PRINCE2-Practitioner Dumps

PRINCE2 Practitioner exam

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

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

Answer: D

NEW QUESTION 2
- (Topic 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 2)
Which of the following activities is the Executive responsible for?

A. Ensure the desired outcome of the project is specified
B. Responsible for the benefits review plan
C. Assess and update the Business Case at the end of each stage
D. Responsible for the Benefits Review Plan post project

Answer: B

NEW QUESTION 4
- (Topic 2)
Scenario
A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:
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 5
- (Topic 2)

When considering the business options in the business case, which of these is NOT an option?

A. Do nothing
B. Do the maximum
C. Do the minimum
D. Do something

Answer: B

NEW QUESTION 6
- (Topic 2)
Scenario
A central government department, the Ministry of Food Hygiene (MFH), faces increasing
pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:
Do nothing.
Re-engineer selected business functions. Outsource selected business functions.
The feasibility study concluded that there was a case for outsourcing the MFH Information Technology
Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:
One service provider should be contracted to provide the services currently provided by the
Information Technology Division and the Facilities Division.
A 10-year service contract should be agreed with the selected service provider.
The feasibility study developed high-level designs of the current organization, processes, systems and
operating models, plus an outline Business Case for the required project. The external consultants
also made the following recommendations for the management of the project:
Use PRINCE2.
Set up the project with 4 management stages:
Stage 1. Standard PRINCE2 initiation activities.
Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service
provider.
Stage 3. Request and evaluate proposals, select service provider and agree contract.
Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.
Initial estimates indicated that the project would cost £2.5m and take two years to complete.
MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of £20m over 10
years.
The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.
Which 2 statements should be recorded under the Expected benefits heading?

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

Answer: CD

NEW QUESTION 7
HOTSPOT - (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.

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

	Assertion	True-False	Reason	True-False
1	The selected service provider should have their own Business Case for the work they are doing on the Outsourcing project.	True-False **A**	All project costs, including the cost of work carried out by external suppliers on the project should be included in the customer's Business Case.	True-False
2	The cost of managing the outsourcing contract should be included in the Business Case.	True-False **B**	The information in the Business Case is used to compare the development, maintenance and operational costs with the value of the benefits over a period of time.	True-False
3	The Business options section of the Business Case will need to be updated if the industry standards for outsourcing. are changed.	True-False **C**	The Business options section of the Business Case describes options that have been considered to address the business problem.	True-False
4	Any expected benefit from increasing staff flexibility should be included in the Business Case.	True-False **D**	The Business Case should list each benefit that it is claimed would be achieved by the project's outcome.	True-False
5	The End Project Report should identify whether the expected savings of £2 over 10 years have been achieved.	True-False **E**	All benefits in the Business Case should be achieved before a project is closed.	True-False
6	The Project Board should ensure that the Benefits Review Plan includes the mechanisms for measuring all the claimed benefits of outsourcing.	True-False **F**	The Benefits Review Plan is created in the initiation stage.	True-False

A. Mastered
B. Not Mastered

Answer: A

Explanation:

	Assertion	True-False	Reason	True-False
1	The selected service provider should have their own Business Case for the work they are doing on the Outsourcing project.	True-False **A**	All project costs, including the cost of work carried out by external suppliers on the project should be included in the customer's Business Case.	True-False
2	The cost of managing the outsourcing contract should be included in the Business Case.	True-False **B**	The information in the Business Case is used to compare the development, maintenance and operational costs with the value of the benefits over a period of time.	True-False
3	The Business options section of the Business Case will need to be updated if the industry standards for outsourcing. are changed.	True-False **C**	The Business options section of the Business Case describes options that have been considered to address the business problem.	True-False
4	Any expected benefit from increasing staff flexibility should be included in the Business Case.	True-False **D**	The Business Case should list each benefit that it is claimed would be achieved by the project's outcome.	True-False
5	The End Project Report should identify whether the expected savings of £2 over 10 years have been achieved.	True-False **E**	All benefits in the Business Case should be achieved before a project is closed.	True-False
6	The Project Board should ensure that the Benefits Review Plan includes the mechanisms for measuring all the claimed benefits of outsourcing.	True-False **F**	The Benefits Review Plan is created in the initiation stage.	True-False

NEW QUESTION 8
- (Topic 2)
Scenario
Additional Information

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

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

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

The Marketing Director will be funding the project from the business marketing budget. She believes that the effect of a good company image portrayed by a

successful calendar would last into a second year. She has forecast the same increase in orders for a second year and predicts that the annual employee satisfaction survey will show a measurable improvement in staff morale.

A number of alternatives were explored, including:

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

? 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 Reasons heading?

A. The Marketing department believes that sending a promotional calendar to current and prospective customers will increase orders by at least 10%.

B. 10% of customers have not re-ordered in this financial year.

C. 1,500 orders are expected, each with an average profit of £2k.

D. The Marketing department believes that the effect of a good company image, portrayed by a successful calendar, will last into a second year.

E. MNO Manufacturing is experiencing a fall in orders due in part to the increased marketing activities of its competitors.

Answer: BE

NEW QUESTION 9
- (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

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

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

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

Which 2 statements should be recorded under the Costs heading?

A. The MNO marketing budget this year is £120k.

B. The project will be funded from the business marketing budget

C. 10 further orders with an average profit of £2k will deliver a benefit of £20k in the first year.

D. The new company logo is estimated to cost £4k.

E. Project costs are estimated to be a total of £26.5k.

Answer: BE

NEW QUESTION 10
- (Topic 2)
Scenario
Additional Information
During the initiation stage the Project Manager met with the Marketing Director to find out more about the requirements of the promotional calendar and recorded the following notes:

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

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

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

A number of alternatives were explored, including:

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

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

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

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

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

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

A. A high quality, glossy product will involve additional costs.

B. Individuals in the engineering team who are not selected to appear in the calendar photographs will become de-motivated.

C. The calendar may not result in the expected 10% increase in orders.

D. Because the Calendar project is a priority for the MNO Manufacturing Company, the delivery of other projects within the Marketing department will be delayed.

