

PRINCE2-Exams

Exam Questions PRINCE2-Practitioner

PRINCE2 Practitioner exam



NEW QUESTION 1

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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

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

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

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

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

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

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

End of the Project scenario. Additional Information:

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

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

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

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

The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

The Training Development Manager reports to the Business Development Director and is responsible for developing training materials and gaining accreditation, in accordance with the standard course development model. Course developers in his team have skills in a range of development technologies and are allocated to projects as needed.

The Training Delivery Manager, who reports to the Operations Director, is responsible for ensuring that internal and external trainers deliver ABC Company training courses to the required standard. He also checks course materials to ensure they are fit for purpose and of the required quality.

The Central Services Director has responsibility for corporate communications, facilities management and configuration management. He recently led a project to consolidate all company quality systems into one quality management system and set up a corporate quality department, now managed by the Corporate Quality Manager.

The Corporate Document Manager reports to the Central Services Director. She helped establish the company’s document management system and now operates it across the business. She manages a team of administrators and contracts staff when workload is high.

The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.

End of the additional information.

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

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

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

Answer: A

NEW QUESTION 2

- (Exam Topic 1)

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use their own sales and marketing departments to promote the courses.

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End of the additional information.

In order for ABC Company to achieve the expected sales of the health and safety training course, the senior user will need to ensure that all staff understand the objectives and target audience for the course. In addition, these sales will need to be added to each individual's sales targets. These activities have been included in the benefits management approach.

Is this appropriate, and why?

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

Answer: A

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?

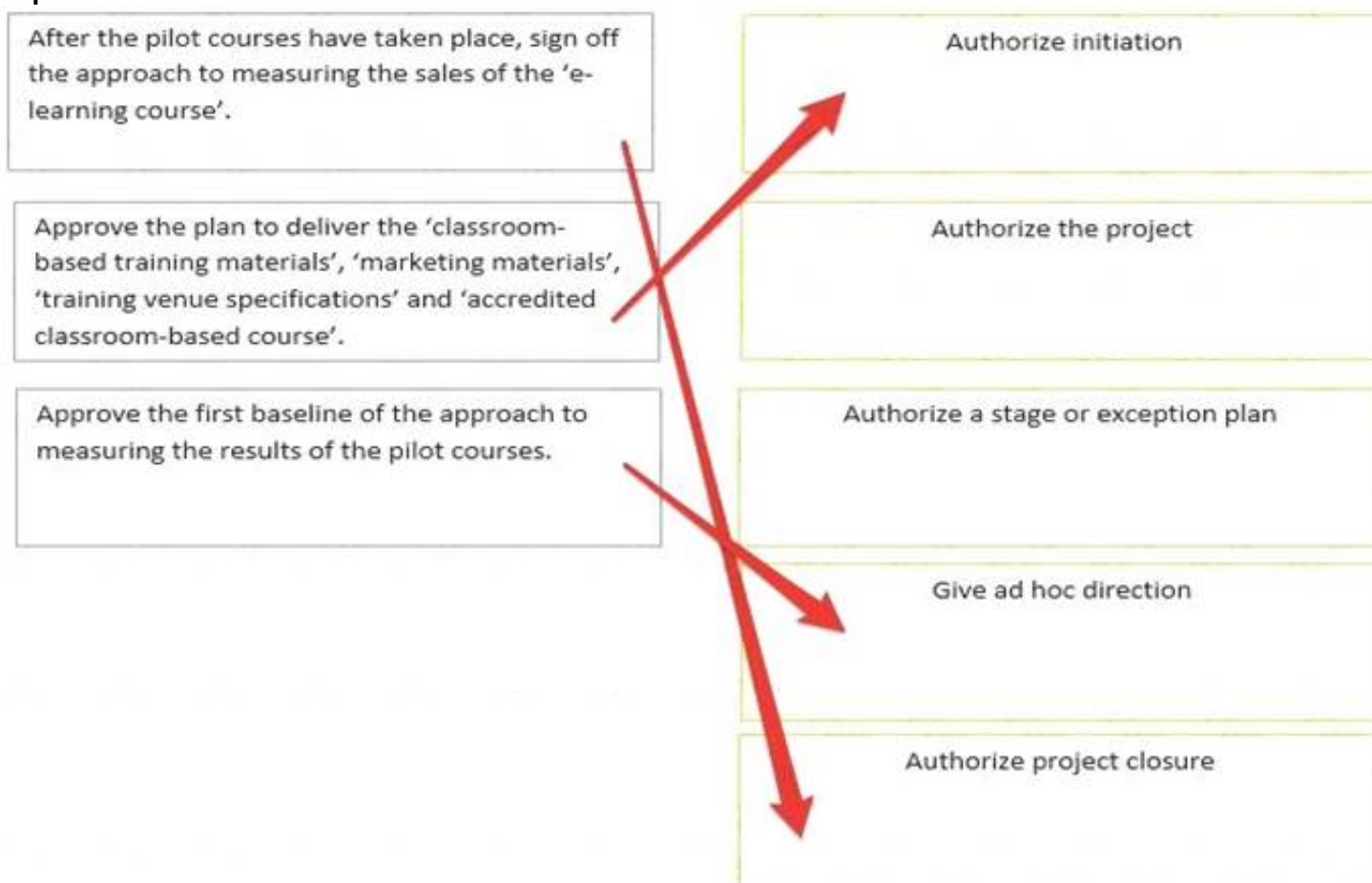
Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

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 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 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)

Project Scenario – Health and Safety Training Project:

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End of the additional information.

During stage 3, the operational staff that handle course bookings asked for the project scope to be increased for an online booking function. The additional product has been as it will enable them to process bookings more quickly and accurately.

Is this an appropriate application of the ‘focus on products’ principle, and why?

- A. Yes, because the goal is to seek opportunities to implement improvements after the life of the project.
- B. Yes, because the project needs to fulfill stakeholder expectations by delivering the products required.
- C. No, because there needs to be an understanding of the products from the start of the project.
- D. No, because existing product descriptions provide a means to estimate effort to planning.

Answer: B

NEW QUESTION 7

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The project’s change control approach states that PRINCE2’s recommended issue and change control procedure will be used. The senior user has requested that a new set of marketing materials and marketing channels be introduced to support the launch of the training course. The senior user has suggested that this should be managed informally.

Where should the project manager record the issue, and why?

