PRINCE2-Exams

Exam Questions PRINCE2-Practitioner

PRINCE2 Practitioner exam

NEW QUESTION 1
- (Topic 1)
Which statement best explains the purpose of Tailor to suit the project environment?

A. Ensure project controls are based on project's scale, complexity, importance, capability and risk
B. To use a set of pre-defined templates for the size of project
C. To tailor the use of the principles to suit the project
D. To pick which PRINCE2 processes to apply and which to leave out

Answer: D

NEW QUESTION 2
- (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 3
- (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 4
- (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 5
- (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 6
- (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.

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 7
- (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.

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

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

Answer: BD

NEW QUESTION 8
- (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 series of television and press advertisements· was too expensive
? A direct mail shot to all customers - benefit would be short term
? Creation of an internet website - would not suit all customers

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

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

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

Answer: CD

NEW QUESTION 9
- (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. VVhilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

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

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

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

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

A. She has been with the company for three years.
B. She previously had a successful career in publicity.
C. She is able to represent the business needs of MNO Manufacturing.
D. She has authority to commit the marketing budget, from which the project will be funded.
E. She requires more experience working with the engineering industry.

Answer: CD

NEW QUESTION 10
- (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. VVhilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

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

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

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

Which 2 statements explain why the Sales Manager should be appointed as User Assurance for this project?
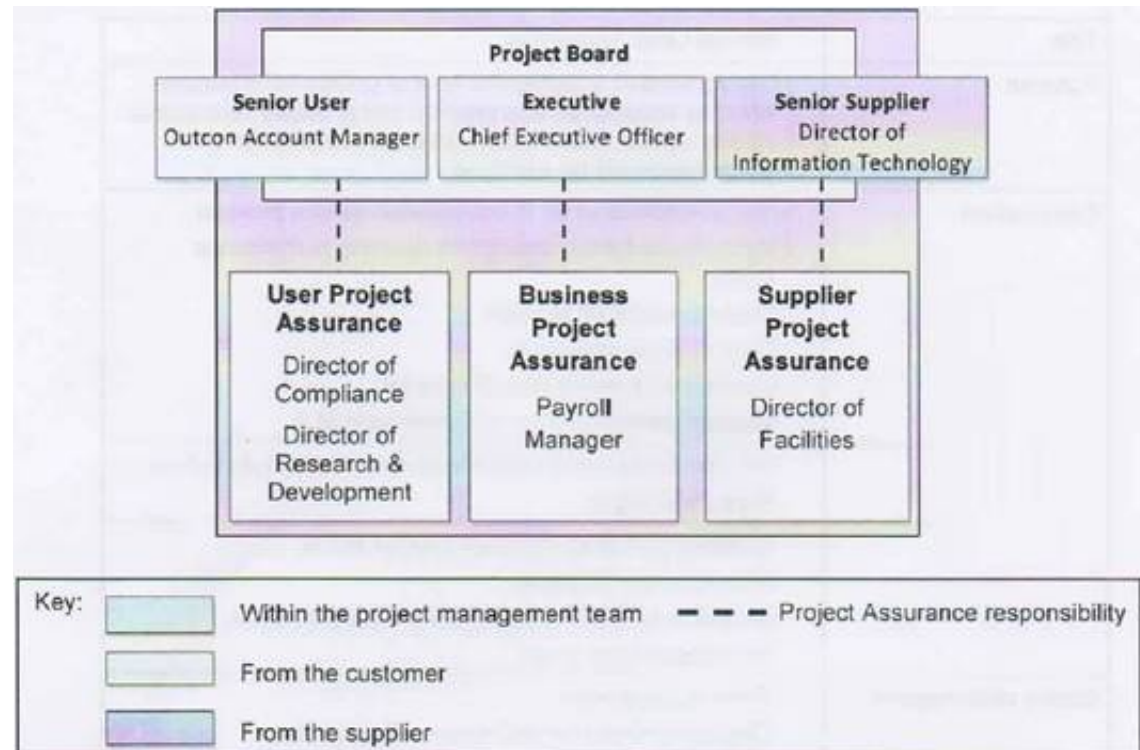
A. He joined the company last year with huge enthusiasm and is keen to increase sales.
B. He can provide an evaluation of the potential impact the calendar will have on sales.
C. He is able to advise on suitable stakeholder engagement of current and prospective customers.
D. He would like to move into 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 10
- (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.
Which 2 alternative actions apply to the proposed supplier assurance for this project?

