

PRINCE2-Exams

Exam Questions PRINCE2-Practitioner

PRINCE2 Practitioner exam



NEW QUESTION 1

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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

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

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

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

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

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

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

End of the Project scenario. Additional Information:

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

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

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

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

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

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

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

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

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

End of the additional information. ORGANIZATION

The communication management approach is being developed. ABC Company’s corporate management has agreed the information about proposed courses can be shared externally, provided that a non-disclosure agreement is signed and corporate management is informed.

Here are three items of information relating to the sharing of course materials.

Under which heading of the communication management approach (A-F) should they be included?

Choose only one heading for each item of information. Each heading can be used once, more than once, or not at all.

Introduction	Information relating to the health and safety training courses can be shared with third parties. This is an exception to normal policy.
Communication procedure	Signed non-disclosure agreements should be copied and stored with project documentation.
Tools and techniques	A list of the signed non-disclosure agreements will be provided to corporate management on a monthly basis.
Records	
Reporting	
Roles and responsibilities	

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Information relating to the health and safety training courses can be shared with third parties. This is an exception to normal policy.	Introduction
Signed non-disclosure agreements should be copied and stored with project documentation.	Communication procedure
A list of the signed non-disclosure agreements will be provided to corporate management on a monthly basis.	Tools and techniques
	Records
	Reporting
	Roles and responsibilities

NEW QUESTION 2

- (Exam Topic 1)

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End of the additional information. RISK

The project is in stage 2. The project manager has heard that a competitor may launch a similar e-learning course much sooner than ABC Company. There is a threat that the earlier launch of a competitor's course may reduce the profitability of ABC Company training courses.

Here are three responses to this risk. Which risk response type (A-F) are they?

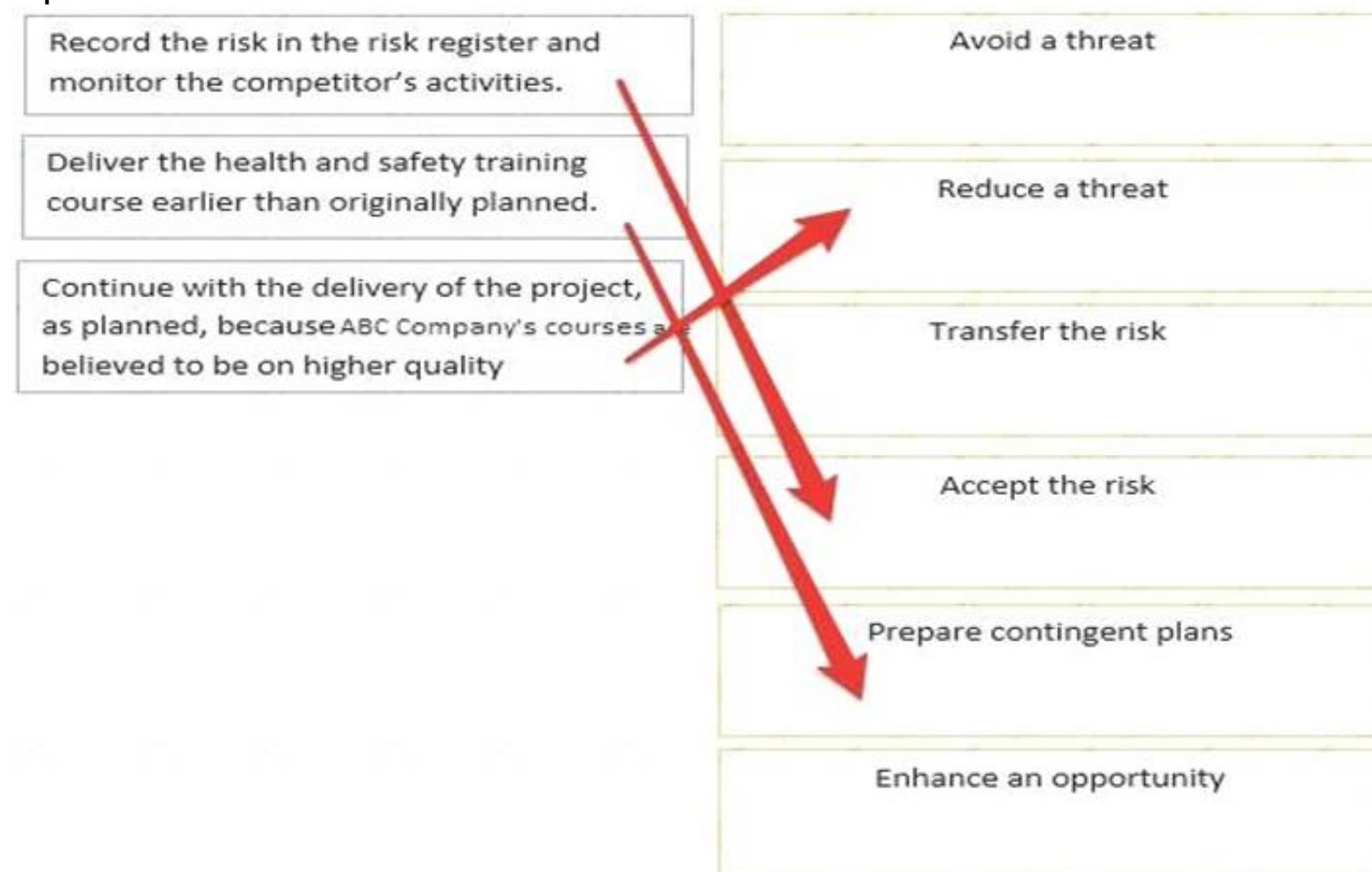
Choose only one response type for each risk response. Each response type can be used once, more than once, or not at all.