- A. In the daily log, because a change to a product at the default level can be handled informally.
- B. In the daily log, because the senior user has advised that this change should be informally.
- C. In the issue register, because this is a request for change requiring a change to a baseline.
- D. In the issue register, because issues should be recorded here first, before determining how to manage them.

Answer: D

NEW QUESTION 8

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The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.

End of the additional information.

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

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

- A. Supplier, because this stakeholder provides the expertise required by the project.
- B. Supplier, because this stakeholder is an external supplier.
- C. User, because this stakeholder may train its staff using the 'e-learning course'.
- D. User, because this stakeholder ensures that the project provides value for money.

Answer: D

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:

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

End of the Project scenario. Additional Information:

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

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

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

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

The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

The Training Development Manager reports to the Business Development Director and is responsible for developing training materials and gaining accreditation, in accordance with the standard course development model. Course developers in his team have skills in a range of development technologies and are allocated to projects as needed.

The Training Delivery Manager, who reports to the Operations Director, is responsible for ensuring that internal and external trainers deliver ABC Company training courses to the required standard. He also checks course materials to ensure they are fit for purpose and of the required quality.

The Central Services Director has responsibility for corporate communications, facilities management and configuration management. He recently led a project to consolidate all company quality systems into one quality management system and set up a corporate quality department, now managed by the Corporate Quality Manager.

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

End of the Project scenario. Additional Information:

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

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

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

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

The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

The Training Development Manager reports to the Business Development Director and is responsible for developing training materials and gaining accreditation, in accordance with the standard course development model. Course developers in his team have skills in a range of development technologies and are allocated to projects as needed.

The Training Delivery Manager, who reports to the Operations Director, is responsible for ensuring that internal and external trainers deliver ABC Company training courses to the required standard. He also checks course materials to ensure they are fit for purpose and of the required quality.

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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 10

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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

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

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

End of the Project scenario. Additional Information:

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

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The 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.

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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. **QUALITY**

Teams have been set up to develop different parts of the 'classroom-based training materials'. Here are three activities related to managing quality.

Which role (A-F) should carry them out?

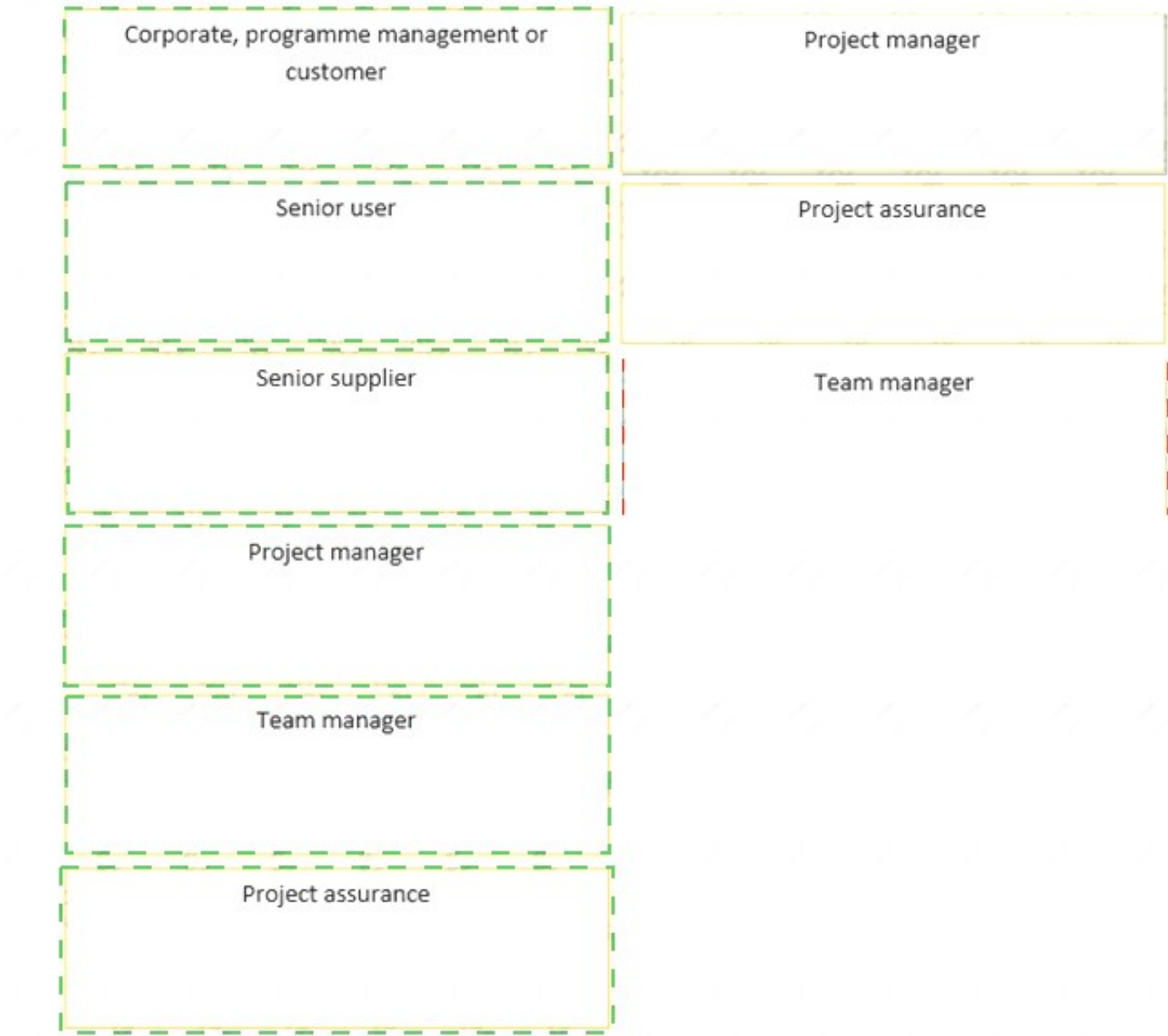
Choose only one for each activity. Each role can be used once, more than once, or not at all.

Corporate, programme management or customer	When a completed work package is received, check the quality register to see that the quality methods specified in the work package have been implemented.
Senior user	Provide confidence that the accreditation of trainers will not be delayed by a failure to follow the quality procedures that have been agreed with the Training Delivery Manager.
Senior supplier	Sign off the quality criteria for the 'classroom-based training materials'
Project manager	
Team manager	
Project assurance	

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



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 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 18

- (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 19

- (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 24

- (Exam Topic 2)

Which of the following statements is TRUE with regard to expected benefits?