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

Answer: BD

NEW QUESTION 14
- (Topic 3)
Which of the following is False?
A Successful project management team should.
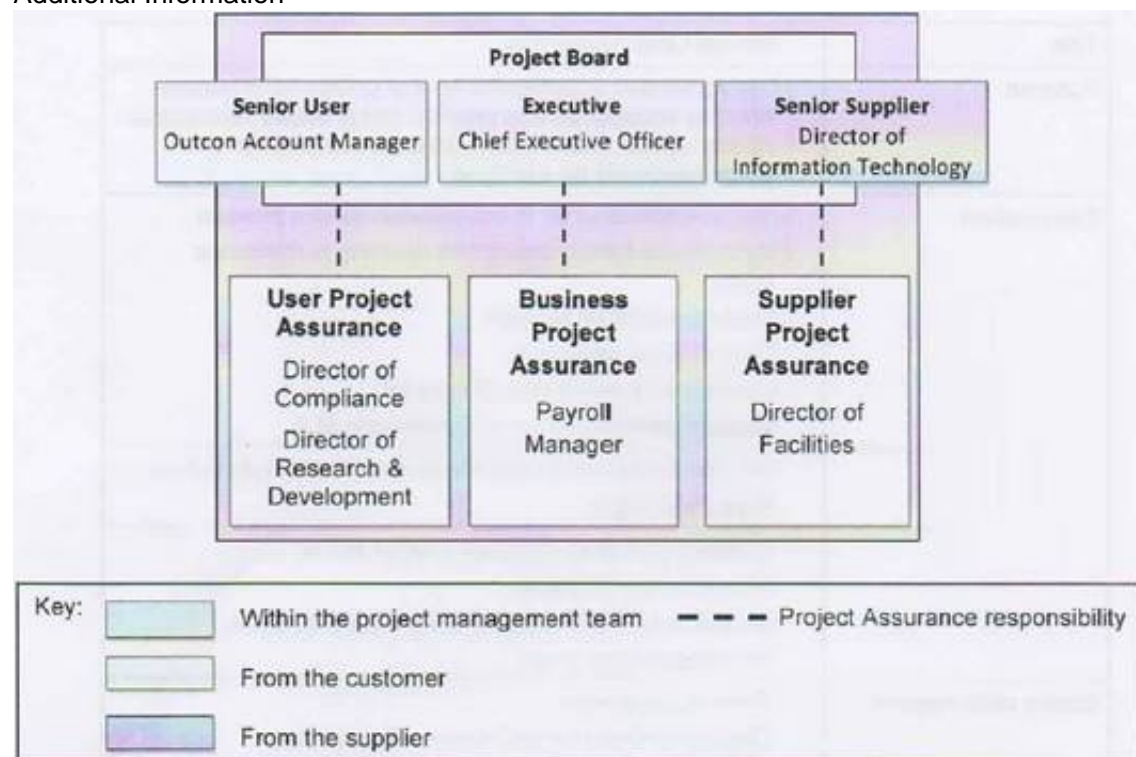
A. Have business, user and supplier stakeholder representation
B. Never be reviewed as members should stay with the team for the duration
C. Ensure appropriate governance by defining responsibilities for directing, managing anddelivering the project and clearly defining accountability at all levels
D. Have an effective strategy to manage communication flows to and from stakeholders

Answer: B

NEW QUESTION 16
- (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.
Which 2 alternative actions apply to the proposed Senior User for this project?

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

Answer: BC

NEW QUESTION 19
- (Topic 3)
Who is responsible for ensuring that Communication Management Strategy is appropriate and that planned communication activities actually take place?

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

Answer: A

NEW QUESTION 21
- (Topic 4)
Additional Information Product Description

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

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

A. Obtain agreement from the Director of Facilities Division to add these into the glossary of terms within the remaining +2 days tolerance.
B. Raise an issue (off-specification).
C. Raise an issue (request for change).
D. No action required.

Answer: A

NEW QUESTION 26
- (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

Which 2 statements apply to the Derivation section?

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

Answer: CD

NEW QUESTION 28
HOTSPOT - (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
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Column 1 is a list of objectives. For each objective in Column 1, select from Column 2 the quality activity that addresses it. Each selection from Column 2 can be used once, more than once or not at all. Drop down the right answer.