E. The calendar may not result in the 10 further orders from the list of prospective customers in 12 months.

Answer: BD

NEW QUESTION 10
HOTSPOT - (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.

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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:
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? 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.

Using the Project Scenario and the additional Information provided for this question In the Scenario Booklet, answer the following question.

Lines A to E in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

	Assertion	True/False	Reason	
A	If the calendar solution is changed there should be a review of, and possible changes to, the Business Case.	True / False	The Business Case includes options for the delivery of the chosen solution.	True / False
B	The Business Case will no longer be viable if the prepared calendar pack is only available for printing in the first week of December.	True / False	The Business Case is no longer viable if stage tolerances are exceeded during project.	True / False
C	The fact that the project's aim is to try to counter the fall in orders should be documented in the project" Brief.	True / False	The outline Business Case contains the reasons why the project is needed and forms part of the Project Brief.	True / False
D	The Benefits Review Plan should include an assessment in 12 months time of the increase in orders.	True / False	The Benefits Review Plan contains details of benefits reviews to be conducted during the project	True / False
E	The expected improvement in staff morale should NOT be recorded as a benefit in the Business Case.	True / False	Only those benefits that can be measured in financial terms should be defined in the Business Case.	True / False

A. Mastered
B. Not Mastered

Answer: A

Explanation:

	Assertion	True/False	Reason	
A	If the calendar solution is changed there should be a review of, and possible changes to, the Business Case.	True/ False	The Business Case includes options for the delivery of the chosen solution.	True /False
B	The Business Case will no longer be viable if the prepared calendar pack is only available for printing in the first week of December.	True / False	The Business Case is no longer viable if stage tolerances are exceeded during project.	True / False
C	The fact that the project's aim is to try to counter the fall in orders should be documented in the project" Brief.	True! False	The outline Business Case contains the reasons why the project is needed and forms part of the Project Brief.	True! False
D	The Benefits Review Plan should include an assessment in 12 months time of the increase in orders.	True! False	The Benefits Review Plan contains details of benefits reviews to be conducted during the project	True! False
E	The expected improvement in staff morale should NOT be recorded as a benefit in the Business Case.	True ¡False	Only those benefits that can be measured in financial terms should be defined in the Business Case.	True False!

NEW QUESTION 15

- (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 19
- (Topic 3)
Additional Information
Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.
Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.
Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. VVhilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.
Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.
Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.
Portraits ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet be decided which of the photographers to use.
Which 2 statements explain why the Marketing Director should be appointed as the Executive for this project?

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

Answer: CD

NEW QUESTION 20
- (Topic 3)
Which of the following is False?
A Successful project management team should.

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

Answer: B

NEW QUESTION 22
- (Topic 3)
Who is responsible for ensuring that Communication Management Strategy is appropriate and that planned communication activities actually take place?
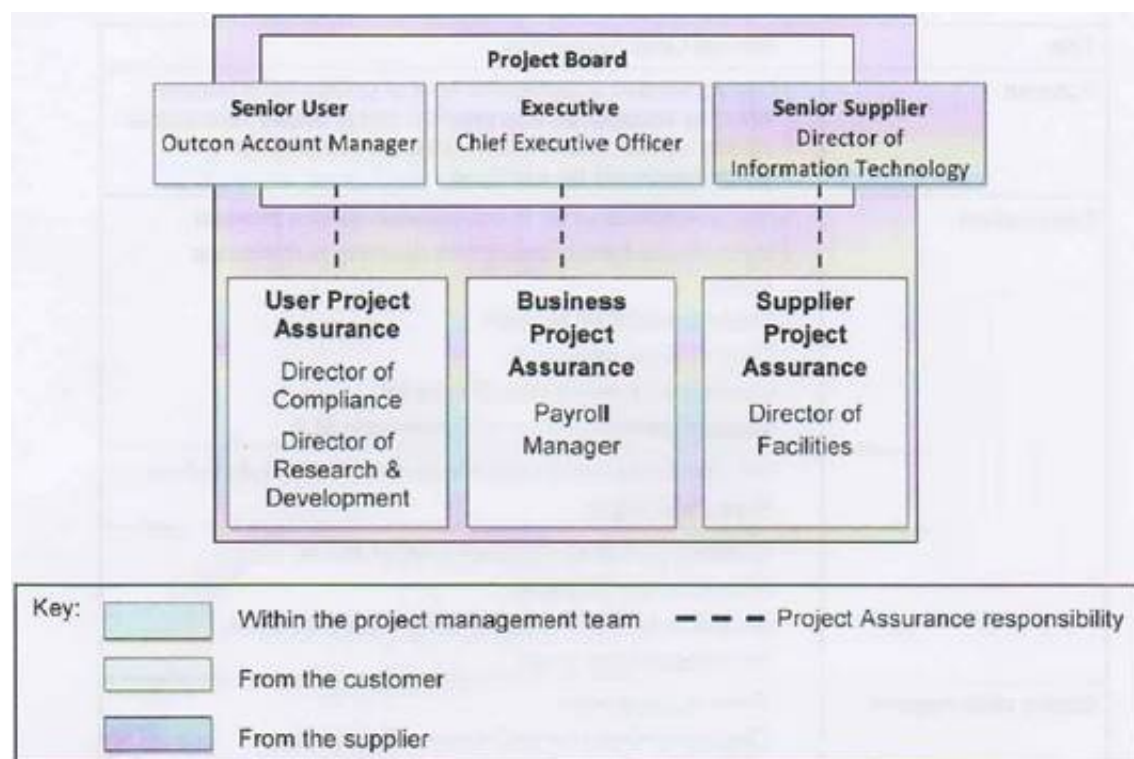
A. Project Assurance
B. Project Manager
C. Corporate or Programme Management
D. Project Support

Answer: A

NEW QUESTION 23
- (Topic 3)
Additional Information

Further information on some resources who could be involved in the project: Outcome Account Manager: He represents Outcome which is a recruitment agency that

provides specialist outsourcing resources. Outcome provided the consultants who carried out the feasibility study and the same consultants will be providing support and guidance to the Information Technology and Facilities teams during the project.