Avoid a threat	Record the risk in the risk register and monitor the competitor's activities.
Reduce a threat	Deliver the health and safety training course earlier than originally planned.
Transfer the risk	Continue with the delivery of the project, as planned, because ABC Company's courses are believed to be on higher quality.
Accept the risk	
Prepare contingent plans	
Enhance an opportunity	

A. Mastered
B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 3

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information.

One of the senior managers of the company that is developing the 'e-learning course' has worked with ABC Company before. The team manager for the delivery of the 'e-learning course' has looked on ABC Company's intranet, but cannot find any reference to this work. The team manager has contacted the senior manager to discuss this project.

Is this an appropriate application of the 'learn from experience' principle, and why?

- A. Yes, because the project involves more than one organization.
- B. Yes, because the team manager should actively look for useful information.
- C. No, because the senior manager should advise the team manager of any lessons.
- D. No, because every project is unique and should deliver specific business objectives

Answer: B

NEW QUESTION 4

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information.

The external team manager for the 'e-learning course' has reviewed the quality register to ensure all quality activities have been completed. The 'e-learning course' has been approved and accreditation has been achieved. As a result, the team manager updated the work package to notify the project manager that it is complete, and updated the team plan.

Is this appropriate, and why?

- A. Yes, because the project manager needs to receive confirmation that work has been completed and approved.
 B. Yes, because a team plan to gain accreditation of the 'e-learning course' is required to be part of the work package.
 C. No, because it is the configuration item record of the relevant product description that is updated, not the work package.
 D. No, because the work package should be checked to confirm the reporting arrangements of the 'e-learning course'.

Answer: A

NEW QUESTION 5

- (Exam Topic 1)

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End of the additional information.

The executive has set the following tolerances for stage 2: Time (+/- 1 week)

Cost (+/- £20,000)

Scope (using MoSCoW prioritization technique)

Risk (based on the risk appetite defined in the risk management approach)

These tolerances have been recorded in the stage plan. The project manager will report progress regularly via highlight reports to the project board and use exception reports to raise exceptions. In addition, the project assurance role will monitor the stage to provide confidence to the project board that exceptions are being reported.

How well does this apply the 'manage by exception' principle, and why?

- A. It applies the principle well, because tolerances should be set for the related aspects of project performance for each stage.
 B. It applies the principle well, because the project manager needs to control the project using discrete management stages.
 C. It applies the principle poorly, because tolerances should be set for each stage against each of the six aspects of project performance.
 D. It applies the principle poorly, because it is the regular reporting of progress that should give the project board the required confidence.