- A. They cannot be assigned
- B. They don't need to follow corporate objectives
- C. They should be measurable
- D. Tolerances cannot be set against expected benefits

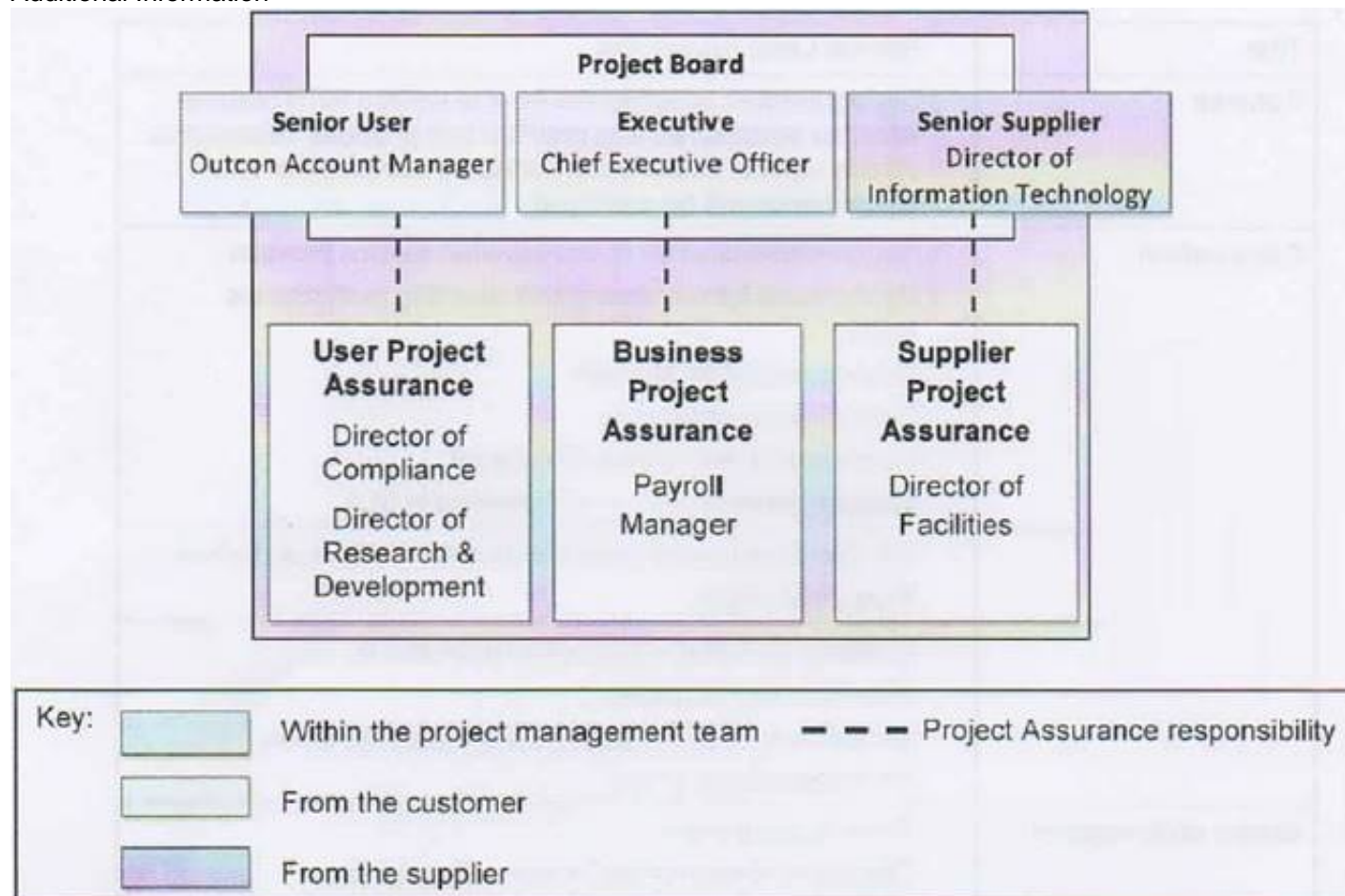
Answer: C

NEW QUESTION 27

- (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 Executive for this project?

- A. Retain because he accepts that outsourcing is the best solution.
- B. Replace with 'Director of Finance Division' because she can ensure a cost-conscious approach to the project that gives value for money.
- C. Retain because he has the right level of authority to be able to control the strategic nature of the Outsourcing project.

- D. Add 'Director of Finance' because she understands the operation of the Information Technology Division and the Facilities Division.
E. Replace with 'Payroll Manager' because he is a very experienced and efficient qualified accountant.