Director of Finance Division: She was transferred from the Information Technology Division 12 months ago. She is responsible for ensuring a cost-conscious approach is adopted in all operational and project activities across the Ministry of Food Hygiene.

Hardware Manager: Reports to the Director of Information Technology. He provides computer hardware to all business functions but has little awareness of the needs of his colleagues working in software.

Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

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

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

Answer: DE

NEW QUESTION 27
- (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 Purchasing Manager should be appointed as a Senior Supplier for this project?

A. He is responsible for the organization's procurement activates.
B. He is responsible for the performance of supplier contracts.
C. He was an engineer and worked in that area before taking up his current position.
D. He can influence the external supplier's Business Case.
E. He is not appropriate for the role of Executive or Senior User.

Answer: AB

NEW QUESTION 28
- (Topic 4)
Additional Information Product Description

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

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

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

The service level agreement looks like any other MFH document.

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

Answer: D

NEW QUESTION 31
- (Topic 4)
Extract from the Project Product Description (with errors)

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

Which 2 statements apply to the Derivation section?

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

Answer: CD

NEW QUESTION 32
HOTSPOT - (Topic 4)
Extract from the Project Product Description (with errors)

Composition	1. Monthly calendar displays
	2. 100gsm glossy paper
	3. Full colour
	4. Selected envelope
	5. Chosen label design
	6. List of customers
	7. Selected photos
	8. Photo session schedule
Derivation	9. New company logo design
	10. Previous calendar designs
	11. Internal creative team
	12. Production cost forecast
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

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

Understanding the customer's quality expectations. ▼

Approval of the project's products. ▼

Confirmation that corporate management standards and policies are being adhered to. ▼

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

A. Mastered
B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 33
- (Topic 4)
Additional Information Product Description

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

Quality notes from the Daily Log
The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.
The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.
MFH has a quality management system which contains a document control procedure for all its documentation, however this does not include change management.
All project documents will be subject to a quality review. Nominated products will require a formal approval record signed-off by the quality review chair.
Extract from the draft Quality Management Strategy (may contain errors) Introduction
1. This document defines the approach to be taken to achieve the required quality levels during the project.
2. The Project Board will have overall responsibility for the Quality Management Strategy.
3. Project Assurance will provide assurance on the implementation of the Quality Management Strategy.
Quality management procedure - Quality standards
4. The selected service provider will operate to industry standards for providing outsourced services.
5. MFH document standards will be used.
Records
6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
10. Team Managers will provide details of quality checks that have been carried out.
11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.
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 38
- (Topic 4)
Which of the following statements would NOT be included in the Project Product Description?

A. Purpose of the product
B. Composition
C. Project level tolerances
D. Quality criteria

Answer: D

NEW QUESTION 40
- (Topic 4)
Additional Information Product Description

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

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

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

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 43
- (Topic 4)
Additional Information Product Description

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

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

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

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 46
- (Topic 4)
Additional Information Product Description

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

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

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

Which statement applies to the Roles and responsibilities section?

A. Delete entry 9 because this should only be recorded in the Product Description.
B. Delete entry 10 because this is the responsibility of the quality review chair.
C. Delete entry 11 because only the Project Manager can update the Quality Register.
D. Amend entry 12 because this is the responsibility of supplier assurance.

Answer: D

NEW QUESTION 50
- (Topic 4)
Which principle is central to the quality theme and provides explicit understanding of what the project will create?

A. Manage by stages
B. Focus on products
C. Manage by exception
D. Learn from experience

Answer: B

NEW QUESTION 55
- (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 Development skills required section?

A. Move entry 13 to Composition because the appointment of the photographer is within the scope of this project.
B. Move entry 13 to Derivation because this is a source of information for this project.
C. Delete entry 14 because this skill is NOT required within this project.
D. Delete entry 15 because this skill is NOT required within this project.
E. Add 'Knowledge of Data Protection Act.

Answer: DE

NEW QUESTION 58
- (Topic 4)
Additional Information Product Description

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

Quality notes from the Daily Log
The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

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

None of the reviewers have proof-reading skills.

A. Record an action to request that Project Assurance identify a proof-reader who can, within the next 2 days, complete the check for typographical errors.
B. Ask the reviewers present at the meeting to conduct a proof-reading exercise and pass any comments to the author within 2 days.
C. Contact Project Assurance to find appropriate resources to come into the review.
D. No action required.