Answer: C

NEW QUESTION 6

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End of the additional information.

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

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

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

Answer: A

NEW QUESTION 7

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End of the additional information.

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

Is this appropriate, and why?

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

Answer: A

NEW QUESTION 8

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

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

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

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

End of the additional information. DIRECTING A PROJECT

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

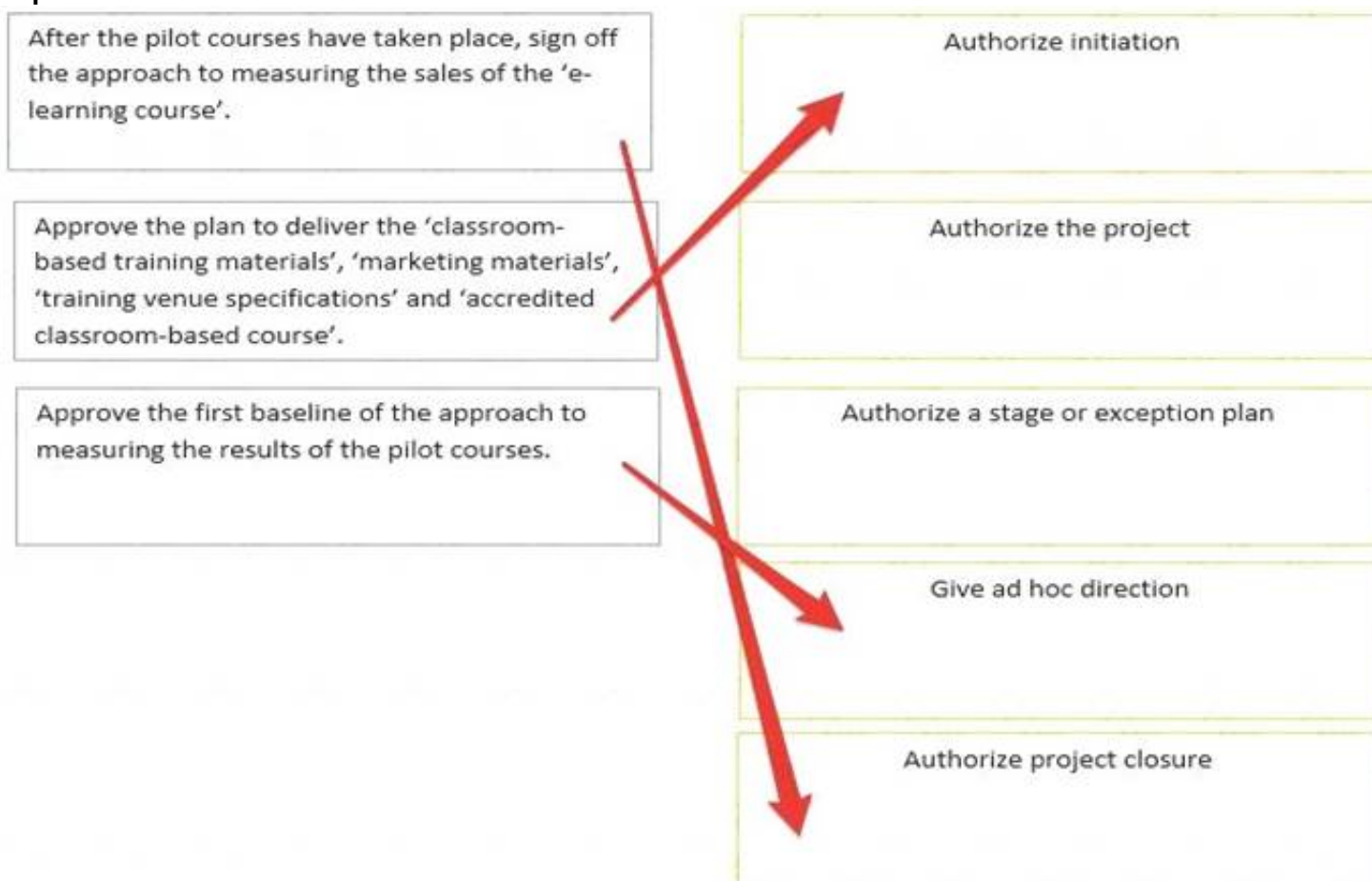
Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

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

- A. Mastered
B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 9

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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

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

The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered.