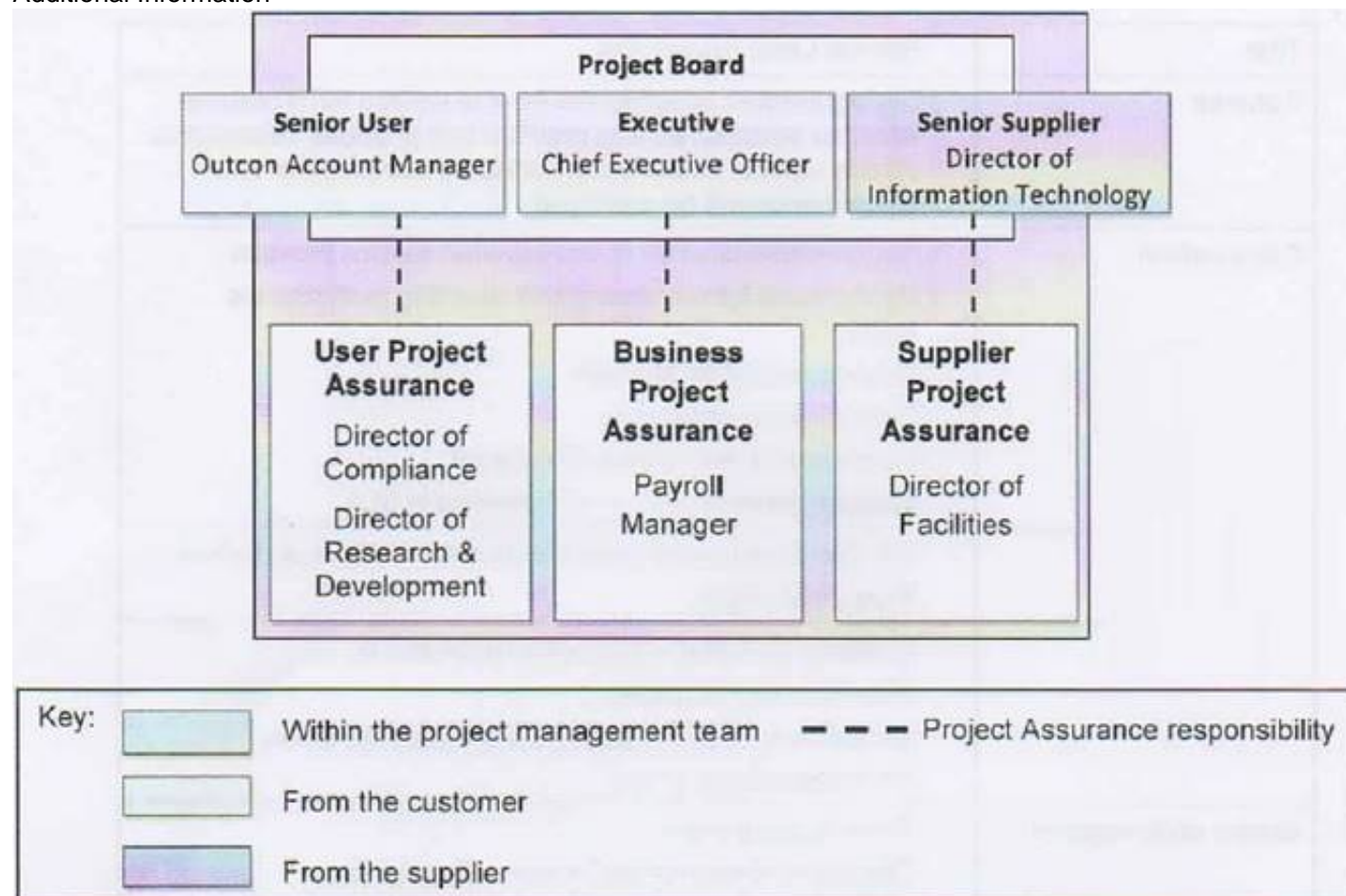
Answer: BC

NEW QUESTION 30

- (Exam Topic 3)

Scenario

Additional Information



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

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

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

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

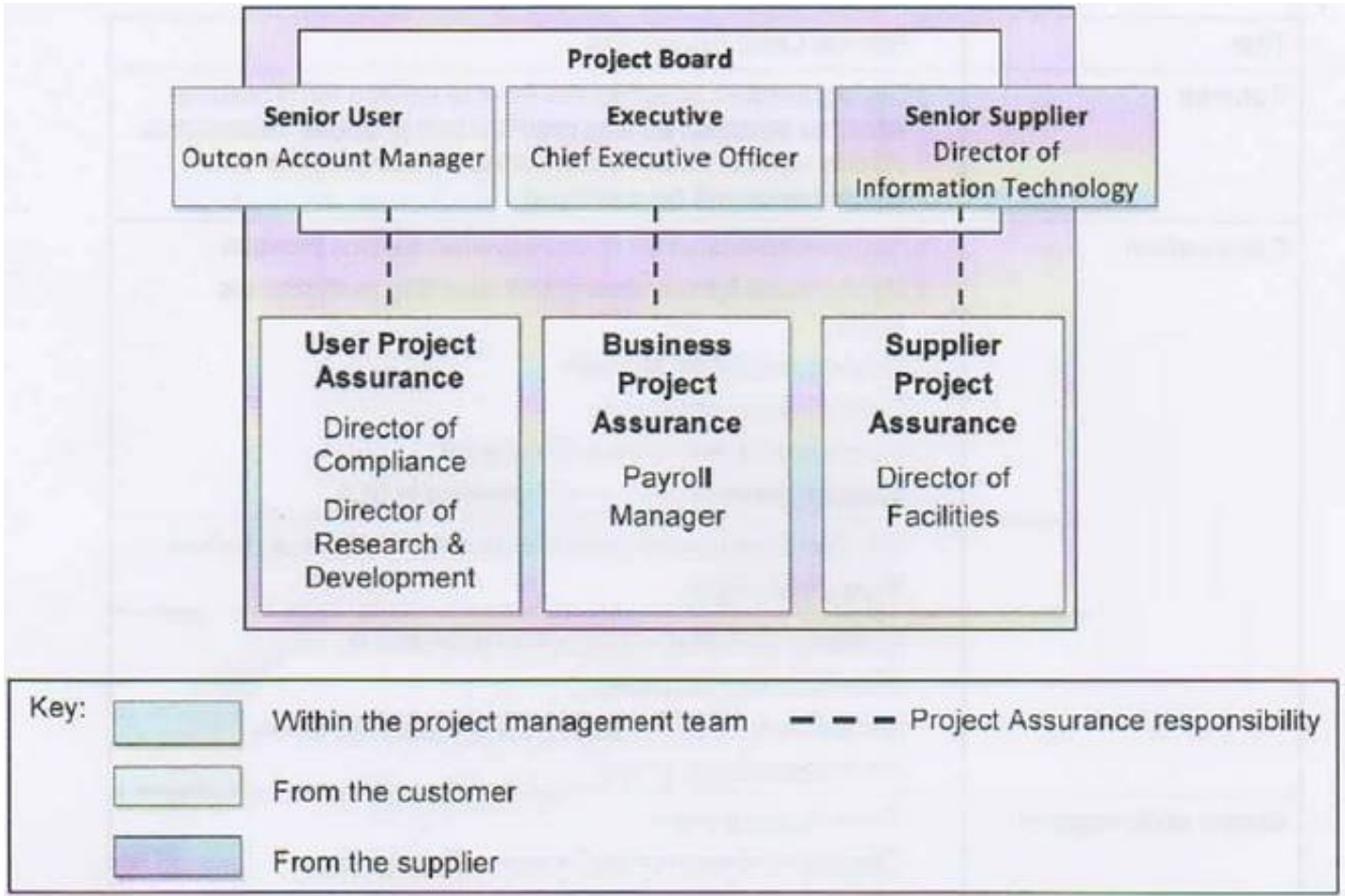
Answer: DE

NEW QUESTION 34

- (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.

