PRINCE2-Exams

Exam Questions PRINCE2-Practitioner

PRINCE2 Practitioner exam

NEW QUESTION 1
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver "capability to provide health and safety training", including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.
The e-learning course will be developed by a specialist external consultancy. The materials for
classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.
The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.
The ABC Company standard development model for new courses recommends the following stages:

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

End of the Project scenario. Additional Information:
The Chief Executive Officer (CEO) founded the company five years ago. Under her leadership, ABC Company has grown quickly into a successful training company. It delivers a range of accredited professional training.
The Finance Director is also a founder member of ABC Company and is responsible for authorizing budgets for the Operations and Development Teams. She authorizes all large contracts personally.
The Purchasing Manager reports to the Finance Director and is responsible for managing and monitoring supplier contracts.
The Operations Director is responsible for the delivery off all training and for the training development budget. His department organizes courses, venues and trainers. They work with the Product and the Sales teams to provide a comprehensive training schedule. ABC Company's IT manager reports to the Operations Director.
The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations.
Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.
The Training Development Manager reports to the Business Development Director and is responsible for developing training materials and gaining accreditation, in accordance with the standard course development model. Course developers in his team have skills in a range of development technologies and are allocated to projects as needed.
The Training Delivery Manager, who reports to the Operations Director, is responsible for ensuring that internal and external trainers deliver ABC Company training courses to the required standard. He also checks course materials to ensure they are fit for purpose and of the required quality.
The Central Services Director has responsibility for corporate communications, facilities management and configuration management. He recently led a project to consolidate all company quality systems into one quality management system and set up a corporate quality department, now managed by the Corporate Quality Manager.
The Corporate Document Manager reports to the Central Services Director. She helped establish the company's document management system and now operates it across the business. She manages a team of administrators and contracts staff when workload is high.
The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information.
The external team manager for the 'e-learning course' has reviewed the quality register to ensure all quality activities have been completed. The 'e-learning course' has been approved and accreditation has been achieved. As a result, the team manager updated the work package to notify the project manager that it is complete, and updated the team plan.
Is this appropriate, and why?

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

Answer: A

NEW QUESTION 2
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
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The e-learning course will be developed by a specialist external consultancy. The materials for
classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will

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

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

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

Stage 1	Initiation stage
Stage 2	Classroom-based training materials Marketing materials Training venue specifications Accredited classroom-based course
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Stage 4	Delivered pilot courses Finalized materials Project product: Capability to provide health and safety training

End of the Project scenario. Additional Information:

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

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

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

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End of the additional information.

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

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

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

Answer: A

NEW QUESTION 3
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
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The e-learning course will be developed by a specialist external consultancy. The materials for
classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.

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

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

Stage 1	Initiation stage
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Stage 4	Delivered pilot courses Finalized materials Project product: Capability to provide health and safety training

End of the Project scenario. Additional Information:

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End of the additional information. BUSINESS CASE

Here are three actions related to applying the business case theme. Which role (A-F) should carry out each action?
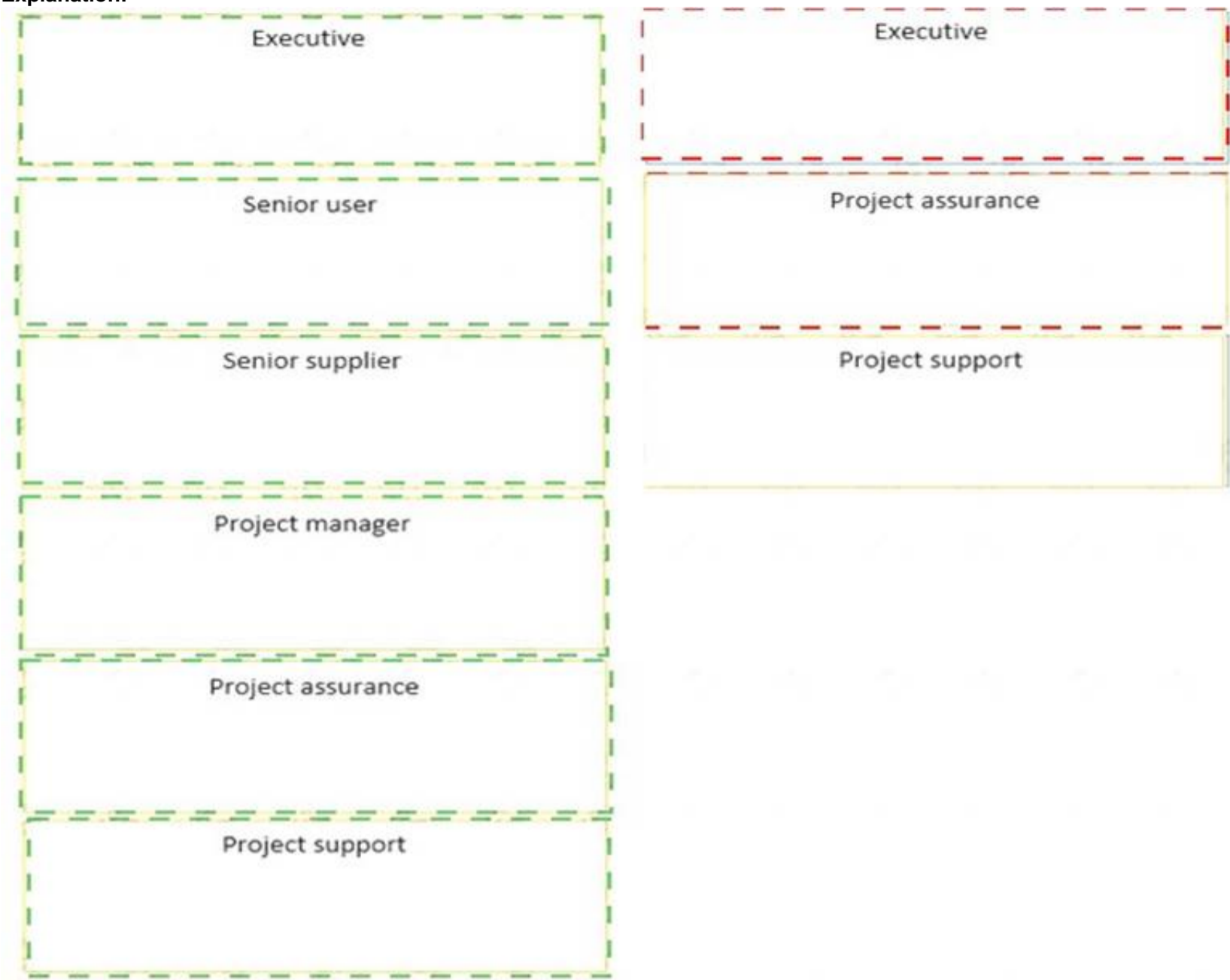
Choose only one role for each action. Each role can be used once, more than once, or not at all.