ABC Company is planning to deliver pilot courses within five months of starting the project.

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

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

End of the Project scenario. Additional Information:

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

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End of the additional information.

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

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

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

Answer: A

NEW QUESTION 10

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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End of the Project scenario. Additional Information:

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End of the additional information.

The executive identified that there would be a benefit to the construction companies as their working time lost due to accidents would be reduced. This was included as a benefit to ABC Company in the business case for the Health and Safety Training Project.

Is this appropriate, and why?

- A. Yes, because the benefits to the customer are an essential part of business justification for a project.
 B. Yes, because both tangible and intangible benefits should be included in the business case.
 C. No, because ABC Company will not achieve their benefits if construction companies do not book the courses.
 D. No, because it is the customer's benefits that should be used to justify the project business case.

Answer: A

NEW QUESTION 10

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information.

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

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

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

Answer: B

NEW QUESTION 15

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information. CLOSING A PROJECT

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

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

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

Answer: D

NEW QUESTION 16

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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End of the Project scenario. Additional Information:

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End of the additional information.

Based on lessons from previous projects that used the ABC Company standard development model, the project board has set low cost and time tolerances for stage 2. As a result, the project manager plans to set very low tolerances for time and cost for all work packages to be carried out during stage 2.

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

- A. Yes, because the project manager should set tolerance equally for all work packages in a stage.
- B. Yes, because setting appropriate tolerances for work packages will help keep the stage within tolerances.
- C. No, because tolerances set by the project manager should be the same as those set by the project board.
- D. No, because the project manager should divide the stage tolerances between the team managers.

Answer: B

NEW QUESTION 20

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information.

ABC Company has decided to include the Health and Safety Training Project in a programme to support their strategy to deliver globally. The programme team has provided the detailed business justification and, as a result, the project board has decided that the business case will not need refining further during the 'initiating a project' process.

Is this an appropriate action for the project board, and why?

- A. Yes, because the project board are able to use the business case provided by the programme.
- B. Yes, because when the project is part of a programme, the programme team provides the business case.
- C. No, because the programme team cannot constrain the project manager's choices.
- D. No, because each project in the programme will need a revised business case.

Answer: A

NEW QUESTION 25

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information. CONTROLLING A STAGE