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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 39

- (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 42

- (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.

The service level agreement looks like any other MFH document.

- A. Obtain agreement from the Director of Facilities Division to redesign the service level agreement within the remaining +2 days tolerance.
- B. Raise an issue (off-specification).
- C. Accept this error as a concession.
- D. No action required.

Answer: D

NEW QUESTION 43

- (Exam Topic 5)

PRINCE2 proposes 3 levels of Plan, which are they?

- A. Initiation, Project and Stage Plans
- B. Project, Stage and Exception Plans
- C. Initiation, Project and Benefit Review Plans
- D. Project, Stage and Team Plans

Answer: D

NEW QUESTION 44

- (Exam Topic 5)

Which of the following is not part of the composition of a Plan?

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

Answer: C

NEW QUESTION 49

- (Exam Topic 5)

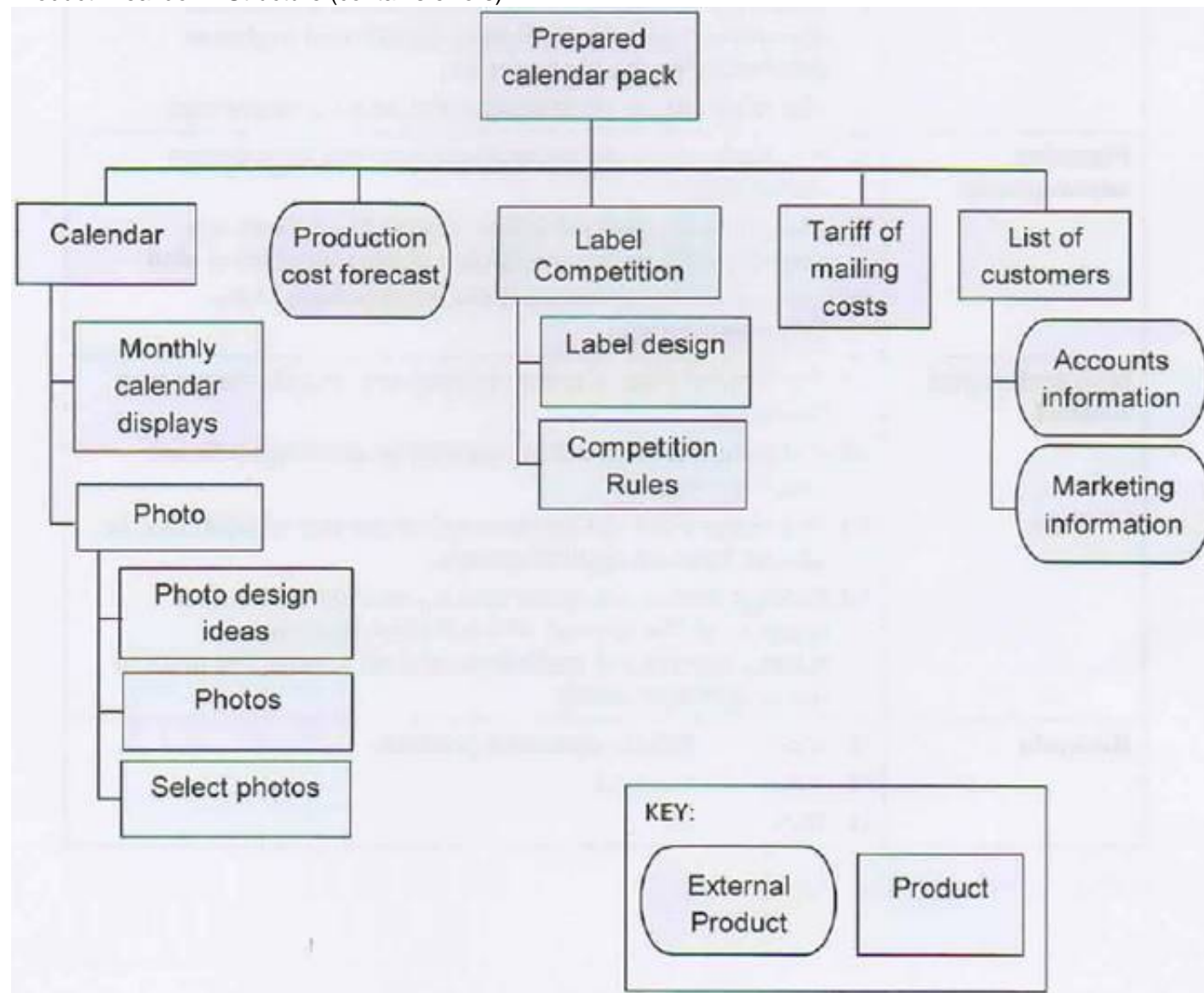
Product Summary

A list of customers will be collated. This will use existing information from the Accounts department about current customers, and existing information from the Marketing department about prospective customers.

Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design competition. Competition rules will be required to communicate details of the competition to the staff. The chosen label design will then be selected from the competition entries.

The photos for the calendar must be based on existing photo design ideas available from the Marketing department. The selected photos will be chosen from these. Monthly calendar displays will be created to show the required layout of each page.

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

(All entries are true statements but may not be shown under the correct heading or in the correct document).

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

Using the Product Summary and Product Breakdown Structure provided as additional Information for this question In the Scenario Booklet, answer the following question.

Column 1 is a list of some of the entries in the product breakdown structure. Determine whether each entry in Column 1 has been correctly shown in the product breakdown structure. Select from Column 2 the appropriate statement that correctly describes that entry. Each selection from Column 2 can be used once, more than once or not at all.

Column 1

Column 2

Production cost forecast

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

Tariff of mailing costs

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

Photo design ideas

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

Accounts information

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

Monthly calendar displays

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

Label design

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

Select photos

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 50

- (Exam Topic 5)

Having completed designing the plan, in which order should the next steps take place to produce a plan?

- * 1. Prepare Estimates
- * 2. Define and analyze Products
- * 3. Prepare the schedule
- * 4. Identify activities and dependencies

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

Answer: D

NEW QUESTION 54

- (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 Risk tolerance heading?

- A. Corporate management's threshold level of risk exposure is any combination of high and very high impact and probability.
- B. The Project Board's threshold level of risk exposure is any combination of medium, high and very high impact, with high and very high probability.

