

PRINCE2-Practitioner Dumps

PRINCE2 Practitioner exam

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NEW QUESTION 1

- (Topic 1)

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 2

- (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to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology.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 Business options heading?

- A. The re-engineering of selected business functions would not provide the required outcome.
- B. The lack of up-to-date technology in MFH means a re-engineering of existing services will not necessarily deliver the performance improvements required.
- C. Use external consultants to provide guidance on the detailed design of the outsourced services.
- D. Set up a PRINCE2 project to deliver the outsourced services.
- E. Review a list of service providers to determine a short-list of possible service providers.

Answer: CD

NEW QUESTION 3

- (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 4

- (Topic 2)

Scenario

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to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology.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

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

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

Answer: CD

NEW QUESTION 5

- (Topic 2)

Scenario

Additional Information

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

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

In financial terms, there were a total of 1,500 orders in the last financial year, each with an average profit of £2k. The Marketing department believes that sending a promotional calendar to our current and prospective customers would increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months from the date of distribution.

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

A number of alternatives were explored, including:

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

? A promotional calendar as a free Christmas gift - would target current and prospective customers and the benefits would last into a second year

? A series of television and press advertisements - was too expensive

? A direct mail shot to all customers - benefit would be short term

? Creation of an internet website - would not suit all customers

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

Which 2 statements should be recorded under the Timescale heading?

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

Answer: CD

NEW QUESTION 6

- (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.

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

- A. She has been with the company for three years.

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

Answer: CD

NEW QUESTION 7

HOTSPOT - (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.

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

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.

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

NEW QUESTION 8

- (Topic 3)

Which of the following is False?

A Successful project management team should.

- A. Have business, user and supplier stakeholder representation
- B. Never be reviewed as members should stay with the team for the duration
- C. Ensure appropriate governance by defining responsibilities for directing, managing anddelivering the project and clearly defining accountability at all levels
- D. Have an effective strategy to manage communication flows to and from stakeholders

Answer: B

NEW QUESTION 9

- (Topic 3)

Which of the following represents the four key characteristics a good Project board should display?

- A. Authority, Credibility, Commitment, Availability
- B. Authority, Credibility, Delegation, Availability
- C. Authority, Availability, Connections, Delegation
- D. Authority, Credibility, Connections, Delegation

Answer: B

NEW QUESTION 10

- (Topic 4)

Additional Information Product Description

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT

will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.

The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

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

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

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

1. This document defines the approach to be taken to achieve the required quality levels during the project.
2. The Project Board will have overall responsibility for the Quality Management Strategy.
3. Project Assurance will provide assurance on the implementation of the Quality Management Strategy.

Quality management procedure - Quality standards

4. The selected service provider will operate to industry standards for providing outsourced services.
5. MFH document standards will be used.

Records

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
 7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
 8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
 9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
 10. Team Managers will provide details of quality checks that have been carried out.
 11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
 12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.
- The service level agreement contains a number of technical terms that are missing from its glossary of terms.

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

Answer: A

NEW QUESTION 10

- (Topic 4)

Which of the following statements are True:

1. Quality management is the complete set of quality standards, procedures and responsibilities for a site or organization.
2. Quality planning is about defining products required of the project with their respective quality criteria, methods and responsibilities.
3. Quality control focuses on the operational techniques and activities used to carry out quality inspections
4. Quality assurance ensures that quality methods are being correctly followed.

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

Answer: A

NEW QUESTION 11

- (Topic 4)

Additional Information Product Description

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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.

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11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which is a correctly defined acceptance criterion for the running cost of the outsourced service?

- A. Must be kept to a minimum.
B. Must be kept to a level acceptable to the Ministry of Food Hygiene.
C. Subject to market conditions.
D. The annual increase to be less than half the rate of inflation.

Answer: D

NEW QUESTION 12

- (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).

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

The Stage Plan for stage 3 has been produced.

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

None of the £500 change budget has been used to date and this is available for the stage. Which 2 statements apply to the Budgets section?

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

Answer: AD

NEW QUESTION 14

HOTSPOT - (Topic 5)

Drop down the right answer from Column 1 to column 2.