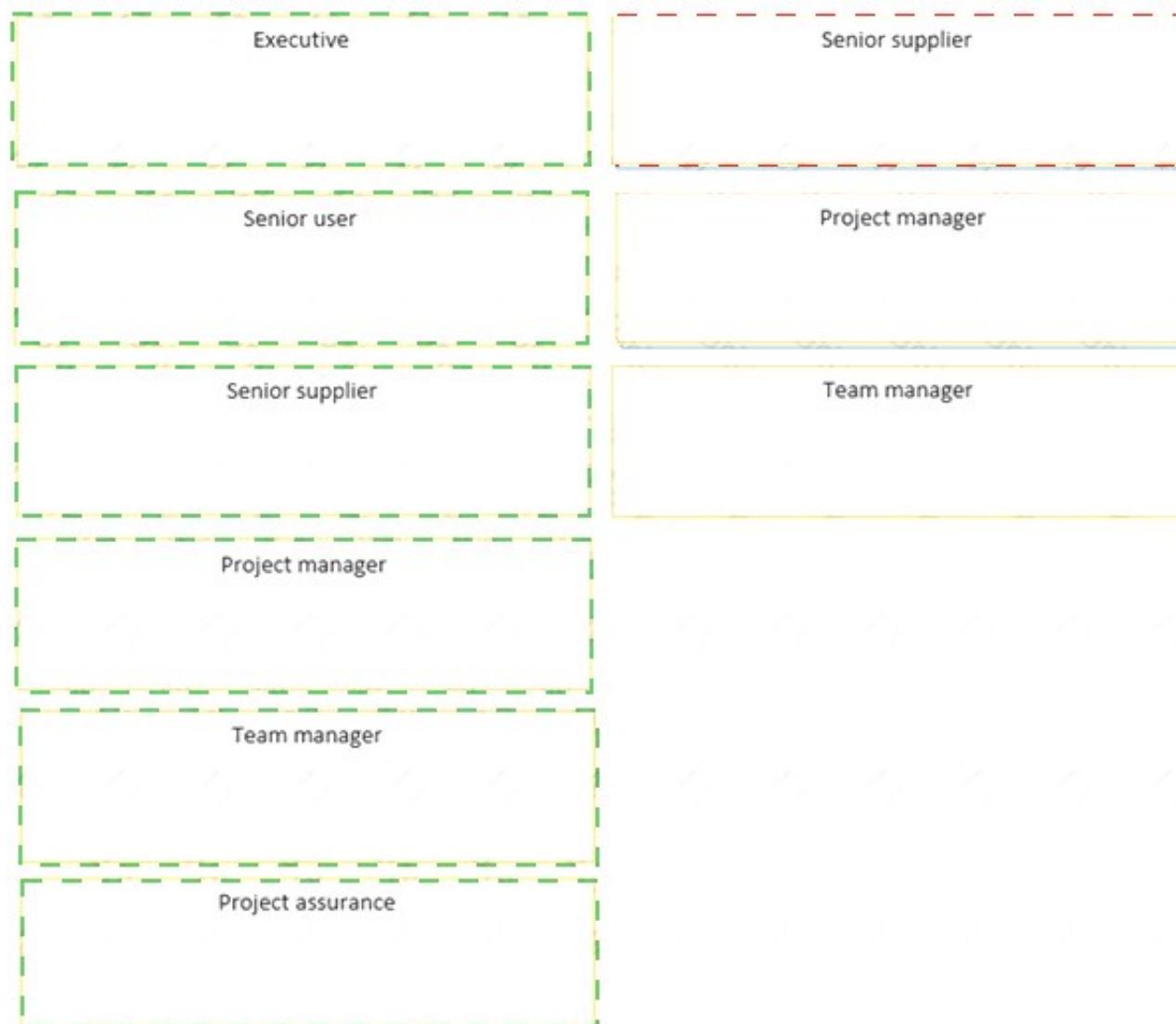
Here are three activities that take place during the 'controlling a stage' process. Which role (A-F) should carry out each activity? Choose only one role for each action. Each role can be used once, more than once, or not at all.

Executive	Enter the delivery dates for the 'marketing materials' work package into the stage plan.
Senior user	Check the accuracy of the information in the highlight report which confirms that the 'classroom-based materials' and 'marketing materials' will be delivered to time and cost tolerances.
Senior supplier	Report on progress towards delivering the 'training venue specifications'.
Project manager	
Team manager	
Project assurance	

- A. Mastered
B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 28

- (Exam Topic 1)

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Additional Information:

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

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

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

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

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

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

End of the additional information.

The project is at the end of stage 4. The project manager has changed the benefits management approach. It now includes all the activities necessary to measure the increased revenue.

Who should approve this update?

- A. Corporate management
- B. Project board

- C. Project assurance
D. Project manager

Answer: B

NEW QUESTION 30

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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

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

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

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

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

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

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

End of the Project scenario. Additional Information:

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

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End of the additional information.

The Health and Safety Training Project is closing as planned. According to the contract terms, suppliers must submit all invoices within one week of project closure. The project manager will issue a project closure notification informing all suppliers of this invoicing deadline as part of the ‘recommended project closure’ activity.

Is this appropriate, and why?

- A. Yes, because the project board should approve the project closure notification drafted by the project manager.
B. Yes, because a project closure notification should be sent to suppliers as part of the ‘closing project’ process.
C. No, because the project board should issue a project closure notification as part of the ‘directing a project’ process.
D. No, because the project manager should notify stakeholders using the approved project closure notification.

Answer: B

NEW QUESTION 31

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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

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

construction companies include a reduction in lost days and legal costs due to accidents.

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

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

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

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

End of the Project scenario. Additional Information:

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End of the additional information.