- C. The Project Manager's threshold level of risk exposure is low impact and probability.
- D. The cost of all fallback plans must be contained within the project's tolerance.
- E. The risk budget will have a tolerance of +/- 10%.

Answer: BD

NEW QUESTION 56

- (Exam Topic 6)

Who is responsible for reviewing the risk management practices to ensure they are in line with the project's risk management strategy?

- A. Project Support
- B. Project Manager
- C. Team Manager
- D. Project Assurance

Answer: D

NEW QUESTION 59

- (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.

There is a major concern over an apparent lack of control of project documentation.

For each concern listed in Column 1, select from Column 2 the configuration management task that could help address the problem. Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
As a number of people are involved in the project it is becoming increasingly difficult to keep track of what documentation each person has.	<div></div>
Both current and previous versions of the photo session schedule are in circulation.	<div></div>
A revised list of customers has been issued but it is not clear what was wrong with the previous one.	<div></div>
The Marketing department has lost the chosen label design and no copy was made.	<div></div>
The Marketing department staff cannot say with any certainty which photos were approved and which still require work.	<div></div>
The Engineering Manager has complained that the photo session schedule has been changed and that no consideration has been given to the impact this will have on the engineering staff shift pattern.	<div></div>

Column 1

As a number of people are involved in the project it is becoming increasingly difficult to keep track of what documentation each person has.

Both current and previous versions of the photo session schedule are in circulation.

A revised list of customers has been issued but it is not clear what was wrong with the previous one.

The Marketing department has lost the chosen label design and no copy was made.

The Marketing department staff cannot say with any certainty which photos were approved and which still require work.

The Engineering Manager has complained that the photo session schedule has been changed and that no consideration has been given to the impact this will have on the engineering staff shift pattern.

Column 2

Produce a Product Status Account.
Maintain a record of all copies issued.
Record the link between version and the Issue Report that caused its change.
Notify copy holders of any changes.
Recall and archive superseded product copies.
Retain master products, issuing copies only.
Maintain a record of relationships between products.

Produce a Product Status Account.
Maintain a record of all copies issued.
Record the link between version and the Issue Report that caused its change.
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Recall and archive superseded product copies.
Retain master products, issuing copies only.
Maintain a record of relationships between products.

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1

As a number of people are involved in the project it is becoming increasingly difficult to keep track of what documentation each person has.

Both current and previous versions of the photo session schedule are in circulation.

A revised list of customers has been issued but it is not clear what was wrong with the previous one.

The Marketing department has lost the chosen label design and no copy was made.

The Marketing department staff cannot say with any certainty which photos were approved and which still require work.

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 Recall and archive superseded product copies.
 Retain master products, issuing copies only.
 Maintain a record of relationships between products.

NEW QUESTION 62

- (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 63

- (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 68

- (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 additional risk will this place on the project?

- A. None because risks associated with the centralization and rationalization of the Facilities Division will be managed by another project.
- B. These changes will delay stage 3 by three weeks.
- C. There is only £70k left in the project change budget.
- D. The reduced value of the contracted services required by the Outsourcing project may result in an insufficient number of proposals being received.

Answer: A

NEW QUESTION 71

- (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.

According to PRINCE2, which statement about appointing the MFH Quality Manager to administer the configuration management procedure is correct?

- A. The MFH Quality Manager should administer the configuration management procedure on this project because this task should always be assigned to corporate or programme management.
- B. The MFH Quality Manager should only administer the configuration management procedure on one project at a time.
- C. If the MFH Quality Manager already performs this task on another project, another individual should be appointed.
- D. The MFH Quality Manager would be suitable to perform this task because he is the author of the document control process and is likely to have the knowledge required for this role.

Answer: C

NEW QUESTION 72

- (Exam Topic 7)

When examining a project issue, which three aspects should be considered?

- * 1. Performance targets
- * 2. Business Case
- * 3. Resources
- * 4. Risk

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

Answer: C

NEW QUESTION 76

- (Exam Topic 8)

There are two time driven controls in PRINCE2, which are they?

- A. Highlight and End Stage Reports
- B. Highlight and Checkpoint Reports
- C. Checkpoint and End Project Reports
- D. Highlight and Lessons Reports

Answer: B

NEW QUESTION 77

- (Exam Topic 8)

Which of the following is not a factor to consider when determining the length of a stage?

- A. The amount of resources available in the short term
- B. How far ahead you can sensibly plan in detail
- C. The technical stages within the project

D. The amount of risk associated with the project

Answer: A

NEW QUESTION 79

- (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 82

- (Exam Topic 8)

Project Scenario Project Scenario

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

There has been a reduction in the number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo when is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

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

➤ Selected paper and selected envelope - for printing and mailing the calendar

➤ Chosen label design - a competition to design a label will be held as part of this project

➤ List of customers - names and addresses of customers to whom the calendar will be sent.

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

➤ Create the customer list using information from the Accounts and Marketing departments

➤ Confirm compliance with the Data Protection Legislation

➤ Create a design for each month - this will be done by the internal creative team

➤ Select and appoint a professional photographer

➤ Gather photograph design ideas from previous project and agree photographic session schedule

➤ Prepare a production cost forecast

➤ Select paper and envelope. Stage 3 will include the activities to:

➤ Produce and select the professionally-taken photographs

➤ Hold the label design competition and choose the label design

➤ Assemble the prepared calendar pack.

A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of the project. The product cost forecast will be reviewed by the Project Board to determine whether the project should continue.

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

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

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
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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 86

- (Exam Topic 8)

If Project tolerances were threatened, who needs to be notified?

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

Answer: C

NEW QUESTION 91

- (Exam Topic 8)

During which process would the stage tolerances be set?

- A. Controlling a Stage

- B. Initiating a Project
- C. Managing a Stage Boundary
- D. Directing a Project

Answer: D

NEW QUESTION 94

- (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 product cost forecast will be reviewed by the Project Board to determine whether the project should continue.

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

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

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 98

- (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 Extracts or references or Approval method sections?

- A. Delete entry 12 because this should be the Team Plan not the Stage Plan.
- B. A suitable entry for Extracts or references would be 'Product Descriptions are available from Project Support'.
- C. Move entry 13 to Reporting arrangements because this describes how completion will be advised to the
- D. Project Manager.
- E. Delete entry 13 because this is NOT a Project Assurance responsibility.
- F. Add 'The Project Manager is to be advised of completion of the Work Package by email'.

