False	When the Stage Plan is updated with activities to deal with any deviations from planned cost and time, this is called an Exception Plan.	True-False
2	The Team Plan required for the development of the service level agreement should be produced in consultation with supplier assurance.	True-False	Supplier assurance should confirm that Team Plans are in accordance with relevant supplier standards.	True-False
3	The Stage Plan for stage 2 should be prepared during the initiation stage.	True-False	All Stage Plans are produced near the end of the initiation stage.	True-False
4	A final stage (stage 5), covering project closure, should be added to the Project Plan.	True-False	The Project Plan covers all management stages.	True-False
5	The cost tolerance planned for each stage should be +5% '5%.	True-False	Project tolerances for cost and time should always be allocated equally between all of the stages.	True-False
6	The key deliverables and estimates from the feasibility study should provide a major input to the Project Brief.	True-False	The feasibility study should confirm all project costs.	True-False

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

	Assertion		Reason	
1	If stage 2 exceeds its target by £20k the Stage Plan should be replaced by an Exception Plan.	True-False	When the Stage Plan is updated with activities to deal with any deviations from planned cost and time, this is called an Exception Plan.	True-False
2	The Team Plan required for the development of the service level agreement should be produced in consultation with supplier assurance.	True-False	Supplier assurance should confirm that Team Plans are in accordance with relevant supplier standards.	True-False
3	The Stage Plan for stage 2 should be prepared during the initiation stage.	True-False	All Stage Plans are produced near the end of the initiation stage.	True-False
4	A final stage (stage 5), covering project closure, should be added to the Project Plan.	True-False	The Project Plan covers all management stages.	True-False
5	The cost tolerance planned for each stage should be +5% '5%.	True-False	Project tolerances for cost and time should always be allocated equally between all of the stages.	True-False
6	The key deliverables and estimates from the feasibility study should provide a major input to the Project Brief.	True-False	The feasibility study should confirm all project costs.	True-False

NEW QUESTION 70

- (Exam Topic 5)

Who is responsible for committing user resources to the project?

- A. Senior User
- B. Senior Supplier
- C. Executive
- D. Project Board

Answer: A

NEW QUESTION 75

- (Exam Topic 6)

Scenario

A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for their services has been set up and is being monitored by the Purchasing Manager and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photo sessions to minimize the impact on the Engineering staff. This meeting should have occurred by now.

The Engineering Manager was made aware of this requirement but when asked he reported that he has received no communication from the photographer. The Project Manager has tried to call the photographer and has had no response. The Project Manager believes there is a risk that Portraits Ltd are overbooking work and prioritizing other clients' work. If Portraits Ltd do not deliver on schedule the project will be delayed and the expected benefits will be reduced.

The contract is to be reviewed and Portraits Ltd reminded of their agreement.

The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early release of a competitor's calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.

Which 2 statements should be recorded under the Proximity heading?

- A. Proximity categories for this project are: Imminent; Within the stage; Within the project; Beyond the project.
- B. The risk of MFH having no outsourcing experience will be categorized as Stage 4 proximity.
- C. Imminent risks are those which may occur within two weeks.
- D. Any risk with a proximity category of imminent will be estimated as having a very high impact.
- E. The risk of staff leaving the organization will be categorized as beyond the project proximity.

Answer: CD

NEW QUESTION 79

- (Exam Topic 6)

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: A

NEW QUESTION 83

- (Exam Topic 6)

Which of the following risk responses can be used for either an opportunity or a threat?

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

Answer: B

NEW QUESTION 87

- (Exam Topic 7)

What is the purpose of a Product Status Account?

- A. A set of records that describe information about the project
- B. A log used to record problems or concerns about products
- C. An audit or review to compare actual status of products
- D. A report covering the status about the state of the projects products within

Answer: D

NEW QUESTION 89

- (Exam Topic 7)

Scenario:

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

What products will be impacted by this change?

- A. All of the project's products created so far.
- B. Only those products created in the first three weeks of stage 3.
- C. All of the project's products which relate to or include services provided by the Facilities Division.
- D. No products would need to be changed but some will need to be removed from the project.

Answer: D

NEW QUESTION 94

- (Exam Topic 8)

Scenario:

Techniques, processes and procedures

* 1. Any threat that may result in a loss of MFH data must be escalated immediately. Joint agreements

* 2. Work is to start at the beginning of week 2 (Stage 4).

* 3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances

- * 4. None. Constraints
 - * 5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
 - * 6. Installation work must take place during MFH normal working hours.
 - * 7. +£10,000 / -£25,000.
- Reporting arrangements
- * 8. Highlight Report every Monday by 10.00 am.
 - * 9. The report must contain a summary of all products worked on during the previous week.
 - * 10. Project Manager must be notified of any issues immediately by telephone. Problem handling and escalation
 - * 11. Impact analysis of all issues must be completed within 24 hours. Extracts or references
 - * 12. The Stage Plan for stage 4 is available from Project Support. Approval method
 - * 13. Project Assurance will review the completed Work Package and confirm completion

Which 2 statements apply to either the Techniques, processes and procedures or Constraints sections?

