

Exam Questions PRINCE2-Practitioner

PRINCE2 Practitioner exam

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NEW QUESTION 1

- (Topic 1)

The Manage by Exception principle sets tolerances for six areas of the project, Time. Cost and Quality are three of them, what are the other three?

- A. Scope, People & Resources, Benefit
- B. Scope, Risk, Product
- C. Risk, Benefit, Product
- D. Scope, Risk, Benefit

Answer: A

NEW QUESTION 2

- (Topic 1)

Which of the following principles uses Product Descriptions to provide clarity by defining each product's purpose, composition, derivation, format, quality criteria and quality method?

- A. Tailor to suit the project environment
- B. Focus on products
- C. Manage by stages
- D. Continued business justification

Answer: B

NEW QUESTION 3

- (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 4

- (Topic 2)

Scenario

Additional Information

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

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

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

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

A number of alternatives were explored, including:

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

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

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

- A. Increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months.
- B. It will be similar to calendars sent out in previous years
- C. The Marketing department believes that the benefits of a good company image, as portrayed by a successful calendar, will last into a second year and bring the same increase in orders.
- D. The calendar will contain photos of both staff and company products.
- E. The Marketing department want a very high quality, glossy product as they believe this will be more appealing to customers.

Answer: AC

NEW QUESTION 5

- (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 6

- (Topic 2)

Scenario

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Which 2 statements should be recorded under the Major risks heading?

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

Answer: BD

NEW QUESTION 7

- (Topic 2)

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

- A. Business Assurance
- B. Senior User
- C. Corporate or Programme Management

D. Reject Support

Answer: A

NEW QUESTION 8

- (Topic 3)

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

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

Answer: A

NEW QUESTION 9

- (Topic 3)

Which of the following roles cannot be combined?

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

Answer: C

NEW QUESTION 10

- (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 3)

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

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

Answer: A

NEW QUESTION 11

- (Topic 3)

Additional Information

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

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

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

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

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

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

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

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

Answer: DE

NEW QUESTION 15

- (Topic 4)

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

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

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

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

Answer: A

NEW QUESTION 20

- (Topic 4)

Which management product defines the detailed nature, purpose and function of a product?

- A. Plan
- B. Quality Register
- C. Project Product Description
- D. Product Description

Answer: D

NEW QUESTION 24

- (Topic 4)

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12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which statement applies to the Records section?

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

Answer: C

NEW QUESTION 27

- (Topic 4)

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12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which statement applies to the Introduction section?

- A. Delete entry 1 because the project approach is defined in the Project Brief.
- B. Delete entry 2 because this is the Project Manager's responsibility.
- C. Delete entry 3 because it is the Project Manager's responsibility to implement the Quality Management Strategy.
- D. Move entry 3 to the Roles and responsibilities section because this is a quality responsibility.

Answer: D

NEW QUESTION 32

- (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 36

- (Topic 4)

Additional Information Product Description

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

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12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which statement applies to the Quality standards section?

- A. Delete entry 4 because external suppliers are responsible for applying any relevant standards to their work.
- B. Delete entry 5 because the lack of a change management procedure makes the MFH document standards unsuitable.
- C. Add 'All contracts must conform to current employment laws'.
- D. Add 'PRINCE2 change control procedures will be used to manage any changes to baselined products'.

Answer: C

NEW QUESTION 40

- (Topic 4)

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 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 42

- (Topic 4)

Extract from the Project Product Description (with errors)

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

Which 2 statements apply to the Composition section?

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

Answer: AB

NEW QUESTION 44

HOTSPOT - (Topic 4)

Extract from the Project Product Description (with errors)

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Customer's quality expectations	16. Professional photos 17. 10% more calendars should be printed than required to allow for any late additions to the list of customers 18. Compliance with applicable corporate standards 19. The calendar should reflect the company image as described in the corporate branding standards 20. The calendar will increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months
Acceptance criteria	21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it 22. Appearance - new company logo promotes strong image 23. Security - complies with Data Protection Act 24. Accuracy - public holidays match the list supplied by Marketing on 01 November

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

Drop down the right answer

Column 1

Half the size of the selected envelope.

Attractive large font.

Project Board.

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

Column 2

Column 1

Half the size of the selected envelope.

Attractive large font.

Project Board.

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

Column 2

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

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

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

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1

Half the size of the selected envelope.