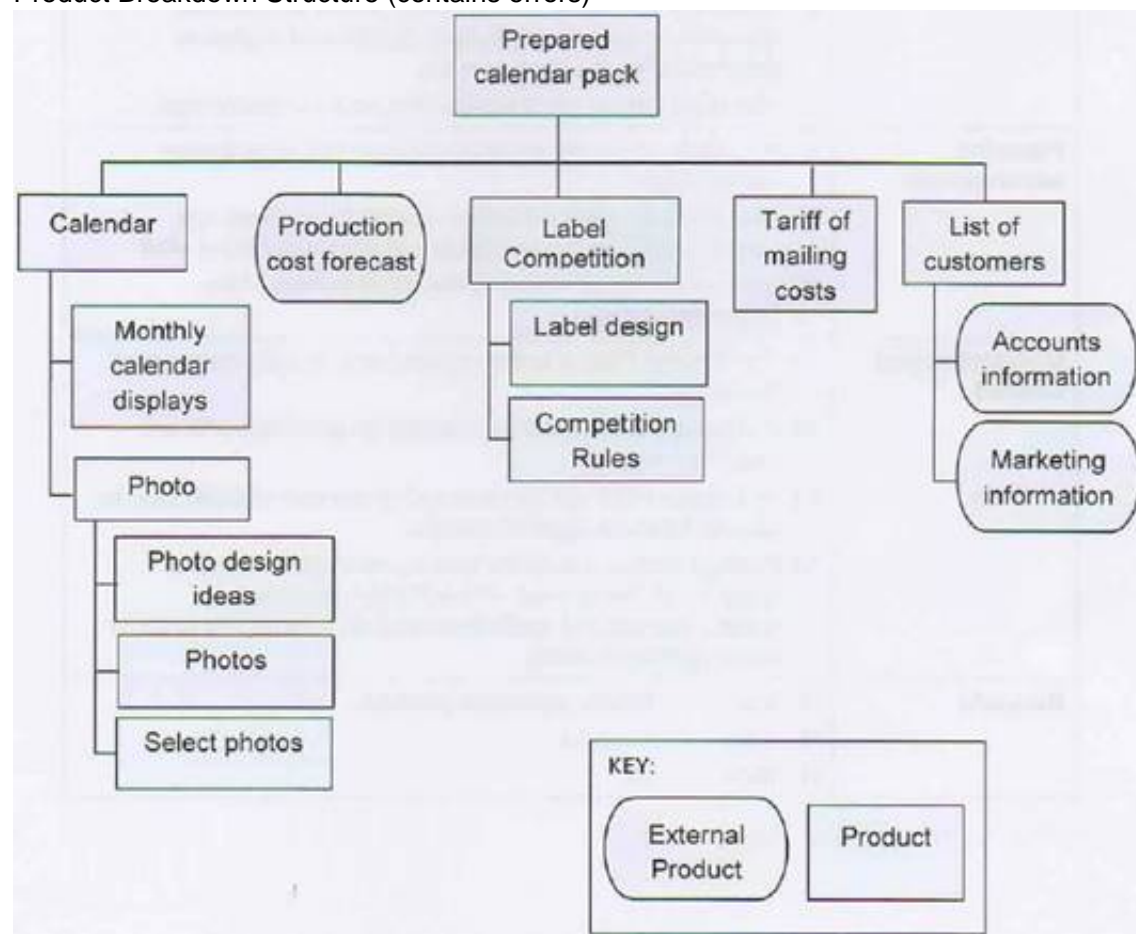**Answer:** A

NEW QUESTION 63
- (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 Budgets section?

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

Answer: AD

NEW QUESTION 66
- (Topic 5)
Product based planning focuses on which of the following:
1. Creating product descriptions
2. Identifying activities
3. Creating a Product hierarchy
4. Creating a Product sequence

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

Answer: A

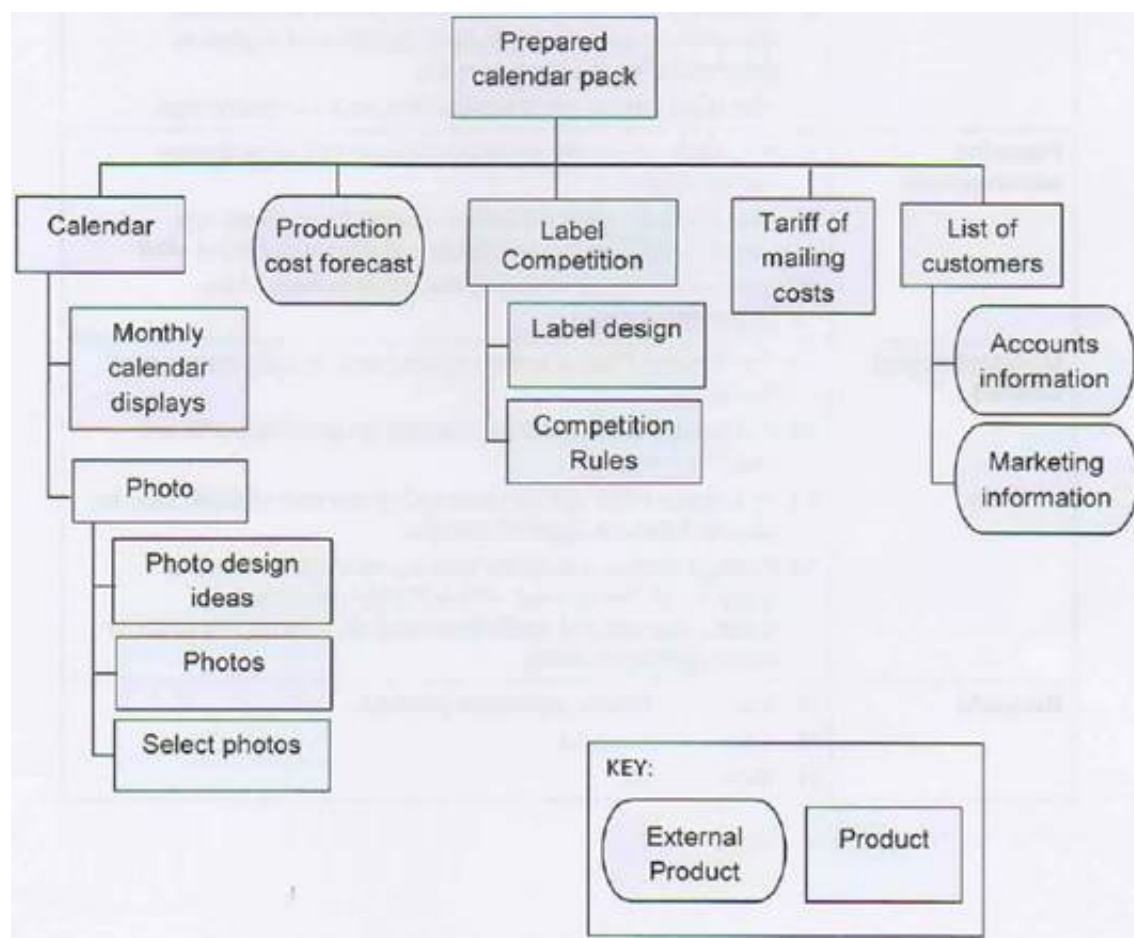**NEW QUESTION 69**
- (Topic 5)
Product Summary
A list of customers will be collated. This will use existing information from the Accounts department about current customers, and existing information from the Marketing department about prospective customers.
Using the tariff of mailing costs available 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 72

- (Topic 5)
Who sets the tolerances for a work package?