ABC Company has a standard course development model with four defined stages that the company manages using PRINCE2. The project manager for the Health and Safety Training Project has recommended the stage 2 of the standard model be split into two separate stages. As a result, there will now be five management stages in the project.

Is this an appropriate application of the 'tailor to suit the project' principle, and why?

- A. Yes, because the project manager can adapt or combine PRINCE2 process to suit the project.
- B. Yes, because the standard course development structure should be tailored to suit the project.
- C. No, because a simple project should have no more than two management stages.
- D. No, because the standard course development structure should be applied to the project.

Answer: B

NEW QUESTION 32

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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

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End of the Project scenario. Additional Information:

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End of the additional information. MANAGING A STAGE BOUNDARY

The ABC Company trainers have been accredited and the course booking procedures have been amended. The 'managing a stage boundary' process is taking place at the end of stage 3.

Which activity should occur during the 'update the business case' activity?

- A. Update the overall plan with the time and cost taken to develop the 'e-learning course' and 'amended course booking procedures'
- B. Break the 'planned pilot courses' down into component products in order to identify the work required to deliver them.
- C. Review whether the possible sales of the training course to external companies are likely to cover the project costs.
- D. Review whether a new team manager should be appointed to lead the delivery of the pilot courses during stage 4.

Answer: A

NEW QUESTION 34

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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

The ABC Company standard development model for new courses recommends the following stages: End of the Project scenario.

Additional Information:

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End of the additional information.

The development of the 'e-learning course' will be outsourced to an external supplier and their key members will join the project management team. The supplier wants to keep their work processes confidential and not share these with ABC Company. ABC Company has agreed.

Who should approve the external supplier's team plan?

- A. Senior supplier
- B. Project manager
- C. Supplier assurance
- D. Corporate, programme management or customer

Answer: D

NEW QUESTION 38

- (Exam Topic 1)

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

End of the Project scenario. Additional Information:

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

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End of the additional information.

All the products that are due in stage 3 have been completed, apart from the 'updated corporate quality procedures'. The work has been completed but the product has not yet been approved. The executive has been told that it will be signed off before the end of the project. In response to an exception report, the executive has instructed the project manager to plan to obtain approval of the product in stage 4.

Is this appropriate application of the report management stage end' activity, and why?

- A. Yes, because approval of the product can be carried forward into the next stage, with authority from the project board.
 B. Yes, because the completion of the product in the next stage is a follow-on action recommendation for stage 4.
 C. No, because approval of the products was planned for stage 3 and must be completed before the stage ends.
 D. No, because a project-level exception plan is required before approval of the quality procedures can be delayed.

Answer: A

NEW QUESTION 43

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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End of the Project scenario. Additional Information:

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End of the additional information.

During stage 3, project costs are increasing but there will still be a positive return on investment, as documented in the business case. However, corporate management has recently revised its targets for return on investment and has decided to stop the project as it will not meet the new targets.

Is this an appropriate application of the ‘continued business justification’ principle?

- A. Yes, because changes in corporate strategy may impact a project’s justification.
 B. Yes, because a change in a project’s justification should trigger premature closure.
 C. No, because the project business case still justifies a project.
 D. No, because changes in corporate strategy should not impact a project once authorized.

Answer: C

NEW QUESTION 45

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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

End of the Project scenario. Additional Information:

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End of the additional information.

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

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

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

Answer: C

NEW QUESTION 46

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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