Roles	Actions
Executive	Obtain further funding because increased costs of developing the 'classroom-based training materials' have caused project cost tolerance to be exceeded.
Senior user	Reforecast during a benefits review, that the sales from the course will be less than originally estimated at the beginning of the project.
Senior supplier	Notify the project manager, after capturing a request for change affecting the accreditation of the trainers, that it will affect business justification.
Project manager	
Project assurance	
Project support	

A. Mastered
B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 4
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
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End of the Project scenario. Additional Information:
The Chief Executive Officer (CEO) founded the company five years ago. Under her leadership, ABC Company has grown quickly into a successful training company. It delivers a range of accredited professional training.
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End of the additional information. DIRECTING A PROJECT

Here are three actions that are carried out as part of the 'directing a project' process. During which activity (A-E) should they be carried out?
Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

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

A. Mastered
B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 5
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
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End of the Project scenario. Additional Information:
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End of the additional information.
During stage 3, the operational staff that handle course bookings asked for the project scope to be increased for an online booking function. The additional product has been as it will enable them to process bookings more quickly and accurately.
Is this an appropriate application of the 'focus on products' principle, and why?

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

Answer: B

NEW QUESTION 6
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Stage 4	Delivered pilot courses Finalized materials Project product: Capability to provide health and safety training

End of the Project scenario. Additional Information:
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End of the additional information. CLOSING A PROJECT
Benefits relating to income and business reputation after the project has closed cannot be shown at project closure.
Which statement describes how the 'closing a project' process makes provision for this?

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

Answer: D

NEW QUESTION 7
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End of the additional information.
ABC Company has decided to include the Health and Safety Training Project in a programme to support their strategy to deliver globally. The programme team has provided the detailed business justification and, as a result, the project board has decided that the business case will not need refining further during the 'initiating a project' process.
Is this an appropriate action for the project board, and why?

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

Answer: A

NEW QUESTION 8
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The ABC Company standard development model for new courses recommends the following stages:

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

End of the Project scenario. Additional Information:

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

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

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

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

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

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

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

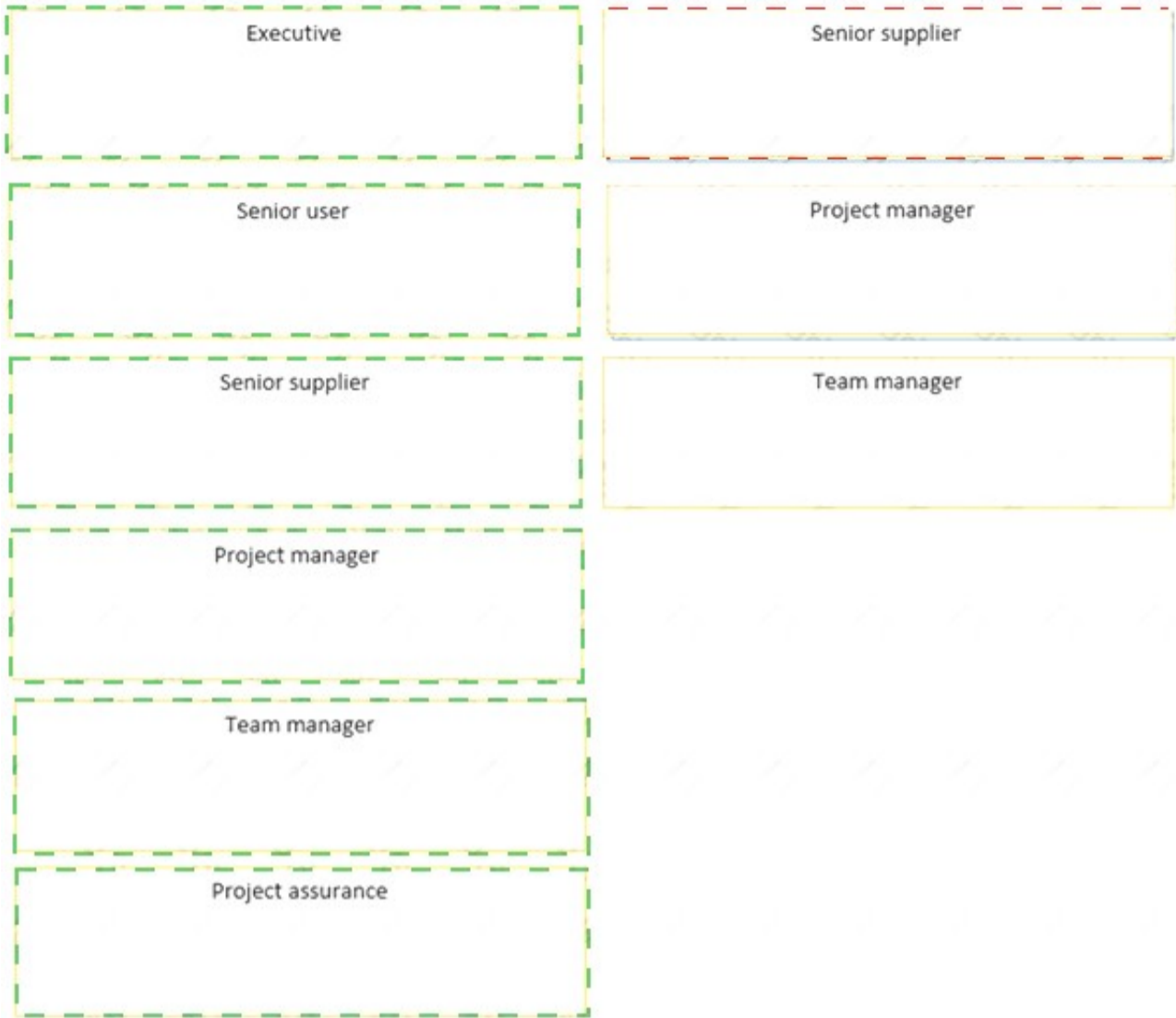End of the additional information. CONTROLLING A STAGE

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

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

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Executive	Senior supplier

Senior user	Project manager

Senior supplier	Team manager

Project manager

Team manager

Project assurance

NEW QUESTION 9
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver "capability to provide health and safety training", including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.
The e-learning course will be developed by a specialist external consultancy. The materials for
classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.
The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.
The ABC Company standard development model for new courses recommends the following stages:

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

End of the Project scenario. Additional Information:
The Chief Executive Officer (CEO) founded the company five years ago. Under her leadership, ABC Company has grown quickly into a successful training company. It delivers a range of accredited professional training.
The Finance Director is also a founder member of ABC Company and is responsible for authorizing budgets for the Operations and Development Teams. She authorizes all large contracts personally.
The Purchasing Manager reports to the Finance Director and is responsible for managing and monitoring supplier contracts.
The Operations Director is responsible for the delivery off all training and for the training development budget. His department organizes courses, venues and trainers. They work with the Product and the Sales teams to provide a comprehensive training schedule. ABC Company's IT manager reports to the Operations

Director.

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

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configuration management. He recently led a project to consolidate all company quality systems into one quality management system and set up a corporate quality department, now managed by the Corporate Quality Manager.

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

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

End of the additional information.

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

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

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

Answer: D

NEW QUESTION 10
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver "capability to provide health and safety training", including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.
The e-learning course will be developed by a specialist external consultancy. The materials for
classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.
The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.
The ABC Company standard development model for new courses recommends the following stages:

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

End of the Project scenario. Additional Information:
The Chief Executive Officer (CEO) founded the company five years ago. Under her leadership, ABC Company has grown quickly into a successful training company. It delivers a range of accredited professional training.
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The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations. Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.
The Training Development Manager reports to the Business Development Director and is responsible for developing training materials and gaining accreditation, in accordance with the standard course development model. Course developers in his team have skills in a range of development technologies and are allocated to projects as needed.
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The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information.