Answer: AB

NEW QUESTION 100

- (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 104

- (Exam Topic 9)

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

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

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

Answer: C

NEW QUESTION 106

- (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.

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 Stakeholder analysis: Interested parties section?

- A. Add 'Internal Creative Team'.
- B. Delete entry 11 because the photographer is internal to the project management team.
- C. Delete entry 12 because the printing of the calendars is outside of the scope

Answer: A

NEW QUESTION 110

- (Exam Topic 9)

During stage 1 the level of performance expected from the service provider was changed. After this change was agreed which of these products will require updating?

- A. Project Brief because this is maintained throughout the project to reflect the customer's quality expectations.
- B. Project Product Description because this contains details of the expected performance of the project's products.
- C. Quality Management Strategy because this is where all of the customer's quality expectations of the project's products should be documented.

Answer: B

NEW QUESTION 111

- (Exam Topic 9)

Scenario

Additional Information

Extract from the Communication Management Strategy.

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

Which statement applies to the Communication procedure section?

- A. No change to entry 2 because this is a sufficient description of the process required.
- B. Amend entry 2 to include MNO Manufacturing Company standards for both internal and external company communications.
- C. Delete entry 2 because only variations from the MNO Manufacturing Company standards should be recorded here.

Answer: B

NEW QUESTION 114

- (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.

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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 117

- (Exam Topic 9)

Which of the following is NOT an objective of Initiating a Project?

- A. Understanding the scope of what is to be done and the products to be delivered
- B. Understanding the roles and responsibilities of the Project Management Team
- C. Understand how quality required will be achieved
- D. Understand how progress will be monitored and controlled

Answer: B

NEW QUESTION 118

- (Exam Topic 9)

During which of the following activities is the Project Product Description created?

- A. Design and appoint the Project Management Team
- B. Prepare the outline business case
- C. Select the project approach and assemble the project brief
- D. Plan the initiation stage

Answer: B

NEW QUESTION 123

- (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 125

- (Exam Topic 10)

Which of the following statements is NOT correct?

The Learn from Experience principle suggests that lessons should be actively sought...

- A. When Starting a Project
- B. When Initiating a Project
- C. As the project progresses
- D. As the project closes

Answer: B

NEW QUESTION 129

- (Exam Topic 10)

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

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

Which product should show that the project has been closed prematurely and has not achieved the objectives defined in the Project Initiation Documentation (PID)?

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

Answer: B

NEW QUESTION 132

- (Exam Topic 11)

Which of the following activities is NOT an action of preparing for planned closure?

- A. Update the project plan with actual
- B. Update the Project Management Team
- C. Request a product status account
- D. Confirm project has delivered what is defined in Project Product Description

Answer: B

NEW QUESTION 135

- (Exam Topic 11)

When updating the project plan as part of Managing a stage boundary, what else might be updated?

- A. Exception Plan
- B. Project Management team
- C. Business Case
- D. Project Initiation Documentation

Answer: A

NEW QUESTION 140

- (Exam Topic 11)

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 vabd.
- C. The justification for the project may change.
- D. If the project is no longer justified it should be stopped.

Answer: B

NEW QUESTION 141

- (Exam Topic 12)

CLOSING A PROJECT

The Health and Safety Training Project is part of a strategic program for ABC. The updated benefits management approach needs to be checked when the

products are being handed over. This check should ensure that it includes appropriate activities to assess whether the actual course sales meet the agreed forecast in the business case.

Which role should undertake this review as part of the 'closing a project' process?

- A. Program management.
- B. Project board.
- C. Project manager.
- D. Project assurance.

Answer: C

NEW QUESTION 146

- (Exam Topic 12)

The change control approach defines how products should be controlled and protected during the project. The accreditation of the 'classroom-based training materials' was planned to take place during stage 2. At the end of the stage, the configuration item record shows that the 'classroom-based training materials' have been accredited. However, the project manager decides to request an audit of the product as well.

Is this appropriate, and why?

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

Answer: B

NEW QUESTION 148

- (Exam Topic 12)

STARTING UP A PROJECT

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

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

Confirm that all trainers must be accredited as an acceptance criteria for the project product.	Appoint the executive and the project manager
Identify training needs as a result of a concern about the e-learning team manager's lack of management experience.	Capture previous lessons
Document ABC's specific needs for confidentiality during project development.	Design and appoint the project management team
	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:

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

NEW QUESTION 151

- (Exam Topic 12)

After preparing the stage 3 plan, the project manager left the company. The project board has decided that, as the stage plan has been agreed, it will not appoint a project manager for stage 3. The team managers will report directly to the project board and will prepare highlight reports instead of checkpoint reports. Is this an appropriate tailoring of the roles in the 'managing a stage boundary' process?

- A. Yes, because work may be delegated to those with the necessary skills, such as a team manager.
- B. Yes, because the team managers should have the information required to prepare highlight reports.
- C. No, because the reporting in the 'controlling a stage' process should not be changed.
- D. No, because the team managers should not share the responsibilities of the project manager.

Answer: D

Explanation:

Reference <https://www.prince2primer.com/the-project-manager-role/>

NEW QUESTION 156

- (Exam Topic 12)

During stage 3, the team manager reports that the work to update the 'corporate quality procedures' has been completed and the product is ready to be delivered. What should project assurance do next?

- A. Update the team plan to show that the work package is complete.
- B. Check the work package and follow the procedure to deliver completed products.
- C. Verify that all the products to be delivered by the work package are approved.
- D. Update the stage plan to show the work package as completed.

Answer: C

NEW QUESTION 158

- (Exam Topic 12)

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

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

Answer: B

NEW QUESTION 159

- (Exam Topic 12)

During previous projects, stakeholders became confused when using a number of separate project registers. Therefore, when preparing the risk management approach, the project manager created a risk register template and added it to an integrated project register. This register is a spreadsheet that includes project assumptions, issues, dependencies, and now risks, on separate pages. Is this appropriate for a risk register, and why?

- A. Yes, because the project registers should be tailored to meet the needs of the organization.
- B. Yes, because risks are often identified as a result of issues being raised.
- C. No, because an integrated project register should include the quality register as well.
- D. No, because assumptions and dependencies are sources of risk.