A. The project board
B. The project manager
C. The team manager
D. Corporate or programme management

Answer: B
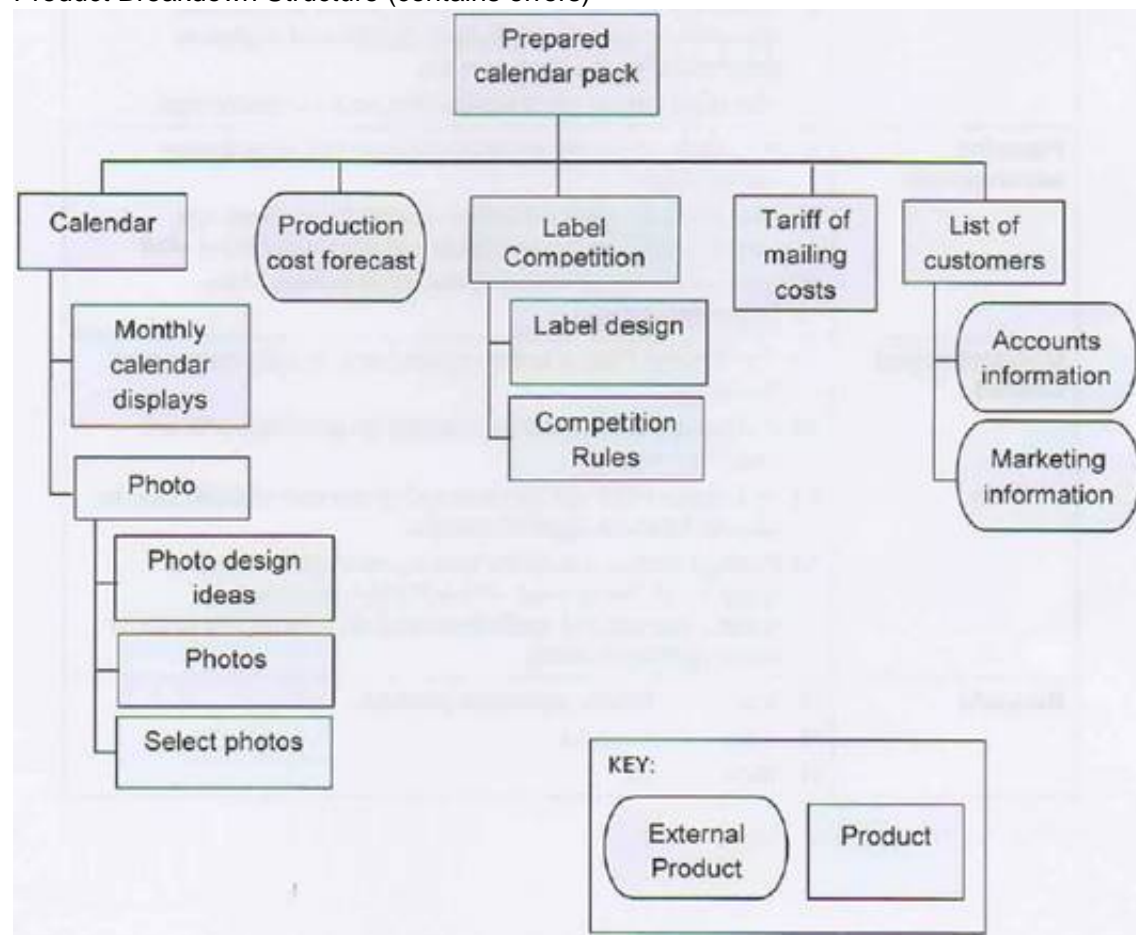
NEW QUESTION 73
- (Topic 5)
Product Summary
A list of customers will be collated. This will use existing information from the Accounts department about current customers, and existing information from the Marketing department about prospective customers.
Using the tariff of mailing costs available from 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 Monitoring and control section?

A. Delete entry 11 because this relates to the monitoring and controlling of the Project Plan, not the Stage Plan.
B. No change to entry 12 because this describes how the Project Board will control the stag
C. ~
D. C Move entd12 because the Highlight Reports are deliverables of this stage and should be shown under Product descriptions.
E. Delete entry 13 because this is part of the Controlling a Stage process.
F. Delete entry 14 because the Product Status Account is NOT an ad-hoc repor
G. It is produced at the end of each stage to identify any variations between planned status, reported status and actual status of the stage's products.

Answer: AB

NEW QUESTION 74
- (Topic 5)
Who is responsible for committing user resources to the project?

A. Senior User
B. Senior Supplier
C. Executive
D. Project Board

Answer: A

NEW QUESTION 78
- (Topic 6)
Scenario
A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for their services has been set up and is being monitored by the Purchasing Manager and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photo sessions to minimize the impact on the Engineering staff. This meeting should have occurred by now.
The Engineering Manager was made aware of this requirement but when asked he reported that he has received no communication from the photographer. The Project Manager has tried to call the photographer and has had no response. The Project Manager believes there is a risk that Portraits Ltd are overbooking work and prioritizing other clients' work. If Portraits ltd do not deliver on schedule the project will be delayed and the expected benefits will be reduced.
The contract is to be reviewed and Portraits Ltd reminded of their agreement.
The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early release of a competitor's calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.
Which 2 statements should be recorded under the Timing of risk management activities heading?

A. During stage 4, the selected service provider will manage any risks to their Business Case and report these to the Project Manager on a weekly basis.
B. The Project Board should hold monthly meetings to review project progress.
C. When closing a project, the follow-on action recommendations should be updated with any risks relating to the realization of benefits after the outsourced services go live.
D. Any new risks identified during product development should be reported to the Project Manager by the Team Manager when delivering the completed Work Package.
E. When authorizing a stage, the Project Board will check that the exposure to risk is still acceptable.

Answer: BE

NEW QUESTION 83
- (Topic 6)
Which of the following statements is False regarding the Risk Management Strategy?

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

Answer: A

NEW QUESTION 87
HOTSPOT - (Topic 6)
Additional Information
A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for their services has been set up and is being monitored by the Purchasing Manager and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photo sessions to minimize the impact on the Engineering staff. This meeting should have occurred by now.
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.