The project is now closed. The expected increase in revenue is not being achieved. It has been agreed with the team manager for the 'marketing materials' that additional marketing activities will be undertaken to achieve the expected increase in revenue.

Who should be responsible for monitoring the results of the marketing activities, and why?

A. Senior user, because this person is responsible for realizing the benefits post-project.
B. Senior user, because this person is responsible for specifying the desired from the project.
C. The team manager for the 'marketing materials', because this person has the skills to demonstrate that the activities are effective.
D. The team manager for the 'marketing materials', because the project board is disbanded at the end of the project.

Answer: A

NEW QUESTION 10
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.

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

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

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

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

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

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

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

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

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

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

Answer: D

NEW QUESTION 11
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:

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

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

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

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

End of the Project scenario. Additional Information:

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

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

A request has been received from a user to add the function to pay by credit card to the 'amended course booking procedures' for the 'e-learning course'. The user has suggested that sales of the course will be reduced if this change is not implemented.

Here are three actions relating to this request for change. Which role (A-E) should carry out each action?

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

Senior supplier	Decide whether implementing the proposed changes to the 'amended course booking procedures' will impact the achievement of the predicted sales targets.
Senior user	Provide information on the current status of the 'e-learning course', and the 'amended course bookings procedures', to assist with the 'capture and examine issues and risks' activity.
Project manager	Access the impact of the requested change to the 'amended course booking procedures'.
Team manager	
Project support	

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Senior supplier	Project manager
Senior user	Team manager
Project manager	Project support
Team manager	
Project support	

NEW QUESTION 13
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
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The e-learning course will be developed by a specialist external consultancy. The materials for

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

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

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

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

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

End of the Project scenario. Additional Information:

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

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

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End of the additional information. MANAGING PRODUCT DELIVERY

The team manager for the production of the 'marketing materials' has identified that they will not be ready within the timescale agreed in the work package. The team manager has sufficient tolerance to take corrective action. As a result, additional resources have been assigned to this work package.

Which theme is being applied?

A. Risk
B. Organization
C. Progress
D. Change

Answer: A

NEW QUESTION 16
- (Exam Topic 1)
Project Scenario – Health and Safety Training Project:

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

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

Additional Information:

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

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

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End of the additional information.

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

Who should approve the external supplier's team plan?

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

Answer: D

NEW QUESTION 20
- (Exam 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.

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 21
- (Exam Topic 2)
Scenario
A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:
Do nothing.
Re-engineer selected business functions. Outsource selected business functions.
The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:
One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.
A 10-year service contract should be agreed with the selected service provider.
The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project:
Use PRINCE2.
Set up the project with 4 management stages: Stage 1. Standard PRINCE2 initiation activities.
Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service provider.
Stage 3. Request and evaluate proposals, select service provider and agree contract.
Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period. Initial estimates indicated that the project would cost £2.5m and take two years to complete.
MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving

of £20m over 10 years.

The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

Which 2 statements should be recorded under the Timescale heading?

A. The contract with the selected service provider will be agreed during stage 3.

B. The expected benefits will be calculated over 10 years from completion of the project.

C. If more MFH divisions are added to the scope of the services to be outsourced, the project timescale will be extended and the realization of benefits will be delayed.

D. The expected benefits should start to be realized as soon as the outsourced services become operational at the end of stage 4.

E. The transfer of equipment and staff is estimated to take six weeks.

Answer: AB

NEW QUESTION 25
- (Exam Topic 2)
Scenario

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

Do nothing.

Re-engineer selected business functions. Outsource selected business functions.

The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:

One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.

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

The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project:

Use PRINCE2.

Set up the project with 4 management stages: Stage 1. Standard PRINCE2 initiation activities.

Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service provider.

Stage 3. Request and evaluate proposals, select service provider and agree contract.

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.

Initial estimates indicated that the project would cost £2.5m and take two years to complete. MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of £20m over 10 years.

The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

Which 2 statements should be recorded under the Reasons heading?

A. The lack of up-to-date technology in MFH means a re-engineering of existing services will not necessarily deliver the performance improvements required.

B. Providing re-engineered services in-house will remove the need to transfer staff to a service provider.

C. The Ministry of Food Hygiene (MFH) needs to deal with the increasing pressure to cut costs and better manage supplier's performance.

D. Relocating staff to the selected service provider's premises will mean that no property transfer is required.

E. The inadequate controls, outdated standards and outdated technology must be addressed.

Answer: CD

Explanation:
http://www.whatisprince2.net/prince2-theme-business-case.php

NEW QUESTION 26
- (Exam Topic 2)
Scenario

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

Do nothing.

Re-engineer selected business functions. Outsource selected business functions.

The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:

One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.

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

The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project:

Use PRINCE2.

Set up the project with 4 management stages: Stage 1. Standard PRINCE2 initiation activities.

Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service provider.

Stage 3. Request and evaluate proposals, select service provider and agree contract.

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period. Initial estimates indicated that the project would cost £2.5m and take two years to complete.

MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of £20m over 10 years.

The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

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

A. An investment of £2.5m is required.
B. Staff morale will be negatively affected.
C. The project will take two years to deliver.
D. Staff may lose the opportunity to work in Information Technology.
E. MFH will lose direct control over the outsourced business functions.

Answer: CE

NEW QUESTION 31
- (Exam Topic 2)
Which of the following should NOT be included in the business case?

A. Reasons
B. Major Risks
C. Business options
D. Business approach

Answer: D

NEW QUESTION 34
- (Exam Topic 2)
Which of the following statements describes an outcome?

A. Any of the projects specialist products
B. A result of the change derived from using the project's products
C. A measurable improvement resulting from a change
D. Something perceived as advantages by a stakeholder

Answer: B

NEW QUESTION 39
- (Exam Topic 2)
When considering the business options in the business case, which of these is NOT an option?

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

Answer: B

NEW QUESTION 41
- (Exam 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 46
- (Exam Topic 2)
Scenario
A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:
Do nothing.
Re-engineer selected business functions. Outsource selected business functions.
The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:
One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.
A 10-year service contract should be agreed with the selected service provider.
The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project:
Use PRINCE2.
Set up the project with 4 management stages: Stage 1. Standard PRINCE2 initiation activities.
Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service provider.
Stage 3. Request and evaluate proposals, select service provider and agree contract.
Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period. Initial estimates indicated that the project would cost £2.5m and take two years to complete.
MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of £20m over 10 years.
The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

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

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

Answer: BD

NEW QUESTION 51
- (Exam Topic 2)
Which of the following statements is TRUE with regard to expected benefits?

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

Answer: C

NEW QUESTION 54
- (Exam Topic 3)
Which of the following represents the four key characteristics a good Project board should display?

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

Answer: B

NEW QUESTION 59
- (Exam 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 64
- (Exam Topic 3)
Scenario
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 to be decided which of the photographers to use.
Which 2 statements explain why the Sales Manager should be appointed as a Senior User for this project?

A. He joined the company last year with huge enthusiasm.
B. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
C. The launch of a company calendar will impact the Sales department.
D. He reports directly to the Marketing Director.
E. He is able to represent current and prospective customer interests.

Answer: CE

NEW QUESTION 67
- (Exam Topic 3)
In which Management product would the Project Board specify where the authority for change requests lies?

A. Risk Management Strategy
B. Quality Management Strategy
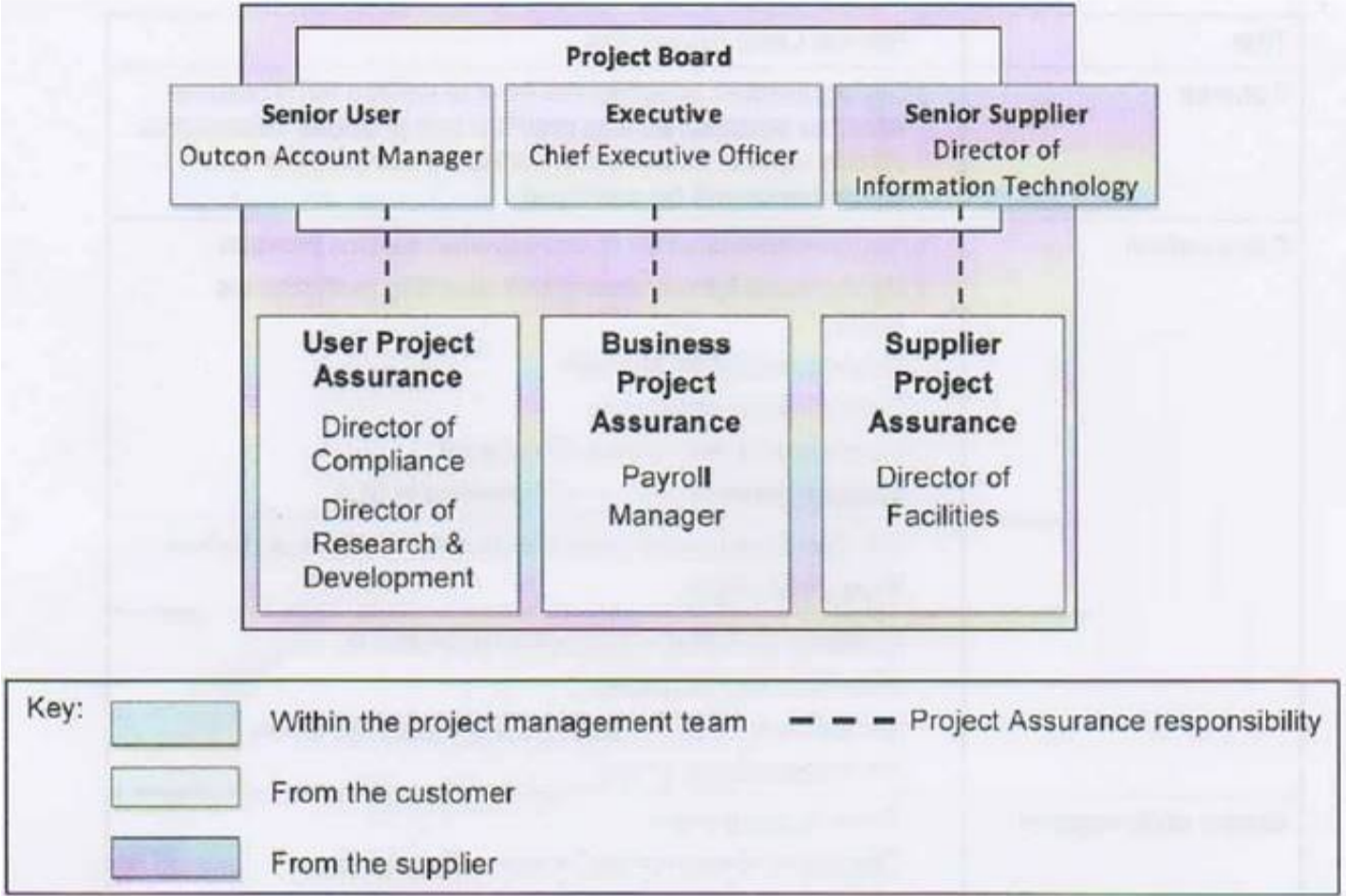C. Communication Strategy