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

NEW QUESTION 19

- (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 22

- (Topic 5)

Product Summary

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everyday duties and operating machinery. Two weeks ago the professional photographer produced the photo session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager.

None of the £500 change budget has been used to date and this is available for the stage. Which 2 statements apply to the Plan prerequisites section?

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

Answer: AC

NEW QUESTION 25

- (Topic 6)

Which of the following statements is False regarding the Risk Management Strategy?

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

Answer: A

NEW QUESTION 26

- (Topic 6)

Scenario

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

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

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

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

Which 2 statements should be recorded under the Proximity heading?

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

Answer: CD

NEW QUESTION 29

HOTSPOT - (Topic 6)

Additional Information

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

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

NEW QUESTION 32

- (Topic 7)

What is the purpose of a Product Status Account?

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

Answer: D

NEW QUESTION 37

- (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 38

- (Topic 7)

In which strategy would the change control process be recorded?

- A. Quality Management Strategy
- B. Configuration Management Strategy
- C. Risk Management Strategy
- D. Communication Management Strategy

Answer: B

NEW QUESTION 42

- (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 Development Interfaces or Operations and maintenance interfaces sections?

- A. Delete entry 2 because this interface will be contained in the Communication Management Strategy.
- B. Delete entry 3 because this interface will be contained in the project control section of the Project Initiation Documentation.
- C. Amend entry 4 to 'The transferred products relating to the services provided by the Facilities Division'.
- D. Add 'Project Board, with responsibility for communicating progress to corporate management' to
- E. Operations and maintenance Interfaces.
- F. Add 'Facilities Team Manager, with responsibility for the transfer of services provided by the Facilities Division' to Development Interfaces.

Answer: DF

NEW QUESTION 43

- (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 photographs- 12 professionally-produced photographs, showing different members of staff
- ? Selected paper and selected envelope - for printing and mailing the calendar
- ? Chosen label design - a competition to design a label will be held as part of this project
- ? List of customers - names and addresses of customers to whom the calendar will be sent.

The project is currently in initiation and will have two further stages:

Stage 2 will include tie activities to:

- ? Create the customer fast using information from the Accounts and Marketing departments
- ? Confirm compliance with the Data Protection Legislation
- ? Create a design for each month - this will be done by the internal creative team
- ? Select and appoint a professional photographer
- ? Gather photograph design ideas from previous project and agree photographic session schedule
- ? Prepare a production cost forecast
- ? Select paper and envelope.

Stage 3 will include the activities to:

- ? Produce and select tie professionally-taken photographs
- ? Hold the label design competition and choose the label design
- ? Assemble the prepared calendar pack.

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

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

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

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

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

Answer: B

NEW QUESTION 45

- (Topic 8)

Who is responsible for confirming stage and project progress against agreed tolerances?

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

Answer: C

NEW QUESTION 47

HOTSPOT - (Topic 8)

Scenario:

Techniques, processes and procedures

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

Joint agreements

2. Work is to start at the beginning of week 2 (Stage 4).
3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances
4. None.

Constraints

5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
6. Installation work must take place during MFH normal working hours.
7. +£10,000 / -£25,000.

Reporting arrangements

8. Highlight Report every Monday by 10.00 am.
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10. Project Manager must be notified of any issues immediately by telephone.

Problem handling and escalation

11. Impact analysis of all issues must be completed within 24 hours.

Extracts or references

12. The Stage Plan for stage 4 is available from Project Support.

Approval method

13. Project Assurance will review the completed Work Package and confirm completion

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

NEW QUESTION 51

- (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 it is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

- ? Design for each month - correctly showing public holidays and new company logo
- ? Selected photographs - 12 professionally-produced photographs, showing different members of staff
- ? Selected paper and selected envelope - for printing and mailing the calendar
- ? Chosen label design - a competition to design a label will be held as part of this project
- ? List of customers - names and addresses of customers to whom the calendar will be sent.

The project is currently in initiation and will have two further stages:

Stage 2 will include the activities to:

- ? Create the customer list using information from the Accounts and Marketing departments
- ? Confirm compliance with the Data Protection Legislation
- ? Create a design for each month - this will be done by the internal creative team
- ? Select and appoint a professional photographer
- ? Gather photograph design ideas from previous project and agree photographic session schedule
- ? Prepare a production cost forecast
- ? Select paper and envelope.