	Assertion		Reason	
1	The Engineering Manager should have raised the fact that there has been no contact with the photographer as an issue.	True – false	Any forecast to exceed the agreed stage tolerances should be escalated to the Project Board.	True – false
2	As the person monitoring the contract, the Purchasing Manager would be an appropriate owner for the risk.	True – false	A risk owner should be the person most capable of managing the risk.	True – false
3	The photographer should have raised any concerns about their availability for the work as a risk before accepting the Work Package.	True – false	A separate Risk Register should be created for each Work Package to monitor specialist risks associated with the creation of specialist products.	True – false
4	If estimation of the risk shows that it is likely to impact upon time, the Project Manager will need to raise an Issue Report.	True – false	When the impact of a risk has been identified, an Issue Report will be required to implement any agreed risk actions.	True – false
5	Regular Checkpoint Reports from the photographer will help the Project Manager manage the risk.	True – false	Checkpoint Reports should provide early warning of any delay in the photographer's work.	True – false
6	As a Work Package has been agreed with the photographer, responsibility for the risk will automatically have been transferred to this third party.	True – false	When selecting the most appropriate risk response to take, the best option is usually the least expensive.	True – false

A. Mastered
B. Not Mastered

Answer: A

Explanation:

	Assertion		Reason	
1	The Engineering Manager should have raised the fact that there has been no contact with the photographer as an issue.	True / false	Any forecast to exceed the agreed stage tolerances should be escalated to the Project Board.	True / false
2	As the person monitoring the contract, the Purchasing Manager would be an appropriate owner for the risk.	True / false	A risk owner should be the person most capable of managing the risk.	True / false
3	The photographer should have raised any concerns about their availability for the work as a risk before accepting the Work Package.	True / false	A separate Risk Register should be created for each Work Package to monitor specialist risks associated with the creation of specialist products.	True / false
4	If estimation of the risk shows that it is likely to impact upon time, the Project Manager will need to raise an Issue Report.	True / false	When the impact of a risk has been identified, an Issue Report will be required to implement any agreed risk actions.	True / false
5	Regular Checkpoint Reports from the photographer will help the Project Manager manage the risk.	True / false	Checkpoint Reports should provide early warning of any delay in the photographer's work.	True / false
6	As a Work Package has been agreed with the photographer, responsibility for the risk will automatically have been transferred to this third party.	True / false	When selecting the most appropriate risk response to take, the best option is usually the least expensive.	True / false

NEW QUESTION 91
- (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 95
- (Topic 7)
Scenario:
The Ministry of Food Hygiene (MFH) has a quality management system which contains a document control process to manage all documentation requirements. The document control process was created by the MFH Quality Manager, who now maintains all of MFH's documents and performs an organization-wide configuration management role. The MFH Quality Manager will administer the configuration management procedure for the Restructuring project since this must comply with the MFH document control process.
What additional risk will this place on the project?

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

Answer: A

NEW QUESTION 100
HOTSPOT - (Topic 7)
NO: 7 HOTSPOT
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.
Using the Project Scenario answer the following question. The Plan for stage 3 has been approved and work has commenced.
Column 1 contains a number of issues for this project. Select from Column 2 the appropriate category for each issue. Each selection from Column 2 can be used once, more than once or not at all.
Drop down the right answer from column 1 to column 2.

Column 1

Column 2

Although NOT previously considered, the Engineering Manager now wants to amend the Product Description for the photos to include images of his latest production machinery.

The Marketing Director feels that the calendar may NOT be of sufficient quality to achieve the projected benefits.

The Marketing department have identified some new customers and want to include them in the approved list of customers.

The photographer has ignored the agreed photo session schedule. He has interrupted the work of the engineering staff to take the photos for the calendar.

The chosen label design has been signed-off in error as the old company logo has been used. Inclusion of the new company logo was specified.

The Project Manager has received notification of a postal strike occurring in December.

Column 1

Column 2

Although NOT previously considered, the Engineering Manager now wants to amend the Product Description for the photos to include images of his latest production machinery.

> Problem or concern
> Request for change
> Off - specification

The Marketing Director feels that the calendar may NOT be of sufficient quality to achieve the projected benefits.

> Problem or concern
> Request for change
> Off - specification

The Marketing department have identified some new customers and want to include them in the approved list of customers.

> Problem or concern
> Request for change
> Off - specification

The photographer has ignored the agreed photo session schedule. He has interrupted the work of the engineering staff to take the photos for the calendar.

> Problem or concern
> Request for change
> Off - specification

The chosen label design has been signed-off in error as the old company logo has been used. Inclusion of the new company logo was specified.

> Problem or concern
> Request for change
> Off - specification

The Project Manager has received notification of a postal strike occurring in December.

> Problem or concern
> Request for change
> Off - specification

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Column 1

Column 2

Although NOT previously considered, the Engineering Manager now wants to amend the Product Description for the photos to include images of his latest production machinery.

> Problem or concern
> Request for change
> Off - specification

The Marketing Director feels that the calendar may NOT be of sufficient quality to achieve the projected benefits.

> Problem or concern
> Request for change
> Off - specification

The Marketing department have identified some new customers and want to include them in the approved list of customers.

> Problem or concern
> Request for change
> Off - specification

The photographer has ignored the agreed photo session schedule. He has interrupted the work of the engineering staff to take the photos for the calendar.

> Problem or concern
> Request for change
> Off - specification

The chosen label design has been signed-off in error as the old company logo has been used. Inclusion of the new company logo was specified.

> Problem or concern
> Request for change
> Off - specification

The Project Manager has received notification of a postal strike occurring in December.

> Problem or concern
> Request for change
> Off - specification

NEW QUESTION 103
- (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 105
- (Topic 7)
Who would be responsible for maintaining the Configuration Item Records?

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

Answer: B

NEW QUESTION 107
- (Topic 7)
Which of the following is the definition for an off-specification?