D. Configuration Management Strategy

Answer: D

NEW QUESTION 69
- (Exam Topic 3)
Scenario
Additional Information

Further information on some resources who could be involved in the project:
Outcome Account Manager: He represents Outcome which is a recruitment agency that provides specialist outsourcing resources. Outcome provided the consultants who carried out the feasibility study and the same consultants will be providing support and guidance to the Information Technology and Facilities teams during the project.
Director of Finance Division: She was transferred from the Information Technology Division 12 months ago. She is responsible for ensuring a cost-conscious approach is adopted in all operational and project activities across the Ministry of Food Hygiene.
Hardware Manager: Reports to the Director of Information Technology. He provides computer hardware to all business functions but has little awareness of the needs of his colleagues working in software.
Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.
Which 2 alternative actions apply to the proposed 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.
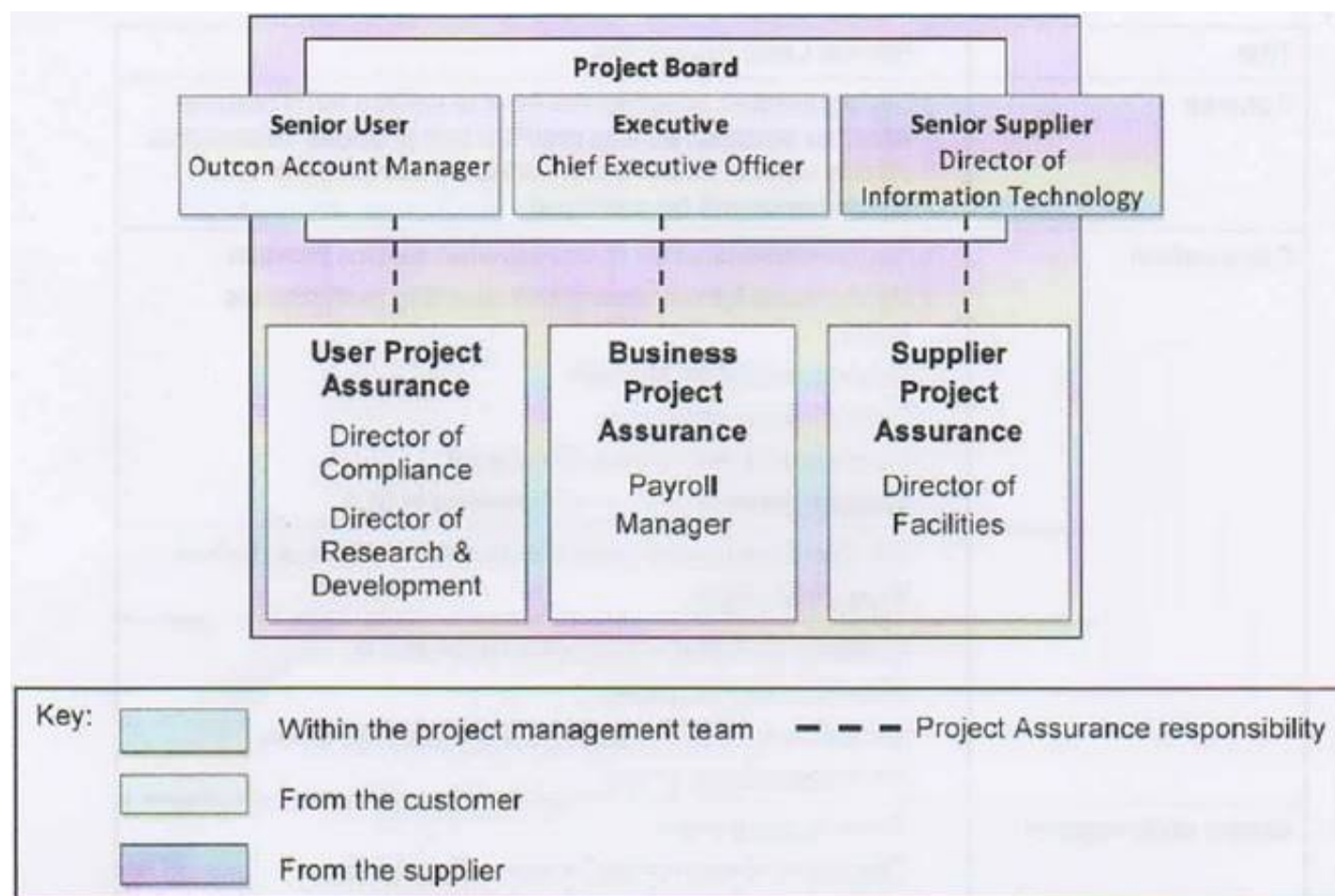
Answer: DE