- A. Delete entry 1 because this section should contain the techniques, processes and procedures required for specialist product development.
- B. Add 'There must be minimum disruption to current services' to Constraints.
- C. Move entry 5 to Techniques, processes and procedures because this is a technique which staff should be aware of.
- D. Delete entry 6 because this applies to Office Moves Limited and is therefore outside the Work Package.
- E. Delete entry 7 because this should be contained in the Quality skills required section of the Product Description.

Answer: DE

NEW QUESTION 97

- (Exam Topic 8)

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 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 production 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, 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: B

NEW QUESTION 101

- (Exam Topic 8)

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:

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 - 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 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.

As the project approaches the end of stage 2, the Project Manager has requested a Product Status Account to ensure that all products are at their expected point of development. Although the list of customers has been quality reviewed, it has not been baselined because the Marketing department have not provided all of the prospective customers' details. What initial action should the Project Manager take?

- A. Delay producing the End Stage Report until the list of customers has been baselined.
- B. Raise an Exception Report to the Project Board to highlight the issue.
- C. Check the target sign-off date for the list of customers.
- D. Update the product status to baselined and obtain a commitment from the Marketing department to finish this work within the next few days.

Answer: C

NEW QUESTION 105

- (Exam Topic 8)

Which statement is TRUE with regard to technical stages?

- A. Technical stages can only occur sequential
- B. Technical stages define where management decisions are appropriate
- C. Technical stages often overlap
- D. Technical stages define the commitment of resources and authority to spend

Answer: C

NEW QUESTION 106

- (Exam Topic 8)

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:

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It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000.

There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

During stage 2, an early review of the photo design ideas from the Marketing department has highlighted the need for engineering machinery to be operating in the background during the photo sessions. This requires a change to the baselined Product Description for the photos. What action should the Project Manager take?

- A. Log the change in the Issue Register as a request for change.
- B. Raise an Exception Report to the Project Board.
- C. Revised the Product Description for the photos and issue it to the Engineering Manager to ensure that the machinery will be operating during the photo sessions.
- D. Include this requirement on the next Checkpoint Report to the photographer.

Answer: A

NEW QUESTION 109

- (Exam Topic 9)

Scenario

Additional Information

Extract from the Communication Management Strategy.

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

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

Using the Project Scenario, select the appropriate response to each of the following 5 questions which have been raised by the Project Board.

The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PIO). The PIO includes the Business Case, a product checklist and What statement applies to the Records section?

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

Answer: A

NEW QUESTION 114

- (Exam Topic 9)

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. New up-to-date software will be obtained to produce the graphical sections of the Project and Stage Plans.
- C. The detailed designs (future process, systems, operating and organization models) will be based on the existing high-level designs.

Answer: C

NEW QUESTION 115

- (Exam Topic 9)

While preparing the Quality Management Strategy, the Project Manager noticed that the corporate quality management system does not specifically cover project management.

Which option provides an appropriate way for the Project Manager proceed?

- A. Record the development of a corporate quality management system for project management as a prerequisite of the Project Plan.
- B. Proceed with the project without a Quality Management Strategy and adopt the selected service provider's standards in stage 4.
- C. Seek relevant organizational standards, then facilitate a workshop to discuss the Quality Management Strategy with Project Assurance.

Answer: C

NEW QUESTION 116

- (Exam Topic 9)

Scenario

Additional Information

Extract from the Communication Management Strategy.

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

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

Using the Project Scenario, select the appropriate response to each of the following 5 questions which have been raised by the Project Board.

The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (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. 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.
- B. Whilst the activities are divided into two further stages, there is no reason why the Calendar project should use stage
- C. The project will therefore be run as a single stage project and the activities will be added to the Initiation Stage Plan.
- D. 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.

Answer: A

NEW QUESTION 117

- (Exam Topic 10)

Which of the following statements is FALSE regarding the Continued Business Justification?

- A. The justification for the project must remain the same throughout the project
- B. The justification for the project should remain valid
- C. The justification for the project may change

D. If the project is no longer justified it should be stopped

Answer: B

NEW QUESTION 119

- (Exam Topic 10)

It is now late October and the project is in stage 3. The label design competition has been held and the photos of the staff have been taken. The CEO and Marketing Director still need to choose the winning label design and the 12 photos for the calendar. However, the Executive has learned that two competitors are issuing calendars to MNO's customers by the middle of November. After analyzing the impact of this Issue, one of the options the Project Manager has presented to the Project Board is to close the project prematurely.

There are a number of key facts relating to this project that would need to be recorded if the project Y-e to be closed now.

Which product should show that if anybody has any remaining resource costs to be charged to the project, they should ensure this is done by 10 November?

- A. Benefits Review Plan
- B. End Project Report
- C. Follow-on action recommendations
- D. Project closure notification

Answer: D

NEW QUESTION 124

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