Stage 3 will include the activities to:

- ? Produce and select professionally-taken photographs
- ? Hold the label design competition and choose the label design
- ? Assemble the prepared calendar pack.

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

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in

time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

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

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

Answer: A

NEW QUESTION 54

- (Topic 8)

Project Scenario

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

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

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? 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.

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? 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.

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company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

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

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

Answer: D

NEW QUESTION 58

- (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 62

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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.

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 65

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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

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There is no project schedule in the Project Initiation Documentation. How can project progress be tracked without a schedule to track against?

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

Answer: B

NEW QUESTION 69

- (Topic 9)

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

Which fact is an appropriate lesson for the Outsourcing project?

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

Answer: C

NEW QUESTION 70

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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After the initiation stage there will be two further stages during which a small number of Work Packages will be authorized. While these are being managed, the Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.

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 74

- (Topic 9)

Which statement is an appropriate entry for the outline Business Case heading within the Project Brief?

- A. 10 year service contract should be agreed with the selected service provider.
- B. External consultants were employed to conduct a feasibility study to identify the options, their likely costs and benefits.
- C. The project will run for two years and the benefits will be realized over 1a years.
- D. The project should be split into four management stages.

Answer: C

NEW QUESTION 79

- (Topic 9)

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

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

Answer: D

NEW QUESTION 83

- (Topic 9)

While preparing the Risk Management Strategy, the Project Manager considered the commercial customer/supplier environment and how this may affect the management of risk. Which approach should the Outsourcing project adopt?

- A. Plan to use the selected service provider's risk management procedures.
- B. All project risks associated with the specialist deliverables should be owned by the selected service provider.
- C. Due to the sensitive nature of this project, consideration should be given to creating a separate Risk Register to be held by MFH and the selected supplier.

Answer: C

NEW QUESTION 88

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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.

Without a Risk Register how can project risks, the progress of risk actions taken to date and the current status of residual risks be measured?

- A. The Daily Log was correctly used to monitor risks during the Starting up a Project proces
- B. It will be used to capture all risks, actions, decisions, assumptions
- C. It was not appropriate to use the Daily Log to capture all risks and issues during the Starting up a Project proces
- D. Separate registers should have been set up for risks, issues and lessons learne
- E. This will now be done.
- F. In a simple project, the Project Initiation Documentation (PID) should contain a register for recording risk information and monitoring project risks throughout the delivery stage
- G. The register will now be added to the PID.

Answer: A

NEW QUESTION 92

- (Topic 10)

During Executing a Work package, specialist products are created and quality reviews are carried out - which management product captures the details of these reviews?

- A. Team Plan
- B. Checkpoint Report
- C. Quality Register
- D. Configuration Item Record

Answer: C

NEW QUESTION 93

- (Topic 10)

The Team Manager has received notification that the new hardware and software solution has been installed and completed, but there is a concern that it has not been approved by the appropriate people.

Which 2 actions should the Team Manager take to check that the completed products have been approved as required?

- A. Check the Work Package to ascertain who should approve the completed Work Package.
- B. Check the Product Descriptions to ascertain who should have approved the products.
- C. Check the Configuration Management Strategy for product handover procedures.
- D. Check the approval records as required in the Work Package.
- E. Check the Product Descriptions for the quality method required.

Answer: BD

NEW QUESTION 98

- (Topic 10)

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

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

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

Answer: AB

NEW QUESTION 100

- (Topic 10)

Which activity is responsible for updating the stage plan with actual during Controlling a Stage?

- A. Review the stage status
- B. Review work package status
- C. Report Highlights
- D. Take corrective action

Answer: C

NEW QUESTION 101

- (Topic 10)

Which management product do the Project Board use to decide whether to authorize initiation?

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

Answer: A

NEW QUESTION 103

- (Topic 10)

Two weeks after starting work the Team Manager noticed that each completed product had exceeded its estimated effort by around 10%. If this trend continues the Work Package will exceed its agreed cost tolerance of 5%.

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

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

Answer: AE

NEW QUESTION 108

- (Topic 11)

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

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

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

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

Answer: D

NEW QUESTION 113

- (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 114

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