NEW QUESTION 74
- (Exam Topic 3)
Scenario
Additional Information

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

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

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

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

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

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

A. Retain because he has a professional facilities qualification and so is in a position to specify the needs of his division.
B. Retain because he will be able to advise on many of the products that will enable outsourcing to happen, such as the 10-year outsourcing service contract.
C. Retain because he is well-regarded within the Ministry because of the efficiencies, superb service and savings he has achieved in the Facilities Division.
D. Add 'Outcome Account Manager' because he will advise on potential changes and their impact on the integrity of the project's products.
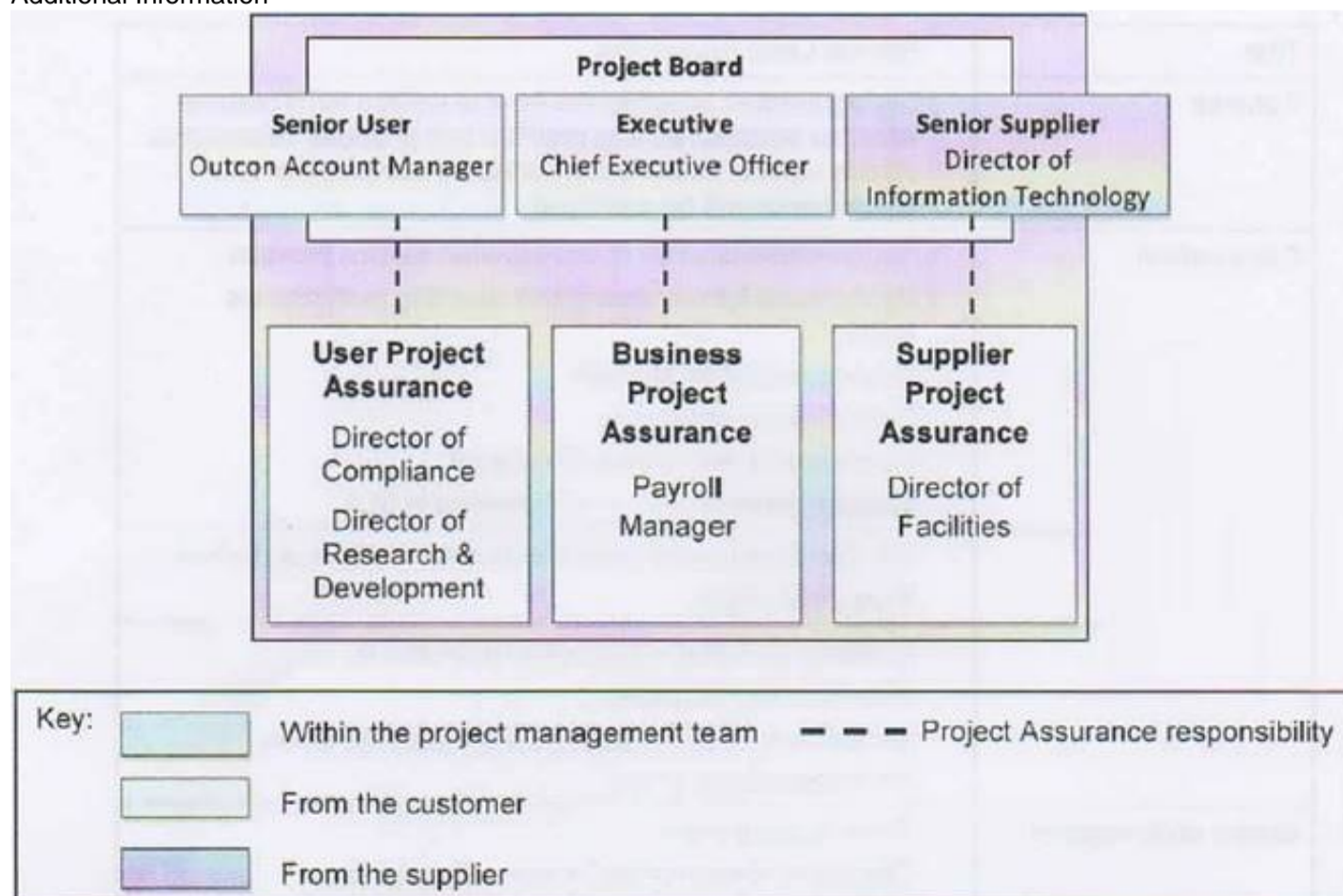E. Remove because he is involved with the project and is therefore NOT independent.