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

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

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

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

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

End of the additional information. QUALITY

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

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

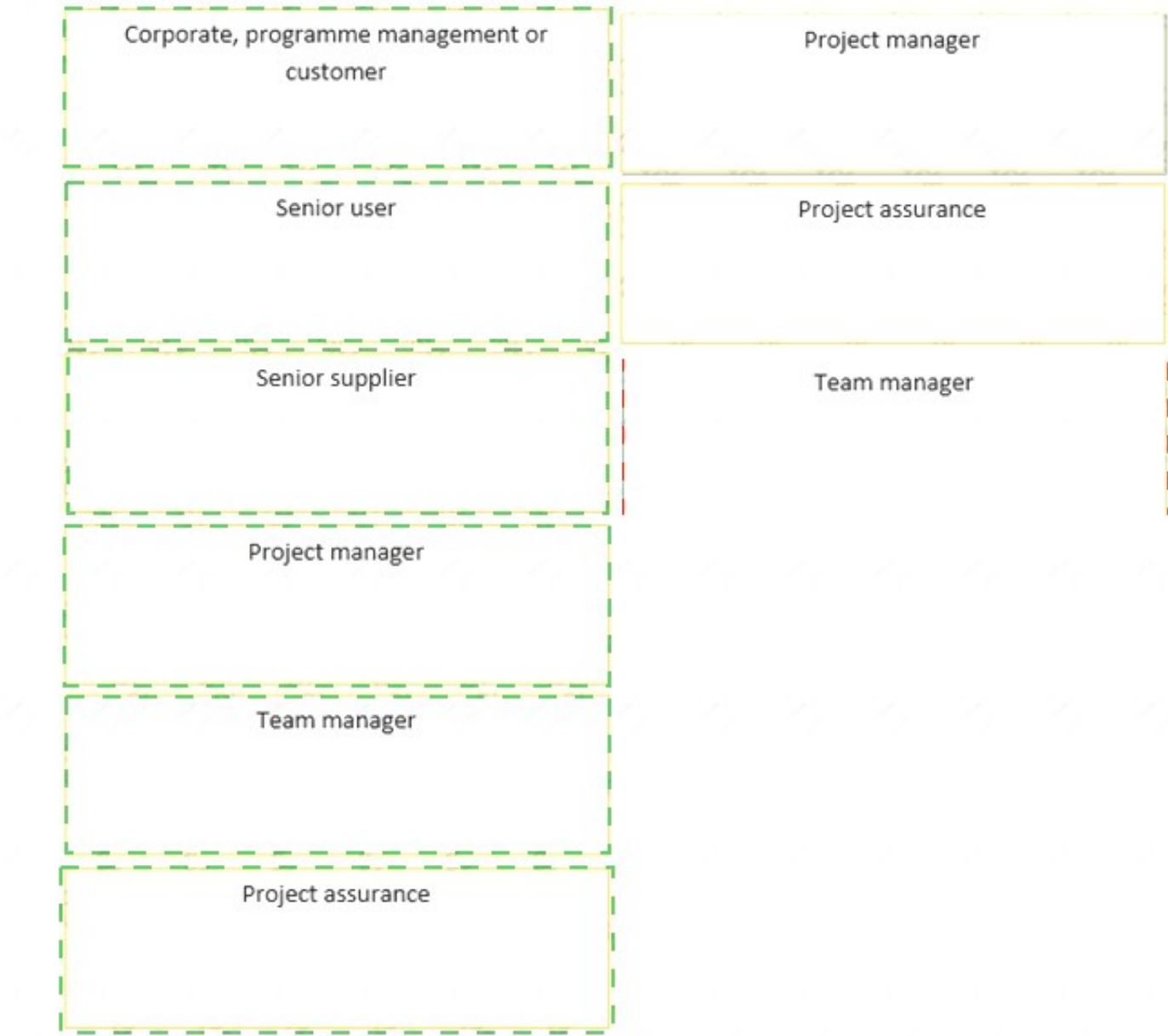
Choose only one for each activity. Each role can be used once, more than once, or not at all.

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 49

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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

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

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

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

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

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

End of the Project scenario. Additional Information:

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

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

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

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

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

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

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

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

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

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

End of the additional information.

ABC Company carried out a similar project two years ago, in response to changes in health and safety legislation for the health service. The experiences from that project were used to refine the corporate risk management policy. For that reason, the project board decided to use the corporate risk management policy in the risk management approach for this project.

Is this appropriate, and why?

- A. Yes, because experience from previous projects should be taken into account in the risk management approach.
- B. Yes, because the corporate risk management policy was updated, as a result of lessons from previous projects.
- C. No, because the risk management approach should be tailored to suit the project and its environment.
- D. No, because a separate risk management approach is not necessary when the company has a risk management policy.

Answer: A

NEW QUESTION 54

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