Column 2

Not included
 Quality criteria
 Quality tolerance
 Quality skills required
 Quality responsibilities

Attractive large font.

Not included
 Quality criteria
 Quality tolerance
 Quality skills required
 Quality responsibilities

Project Board.

Not included
 Quality criteria
 Quality tolerance
 Quality skills required
 Quality responsibilities

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

Not included
 Quality criteria
 Quality tolerance
 Quality skills required
 Quality responsibilities

NEW QUESTION 49

- (Topic 5)

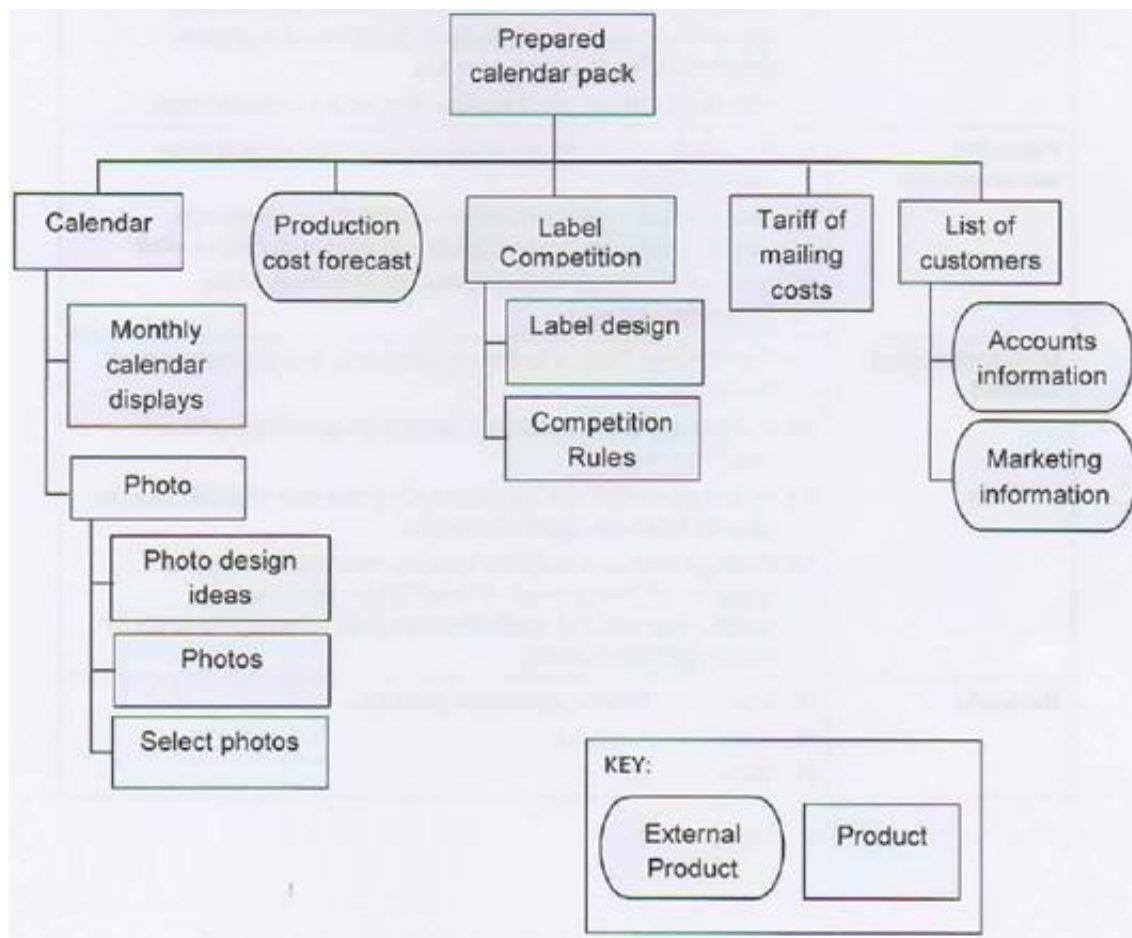
Product Summary

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 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.

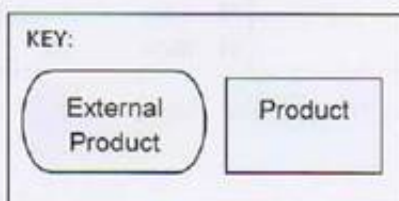
None of the £500 change budget has been used to date and this is available for the stage. Which 2 statements apply to the External dependencies section?