Understanding the customer's quality expectations. [dropdown]

Approval of the project's products. [dropdown]

Confirmation that corporate management standards and policies are being adhered to. [dropdown]

Column 1	Column 2
Understanding the customer's quality expectations.	[dropdown] Quality assurance / Quality control / Quality planning
Approval of the project's products.	[dropdown] Quality assurance / Quality control / Quality planning
Confirmation that corporate management standards and policies are being adhered to.	[dropdown] Quality assurance / Quality control / Quality planning

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Column 1	Column 2
Understanding the customer's quality expectations.	[dropdown] Quality assurance / Quality control / **Quality planning** (selected)
Approval of the project's products.	[dropdown] Quality assurance / **Quality control** (selected) / Quality planning
Confirmation that corporate management standards and policies are being adhered to.	[dropdown] **Quality assurance** (selected) / Quality control / Quality planning

NEW QUESTION 29
- (Topic 4)
Additional Information Product Description

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

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

A. Delete entry 6 because this information should be included in Stage or Team Plans.
B. Move entry 6 to the Reporting section because the information should be used to report on quality activities.
C. Delete entry 7 because this should be included in the Configuration ManagementStrategy.
D. Delete entry 8 because the results of quality reviews are recorded in the Quality Register.

Answer: C

NEW QUESTION 30
- (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
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Acceptance criteria	21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it 22. Appearance - new company logo promotes strong image 23. Security - complies with Data Protection Act 24. Accuracy - public holidays match the list supplied by Marketing on 01 November

Which 2 statements apply to the Acceptance criteria section?

A. Amend entry 21 to 'Appearance - 12 photos each showing different members of staff.
B. Move entry 21 to Composition because the photos are part of the final product.
C. Delete entry 22 because the development of the new company logo is not within the scope of the Calendar project.
D. Move entry 23 to Derivation because the Data Protection Act already exists.
E. Delete entry 24 because this is NOT a suitable acceptance criteria for this project.

Answer: AC

NEW QUESTION 32
- (Topic 4)
Additional Information Product Description

Title	Service Level Agreement.
Purpose	• This agreement specifies the level of service MFH requires from the selected service provider and provides measurable criteria against which the selected service provider's performance will be assessed.
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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.

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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 37
- (Topic 5)
Product based planning focuses on which of the following:
1. Creating product descriptions
2. Identifying activities
3. Creating a Product hierarchy
4. Creating a Product sequence

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

Answer: A

NEW QUESTION 39
- (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 43
- (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 Roles and responsibilities heading?

A. Each risk will be assigned a risk owner.
B. Risks exceeding the agreed project risk tolerance will be reported to the Project Board.
C. Risk tolerances are allocated to each stage by the Project Manager.
D. Project Assurance will ensure that project risks are identified, assessed and controlled according to the agreed risk management procedure.
E. An external consultant is to facilitate a risk identification workshop.

Answer: BD

NEW QUESTION 44
- (Topic 7)
Scenario:
The Ministry of Food Hygiene (MFH) has a quality management system which contains a document control process to manage all documentation requirements. The document control process was created by the MFH Quality Manager, who now maintains all of MFH's documents and performs an organization-wide configuration management role. The MFH Quality Manager will administer the configuration management procedure for the Restructuring project since this must comply with the MFH document control process.
What will be the impact on the benefits?

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

Answer: A

NEW QUESTION 45
- (Topic 7)
If the Project Board are too busy to authorize all change requests themselves they can appoint?

A. A Change Authority
B. A Change Board
C. A Change Committee
D. A Change Budget

Answer: C

NEW QUESTION 50
- (Topic 8)
Project Scenario
Calendar Project (Note: The companies and people within the scenario are fictional.)
There has been a reduction in fie number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo when is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:
? Design for each month - correctly showing at public holidays and new company logo
? Selected photographs- 12 professionally-produced photographs, showing different
members of staff
? Selected paper and selected envelope - for printing and mailing the calendar
? Chosen label design - a competition to design a label will be held as part of this project
? List of customers - names and addresses of customers to whom the calendar will be sent.
The project is currently in initiation and will have two further stages:
Stage 2 will include tie activities to:
? Create the customer fast using information from the Accounts and Marketing departments
? Confirm compliance with the Data Protection Legislation
? Create a design for each month - this will be done by the internal creative team
? Select and appoint a professional photographer
? Gather photograph design ideas from previous project and agree photographic session schedule
? Prepare a production cost forecast
? Select paper and envelope.
Stage 3 will include the activities to:
? Produce and select tie professionally-taken photographs
? Hold the label design competition and choose the label design
? Assemble the prepared calendar pack.
A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of the project. The product cost forecast will be reviewed by the Project Board to determine whether tie project should continue.
It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.
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 51
HOTSPOT - (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

At the end of stage 3, the service provider will be selected and the contract awarded. During stage 4, the Account Manager for the selected service provider will work with the Project Manager to complete the transition of the services to the selected service provider.