A. An issue the Project Manager needs to resolve or escalate
B. Something forecast or currently not meeting specification
C. A proposal for a change to a baseline
D. A statement of concern

Answer: B

NEW QUESTION 112
- (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 117
- (Topic 8)
Scenario:
Techniques, processes and procedures
1. Any threat that may result in a loss of MFH data must be escalated immediately.
Joint agreements
2. Work is to start at the beginning of week 2 (Stage 4).
3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances
4. None.
Constraints
5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
6. Installation work must take place during MFH normal working hours. 7. +£10,000 / -£25,000.
Reporting arrangements
8. Highlight Report every Monday by 10.00 am.
9. The report must contain a summary of all products worked on during the previous week.
10. Project Manager must be notified of any issues immediately by telephone.
Problem handling and escalation
11. Impact analysis of all issues must be completed within 24 hours.
Extracts or references
12. The Stage Plan for stage 4 is available from Project Support.
Approval method
13. Project Assurance will review the completed Work Package and confirm completion.
Which 2 statements apply to either the Development Interfaces or Operations and maintenance interfaces sections?

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

Answer: DF

NEW QUESTION 122
- (Topic 8)
Who is responsible for confirming stage and project progress against agreed tolerances?

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

Answer: C

NEW QUESTION 124
HOTSPOT - (Topic 8)
Scenario:
Techniques, processes and procedures
1. Any threat that may result in a loss of MFH data must be escalated immediately.
Joint agreements
2. Work is to start at the beginning of week 2 (Stage 4).
3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances
4. None.
Constraints
5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
6. Installation work must take place during MFH normal working hours. 7. +£10,000 / -£25,000.
Reporting arrangements
8. Highlight Report every Monday by 10.00 am.
9. The report must contain a summary of all products worked on during the previous week.
10. Project Manager must be notified of any issues immediately by telephone.
Problem handling and escalation
11. Impact analysis of all issues must be completed within 24 hours.
Extracts or references
12. The Stage Plan for stage 4 is available from Project Support.
Approval method
13. Project Assurance will review the completed Work Package and confirm completion
At the end of stage 3, the service provider will be selected and the contract awarded. During stage 4, the Account Manager for the selected service provider will work with the Project Manager to complete the transition of the services to the selected service provider.

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

A. Mastered
B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 128
- (Topic 8)
Which of the following is not a factor to consider when determining the length of a stage?

A. The amount of resources available h the short term
B. How far ahead you can sensibly plan n detail
C. The technical stages within the project
D. The amount of risk associated with the project

Answer: A

NEW QUESTION 130
- (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 134
- (Topic 8)
Project Scenario
Calendar Project (Note: The companies and people within the scenario are fictional.)
There has been a reduction in fie number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo when is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:
? Design for each month - correctly showing at public holidays and new company logo
? Selected photographs- 12 professionally-produced photographs, showing different members of staff
? Selected paper and selected envelope - for printing and mailing the calendar
? Chosen label design - a competition to design a label will be held as part of this project
? List of customers - names and addresses of customers to whom the calendar will be sent.
The project is currently in initiation and will have two further stages:
Stage 2 will include tie activities to:
? Create the customer fast using information from the Accounts and Marketing departments
? Confirm compliance with the Data Protection Legislation
? Create a design for each month - this will be done by the internal creative team
? Select and appoint a professional photographer
? Gather photograph design ideas from previous project and agree photographic session schedule
? Prepare a production cost forecast
? Select paper and envelope.
Stage 3 will include the activities to:
? Produce and select tie professionally-taken photographs
? Hold the label design competition and choose the label design
? Assemble the prepared calendar pack.
A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of the project. The product cost forecast will be reviewed by the Project Board to determine whether tie project should continue.

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

As the project approaches the end of stage 2, the Project Manager has requested a Product Status Account to ensure that all products are at their expected point of development. Although the list of customers has been quality reviewed, it has not been baselined because the Marketing department have not provided all of the prospective customers' details. What initial action should the Project Manager take?

A. Delay producing the End Stage Report until the list of customers has been baselined.
B. Raise an Exception Report to the Project Board to highlight the issue.
C. Check the target sign-off date for the list of customers.
D. Update the product status to baselined and obtain a commitment from the Marketing department to finish this work within the next few days.

Answer: C

NEW QUESTION 135
HOTSPOT - (Topic 8)
Scenario:
Techniques, processes and procedures
1. Any threat that may result in a loss of MFH data must be escalated immediately.
Joint agreements
2. Work is to start at the beginning of week 2 (Stage 4).
3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances
4. None.
Constraints
5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
6. Installation work must take place during MFH normal working hours. 7. +£10,000 / -£25,000.
Reporting arrangements
8. Highlight Report every Monday by 10.00 am.
9. The report must contain a summary of all products worked on during the previous week.
10. Project Manager must be notified of any issues immediately by telephone.
Problem handling and escalation
11. Impact analysis of all issues must be completed within 24 hours.
Extracts or references
12. The Stage Plan for stage 4 is available from Project Support.
Approval method
13. Project Assurance will review the completed Work Package and confirm completion
Column 1 is a list of actions that occur during the Controlling a Stage process. For each action in Column 1, select from Column 2 the PRINCE2 theme that is being applied. Each selection from Column 2 can be used once, more than once or not at all.
Drop down the answer from column 1 to column 2.

A. Mastered
B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 137
- (Topic 8)
Scenario:
Techniques, processes and procedures
1. Any threat that may result in a loss of MFH data must be escalated immediately.
Joint agreements
2. Work is to start at the beginning of week 2 (Stage 4).
3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances
4. None.
Constraints
5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
6. Installation work must take place during MFH normal working hours. 7. +£10,000 / -£25,000.
Reporting arrangements
8. Highlight Report every Monday by 10.00 am.
9. The report must contain a summary of all products worked on during the previous week.
10. Project Manager must be notified of any issues immediately by telephone.
Problem handling and escalation
11. Impact analysis of all issues must be completed within 24 hours.
Extracts or references
12. The Stage Plan for stage 4 is available from Project Support.
Approval method
13. Project Assurance will review the completed Work Package and confirm completion
Which 2 statements apply to either the Extracts or references or Approval method sections?

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

Answer: AB

NEW QUESTION 139
- (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.

What statement applies to the Records section?

A. Move entry 6 to the Configuration Management Strategy because it defines the identification scheme for the project's products.
B. Move entry 7 to Communication procedure because it refers to the method to be used for communication to external parties.
C. Move entry 8 to Tools and techniques because it refers to a filing technique.