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

Answer: DE

NEW QUESTION 51

Product Breakdown Structure (contains errors)



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

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

- A. No change to entry 8 because this cannot be confirmed until all of the label designs entries have been received and an assessment made.
- B. Move entry 8 to External dependencies because the label designs are created outside of the scope of the project.
- C. Delete entry 9 because the photo session schedule should have been approved as part of stage 2.
- D. Move entry 9 to External dependencies because the photo session schedule is created by the professional photographer.
- E. Delete entry 10 because the inclusion of different members from the Engineering team in each photo should be shown in the Product Description for the photos.

Answer: AE

NEW QUESTION 53

- (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 either the Records or Reporting headings?

- A. Project Support will maintain the Risk Register.
- B. The evaluated net effect of all risks will be updated at the end of each stage and included in the End Stage Report.
- C. The Change Authority will report monthly to the Project Manager on the status of the change budget.
- D. Risks that are likely to occur within the next two weeks should be recorded as imminent.
- E. A summary of risks will be maintained and included with the monthly Highlight Reports to the Project Board.

Answer: BC

NEW QUESTION 55

- (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.

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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 60

- (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 65

- (Topic 7)

If the Project Board are too busy to authorize all change requests themselves they can appoint?

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

Answer: C

NEW QUESTION 68

- (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 72

- (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 75

- (Topic 8)

Which statement is TRUE with regard to technical stages?

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

Answer: C

NEW QUESTION 76

- (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 the activities to:

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

Stage 3 will include the activities to:

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

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

It is now 05 October and the prepared calendar pack must be delivered to the print

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

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 79

- (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 81

- (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 Reporting arrangements or Problem handling and escalation sections?

- A. Replace entry 8 with 'Checkpoint Report every Monday by 10.00 am' because Highlight Reports are intended for the Project Board.
- B. Delete entry 9 because this level of detail is unnecessary.
- C. Move entry 10 to Problem handling and escalation because that section describes how issues are handled.
- D. Add 'Any risks identified to be added to the Risk Register' to Reporting arrangements.
- E. Delete entry 11 because the impact analysis should be provided when the issue is notified.

Answer: DE

NEW QUESTION 83

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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

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

The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PIO). The PIO includes the Business Case, a product checklist and several Product Descriptions, Including the Project Product Description. Short sections are also included for each of the strategies and the controls to be applied. The Project Manager has elected to use the Daily Log to record all risks, issues, lessons and quality - results.

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

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

Which statement applies to the Timing of communication activities section?

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

Answer: B

NEW QUESTION 88

- (Topic 9)

Who is responsible for appointing the Project Manager?

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

Answer: C

NEW QUESTION 92

- (Topic 9)

Additional Information

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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.

There is no mention of any Stage Plans, yet there are two further stages proposed. How will this be resolved?

- A. It is appropriate for the Calendar project to be run as two further stages as there is a key decision to be made at the end of stage 2. Stage Plans will be produced.
- B. Whilst the activities are divided into two further stages, there is no reason why the Calendar project should use stage
- C. The project will therefore be run as a single stage project and the activities will be added to the Initiation Stage Plan.
- D. There will be three Stage Plans, the two management stages plus an additional stage to plan and complete the activities of the Closing a Project process.

Answer: A

NEW QUESTION 97

- (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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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.
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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 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 98

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

There is no Project Brief. How can there be a common understanding of the desired outcomes for the prepared calendar pack?

- A. The simple Project Initiation Documentation contains the Quality Management Strategy
- B. This contains details of the acceptance criteria for this project.
- C. The Project Brief should have been produced and approved before the project progressed into the initiation stage.
- D. The simple Project Initiation Documentation contains the project definition.

Answer: C

NEW QUESTION 99

- (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 102

- (Topic 9)

Which statement is an appropriate entry for the Initiation Stage Plan?

- A. The Daily Log has been updated with the new risks which were identified while preparing the Initiation Stage Plan.
- B. The plan is based on the external outsourcing consultants being available at the start of the initiation stage.
- C. The initial project cost estimate of £2.5m, will have a tolerance of +£125k J•£75k.
- D. The project management team will consist of representatives from the IT and Facilities Divisions.

Answer: B

NEW QUESTION 107

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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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.

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 109

- (Topic 10)

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

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

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

Answer: CE

NEW QUESTION 110

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