	Assertion		Reason	
1	The Project controls section of the Project Initiation Documentation should be updated as soon as the service provider has been selected during stage 3.	True-False	The Project Initiation Documentation contains a summary of the project level controls for monitoring and reporting.	True-False
2	Time-driven controls should be used to monitor the service provider's progress during stage 4.	True-False	The Project Manager requires regular progress reports from a Team Manager in order to monitor the progress of a Work Package.	True-False
3	Once the service provider is selected, the Product Description for the selected service provider should be updated.	True-False	The composition field of a Product Description should be used to record an change in the status of a product.	True-False
4	Checkpoint Reports should provide updates on the progress of the transfer of equipment and staff.	True-False	A Work Package defines the reporting arrangements and approval method between a supplier and the Project Board.	True-False
5	The selected service provider, acting as a Team Manager in stage 4, should provide an Exception Report for the Project Manager if their Work Package is forecast to exceed its tolerance.	True-False	The Team Manager is responsible for informing the Project Manager if any of the agreed tolerances for a Work Package are forecast to be exceeded.	True-False
6	Benefit tolerance should be set in the next Stage Plan for Project Assurance to monitor.	True-False	Project Assurance is responsible for monitoring the Business Case against project progress.	True-False

A. Mastered
B. Not Mastered

Answer: A

Explanation:

	Assertion		Reason	
1	The Project controls section of the Project Initiation Documentation should be updated as soon as the service provider has been selected during stage 3.	True-False	The Project Initiation Documentation contains a summary of the project level controls for monitoring and reporting.	True-False
2	Time-driven controls should be used to monitor the service provider's progress during stage 4.	True-False	The Project Manager requires regular progress reports from a Team Manager in order to monitor the progress of a Work Package.	True-False
3	Once the service provider is selected, the Product Description for the selected service provider should be updated.	True-False	The composition field of a Product Description should be used to record an change in the status of a product.	True-False
4	Checkpoint Reports should provide updates on the progress of the transfer of equipment and staff.	True-False	A Work Package defines the reporting arrangements and approval method between a supplier and the Project Board.	True-False
5	The selected service provider, acting as a Team Manager in stage 4, should provide an Exception Report for the Project Manager if their Work Package is forecast to exceed its tolerance.	True-False	The Team Manager is responsible for informing the Project Manager if any of the agreed tolerances for a Work Package are forecast to be exceeded.	True-False
6	Benefit tolerance should be set in the next Stage Plan for Project Assurance to monitor.	True-False	Project Assurance is responsible for monitoring the Business Case against project progress.	True-False

NEW QUESTION 55
HOTSPOT - (Topic 8)
Project Scenario
Calendar Project (Note: The companies and people within the scenario are fictional.)
There has been a reduction in fie number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help

counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo when is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

? Design for each month - correctly showing at public holidays and new company logo
? Selected photographs- 12 professionally-produced photographs, showing different
members of staff
? Selected paper and selected envelope - for printing and mailing the calendar
? Chosen label design - a competition to design a label will be held as part of this project
? List of customers - names and addresses of customers to whom the calendar will be sent.
The project is currently in initiation and will have two further stages:
Stage 2 will include tie activities to:
? Create the customer fast using information from the Accounts and Marketing departments
? Confirm compliance with the Data Protection Legislation
? Create a design for each month - this will be done by the internal creative team
? Select and appoint a professional photographer
? Gather photograph design ideas from previous project and agree photographic session schedule
? Prepare a production cost forecast
? Select paper and envelope.
Stage 3 will include the activities to:
? Produce and select tie professionally-taken photographs
? Hold the label design competition and choose the label design
? Assemble the prepared calendar pack.
A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of the project. The product cost forecast will be reviewed by the Project Board to determine whether tie project should continue.
It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the
project management activities are estimated to be £20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.
Lines 1 to 6 in the table below consist of an assertion statement and a reason statement For each line identify the appropriate option, from options 1 to 6, that applies. Each option can be used once, more than once or not at all.