Answer: C

Explanation:

Reference
http://prince2.wiki/Quality_Register_Template

NEW QUESTION 161

- (Exam Topic 12)

RISK

The following risk has been recorded:

"There may not be enough participants for the pilot courses to justify the continuation of the project."

The recommended risk response is to improve the marketing campaign, and a risk budget exists to fund the response.

Here are three risk actions related to this response? Which role (A-F) should be responsible for each action?

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

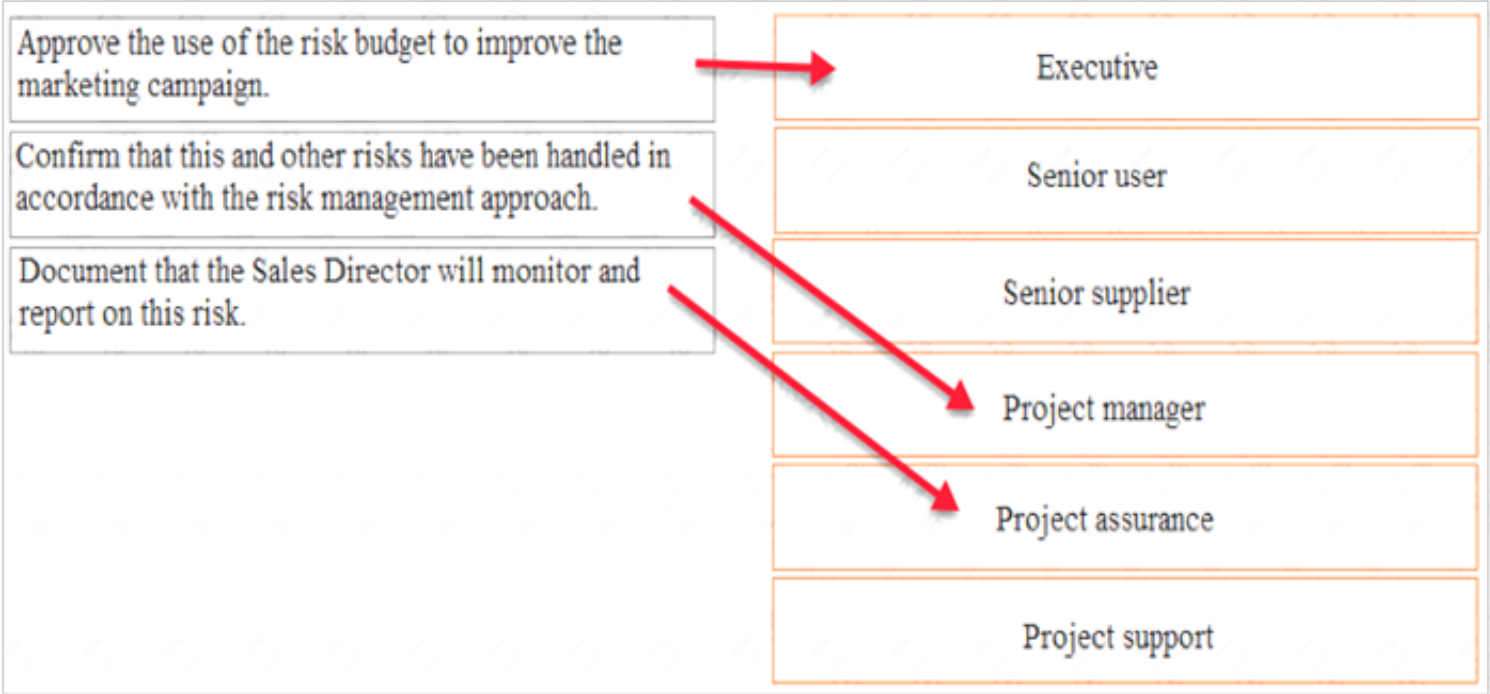
- Approve the use of the risk budget to improve the marketing campaign.
- Confirm that this and other risks have been handled in accordance with the risk management approach.
- Document that the Sales Director will monitor and report on this risk.

- Executive
- Senior user
- Senior supplier
- Project manager
- Project assurance
- Project support

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 166

- (Exam Topic 12)

The Sales Director would like to add a new company logo to the 'marketing material'. The change to the project scope has been approved by the project board. It is expected to delay product and stage completion date by 3 days and cost £900. The stage 2 cost tolerance of +£1,000 has not been used. The change budget of £500 has not been used.

Which option describes how this change should be funded?

- A. £400 of the stage 2 cost tolerance and the £500 change budget should be used.
- B. £900 needed for the change should be taken from the stage 2 cost tolerance.
- C. £900 of additional funding will need to be requested to pay for the change.
- D. £400 will need to be requested in addition to the £500 change budget.

Answer: D

NEW QUESTION 169

- (Exam Topic 12)

MANAGING A STAGE BOUNDARY

The project is approaching the end of stage 3 and the pilot courses have been planned. The project manager is now undertaking the 'managing a stage boundary' process.

Which action should the project manager undertake as part of the 'update the business case' activity?

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

Answer: A

NEW QUESTION 171

- (Exam Topic 12)

A change authority has been appointed for the project. During the development of the 'classroom-based training material', a large number of changes were

proposed to the design of the 'e-learning course'. Therefore, the change authority has decided to use the Moscow technique to prioritize changes based on the impact they will have on completing each stage on time.

Is this an appropriate application of the Moscow technique, and why?

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

Answer: A

Explanation:

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

NEW QUESTION 175

- (Exam Topic 12)

Project Scenario – Health and Safety Training Project:

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

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

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

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

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

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

End of the Project scenario. Additional Information:

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

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

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

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

The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

The Training Development Manager reports to the Business Development Director and is responsible for developing training materials and gaining accreditation, in accordance with the standard course development model. Course developers in his team have skills in a range of development technologies and are allocated to projects as needed.

The Training Delivery Manager, who reports to the Operations Director, is responsible for ensuring that internal and external trainers deliver ABC Company training courses to the required standard. He also checks course materials to ensure they are fit for purpose and of the required quality.

The Central Services Director has responsibility for corporate communications, facilities management and configuration management. He recently led a project to consolidate all company quality systems into one quality management system and set up a corporate quality department, now managed by the Corporate Quality Manager.

The Corporate Document Manager reports to the Central Services Director. She helped establish the company's document management system and now operates it across the business. She manages a team of administrators and contracts staff when workload is high.

The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.

End of the additional information.

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

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

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

Answer: D

NEW QUESTION 180

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