Answer: A

NEW QUESTION 143
- (Topic 9)
While capturing previous lessons, the Project Manager discovered several interesting facts about outsourcing.
Which fact is an appropriate lesson for the Outsourcing project?

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

Answer: C

NEW QUESTION 148
- (Topic 9)
While preparing the Configuration Management Strategy, the Project Manager considered the options for change control. He decided to recommend a change budget of £250k, but was undecided on the Change Authority to recommend.
Which option is an appropriate Change Authority for the Outsourcing project?

A. The selected service provider to approve and implement all changes.
B. Senior User(s) and Project Assurance representatives, within the limits of therecommended change budget.
C. The Director of Facilities and the Director of Information Technology to approve all changes.

Answer: B

NEW QUESTION 149
- (Topic 9)
M1ich statement is an appropriate entry for the outline Business Case heading within the Project Brief?

A. 10 year service contract should be agreed with the selected service provider.

B. External consultants were employed to conduct a feasibility study to identify the options, their likely costs and benefits.
C. The project will run for two years and the benefits will be realized over 1a years.
D. The project should be split into four management stages.

Answer: C

NEW QUESTION 154
- (Topic 9)
Who is responsible for the initial creation of the Configuration Item records?

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

Answer: D

NEW QUESTION 159
- (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 Introduction section?

A. No change to entry 1 because this shows the purpose and content of this document.
B. Amend entry 1 to read 'This document contains the controls and reporting to be established for the project management team'.
C. Amend entry 1 to read 'This document contains the means and frequency of communication between the project management team, the print company and other external parties.

Answer: A

NEW QUESTION 162
- (Topic 9)
Which statement is an appropriate entry for the Lessons Log?

A. This is the first time that the Ministry of Food Hygiene (MFH) has been involved in outsourcing.

B. Based on feedback from other government departments, the Ministry of Trade and Industry has provided the names of two outsourcing companies that are unreliable and should not be included as potential service providers.
C. The feasibility study estimated that the outsourcing project would take two years to complete.
D. Only the Information Technology Division and Facilities Division will be outsourced.

Answer: B

NEW QUESTION 164
- (Topic 9)
During which of the following activities is the Project Product Description created?

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

Answer: B

NEW QUESTION 169
- (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 171
- (Topic 9)
Which other management product is created when the Business case is updated during Initiating a Project?

A. Post project review plan
B. Risk Register
C. Benefits Review plan
D. Issue Register

Answer: C

NEW QUESTION 174
- (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.
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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 Information needs for each interested party section?

A. Delete entry 13 because the activity to provide the weekly updates should be scheduled in the relevant Stage Plan.
B. Move entry 13 to Tools and techniques because it describes the method to be used to communicate to the individual producing the staff newsletter.
C. Delete entry 14 because this relates to the development of a particular product and should be recorded under Development interfaces within the relevant Work Package.

Answer: C

NEW QUESTION 179
- (Topic 9)
While deciding on how the work of the project should be approached the following were considered.
Which statement is appropriate for inclusion in the project approach heading in the Project Brief?

A. The Project Manager will involve the selected service provider in the creation of the Stage Plan for stage 4.
B. New up-to-date software will be obtained to produce the graphical sections of the Project and Stage Plans.
C. The detailed designs (future process, systems, operating and organization models) will be based on the existing high-level designs.

Answer: C

NEW QUESTION 180
- (Topic 9)
Which project controls should be established for the Outsourcing project?

A. Highlight Reports to the Project Manager; Exception Reports to the Project Board when project tolerances are forecast to be exceeded.
B. Highlight Reports to the Project Board; Exception Reports to corporate management when stage tolerances are forecast to be exceeded.
C. Highlight Reports to the Project Board; Exception Reports to the Project Board when stage or project tolerances are forecast to be exceeded.

Answer: C

NEW QUESTION 185
- (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.
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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.

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 188
- (Topic 10)
During Executing a Work package, specialist products are created and quality reviews are carried out - which management product captures the details of these reviews?

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

Answer: C

NEW QUESTION 192
- (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 197
- (Topic 10)
The Work Package has been in progress for four weeks and has four weeks remaining. The Information Technology Team Manager is concerned that he has no idea what the service provider is doing about preparing to accept the transfer of Information Technology equipment and staff. He is uncertain about what should be happening.
Which 2 initial actions should the Team Manager take in response to this concern?

A. Notify the Project Manager by raising an Exception Report.
B. Raise this concern in the next fortnightly Checkpoint Report.
C. Check the Communication Management Strategy to ascertain what records of communications with the service provider are required.
D. Check the Information Technology Work Package for development interfaces to seewhether the service provider Team Manager should have been liaising with the Information Technology team during development.
E. Raise an issue to notify the Project Manager of this concern.

Answer: DE

NEW QUESTION 201
- (Topic 10)
Two weeks after starting work the Team Manager noticed that each completed product had exceeded its estimated effort by around 10%. If this trend continues the Work Package will exceed its agreed cost tolerance of 5%.
Which 2 actions should the Team Manager take in response to this situation?

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

Answer: AE

NEW QUESTION 202

- (Topic 11)

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

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

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

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

Answer: B

NEW QUESTION 204

- (Topic 11)

Which of the following statements is FALSE regarding the Continued Business Justification?

A. The justification for the project must remain the same throughout the project.
B. The justification for the project should remain vabd.
C. The justification for the project may change.
D. If the project is no longer justified it should be stopped.

Answer: B

NEW QUESTION 209

- (Topic 11)

Which of the following management products ARE updated as part of Managing a stage boundary?
1. Business Case
2. Benefits Review Plan
3. Configuration Item Records
4. Project Brief

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

Answer: A

NEW QUESTION 214

- (Topic 11)

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

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

Which product should show that without the calendar the company is going to experience difficulties recovering its decline in orders, and alternative solutions are required if the company is going to recover its position?

A. Benefits Review Plan
B. Exception Report
C. End Project Report
D. Risk Register

Answer: C

NEW QUESTION 218

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