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

A. Mastered
B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 60

- (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 61

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

Column 1	Column 2
Ensure that each product in a completed Work Package has gained its required approval, as defined in its Product Description.	☐
Carry out an analysis of a potential event that may have a favourable impact on the project's objectives.	☐
Define the tolerance within a Work Package to be agreed with a Team Manager.	☐

Column 1	Column 2
Ensure that each product in a completed Work Package has gained its required approval, as defined in its Product Description.	Business Case / Organization / Quality / Plans / Risk / Change / Progress
Carry out an analysis of a potential event that may have a favourable impact on the project's objectives.	Business Case / Organization / Quality / Plans / Risk / Change / Progress
Define the tolerance within a Work Package to be agreed with a Team Manager.	Business Case / Organization / Quality / Plans / Risk / Change / Progress

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Column 1	Column 2
Ensure that each product in a completed Work Package has gained its required approval, as defined in its Product Description.	Business Case / **Organization** / Quality / Plans / Risk / Change / Progress
Carry out an analysis of a potential event that may have a favourable impact on the project's objectives.	Business Case / Organization / Quality / Plans / Risk / Change / **Progress**
Define the tolerance within a Work Package to be agreed with a Team Manager.	Business Case / Organization / Quality / Plans / **Risk** / Change / Progress

NEW QUESTION 62
- (Topic 9)
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.

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

Which statement applies to the Timing of communication activities section?

A. Delete entry 9 because activities for controlling the project should be planned as part of Project controls in the Project Initiation Documentation.
B. No change to entry 9 because it describes the timing of performance reports.
C. Delete entry 10 because Highlight Reports are a Project Board control, the frequency of which should be recorded in the Project controls section of the Project Initiation Documentation.

Answer: B

NEW QUESTION 63
- (Topic 9)
Who is responsible for appointing the Project Manager?

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

Answer: C

NEW QUESTION 65
- (Topic 9)
Which statement is an appropriate entry for the project approach heading within the Project Brief?

A. The initial estimates from the feasibility study will be verified during the initiation stage.
B. MFH must better manage suppliers' performance.
C. The Information Technology Division and the Facilities Division will be outsourced to a single service provider.
D. The Project Manager will be responsible for ensuring that the agreed project approach remains an appropriate choice.

Answer: C

NEW QUESTION 66
- (Topic 10)
Which of the following is NOT a trigger for the project manager to authorize a work package?

A. Stage Authorization

B. Corrective Action
C. Exception plan approved
D. Reporting highlights

Answer: D

NEW QUESTION 70
- (Topic 10)
During a work package the Team manager needs to keep the project manager informed, which management product is used for this?

A. Highlight report
B. Checkpoint Report
C. Issue Report
D. End Stage Report

Answer: B

NEW QUESTION 75
- (Topic 10)
Which management product do the Project Board use to decide whether to authorize initiation?

A. Project Brief
B. Business Case
C. Project Initiation Documentation
D. Project Product Description

Answer: A

NEW QUESTION 77
- (Topic 10)
Two weeks after starting work the Team Manager noticed that each completed product had exceeded its estimated effort by around 10%. If this trend continues the Work Package will exceed its agreed cost tolerance of 5%.
Which 2 actions should the Team Manager take in response to this situation?

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

Answer: AE

NEW QUESTION 81
- (Topic 11)
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 83
- (Topic 11)
It is now late October and the project is in stage 3. The label design competition has been held and the photos of the staff have been taken. The CEO and Marketing Director still need to choose the winning label design and the 12 photos for the calendar. However, the Executive has learned that two competitors are issuing calendars to MNO's customers by the middle of November. After analyzing the impact of this Issue, one of the options the Project Manager has presented to the Project Board is to close the project prematurely.
There are a number of key facts relating to this project that would need to be recorded if the project Y-e to be closed now.
Which product should show that the photos could be used for other promotional material for the company?

A. Benefits Review Plan
B. Lessons Log
C. Exception Report
D. End Project Report

Answer: D

NEW QUESTION 84
- (Topic 11)
It is now late October and the project is in stage 3. The label design competition has been held and the photos of the staff have been taken. The CEO and

Marketing Director still need to choose the winning label design and the 12 photos for the calendar. However, the Executive has learned that two competitors are issuing calendars to MNO's customers by the middle of November. After analyzing the impact of this Issue, one of the options the Project Manager has presented to the Project Board is to close the project prematurely.

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

Which product should show that the staff photo sessions were disruptive to the Engineering Department as they had been scheduled during peak work times without consultation with the Engineering Manager?

A. Follow-on action recommendations
B. Lessons Report
C. Project closure notification
D. Risk Register

Answer: B

NEW QUESTION 85
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