Answer: BD

NEW QUESTION 78
- (Exam Topic 3)
Scenario
Additional Information

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

consultants who carried out the feasibility study and the same consultants will be providing support and guidance to the Information Technology and Facilities teams during the project.

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

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

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

Which 2 alternative actions apply to the proposed Senior User for this project?

A. Retain because he provides the outsourcing resources required to support the project.
B. Replace with 'Director of Research and Development' because she deals with both the Information Technology and the Facilities Divisions and can make sure her division's needs are specified.
C. Remove because he has no authority to commit user resources.
D. Add 'Hardware Manager' because he provides computer hardware to all business functions and will be impacted by the outcome.
E. Retain because he will be providing support to the Information Technology and Facilities teams during the project.

Answer: BC

NEW QUESTION 79
- (Exam Topic 3)
Additional Information

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

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

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. 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 to be decided which of the photographers to use.

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

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

	Assertion	True False	Reason	
A	The Executive role should be shared by the CEO and the Marketing Director.	True False	The Executive is responsible for securing the funding for the project.	True False
B	The Senior User role should be shared by the Marketing Director and the Engineering Manager.	True False	Those who provide specialist resources to the project development teams should perform a Senior User role.	True False
C	Although Bright Lights and Portraits ltd are suppliers, they CANNOT both perform a Senior Supplier role on this project.	True False	When the Senior Supplier role is shared between two suppliers, one of the suppliers must be internal to the business.	True False
D	A single member of Central Records should NOT perform both a Project Support and a Project Assurance role on this project.	True False	It is necessary to keep Project Support and Project Assurance responsibilities separate.	True False
E	The Engineering Manager should be included in the Communication Management Strategy.	True False	The Communication Management Strategy describes the communication tools to be used.	True False

A. Mastered
B. Not Mastered

Answer: A

Explanation:

	Assertion		Reason	
A	The Executive role should be shared by the CEO and the Marketing Director.	True – **False**	The Executive is responsible for securing the funding for the project.	**True** – False
B	The Senior User role should be shared by the Marketing Director and the Engineering Manager.	True – **False**	Those who provide specialist resources to the project development teams should perform a Senior User role.	True – **False**
C	Although Bright Lights and Portraits ltd are suppliers, they CANNOT both perform a Senior Supplier role on this project.	True – **False**	When the Senior Supplier role is shared between two suppliers, one of the suppliers must be internal to the business.	True – **False**
D	A single member of Central Records should NOT perform both a Project Support and a Project Assurance role on this project.	**True** – False	It is necessary to keep Project Support and Project Assurance responsibilities separate.	**True** – False
E	The Engineering Manager should be included in the Communication Management Strategy.	**True** – False	The Communication Management Strategy describes the communication tools to be used.	**True** – False

NEW QUESTION 83

- (Exam Topic 4)

Scenario

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 Acceptance criteria section?

A. Amend entry 21 to 'Appearance - 12 photos each showing different members of staff.
B. Move entry 21 to Composition because the photos are part of the final product.
C. Delete entry 22 because the development of the new company logo is not within the scope of the Calendar project.
D. Move entry 23 to Derivation because the Data Protection Act already exists.
E. Delete entry 24 because this is NOT a suitable acceptance criteria for this project.

Answer: AC

NEW QUESTION 86

- (Exam Topic 4)

Scenario

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 90
- (Exam Topic 4)
Scenario
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 Customer's quality expectations section?

A. Delete entry 16 because this should be shown on the Product Description for the photos.
B. Delete entry 17 because this is beyond the scope of this project.
C. Delete entry 18 because standards should NOT be shown here.
D. Delete entry 19 because this should appear in the Product Description for the calendar and not the Project Product Description.
E. Delete entry 20 because this is an expected benefit and should be recorded in the Business Case.

Answer: BE

NEW QUESTION 93
- (Exam Topic 4)
Scenario
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 97
- (Exam Topic 4)
Scenario
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.

Although it is not specified in the current corporate branding standards, the MFH corporate logo should be shown on the front page of the service level agreement.

A. Obtain agreement from the Director of Facilities Division to amend this within the remaining +2 days tolerance.
B. Raise an issue (off-specification).
C. Raise an issue (request for change).
D. Accept this error as a concession.

Answer: C

NEW QUESTION 101
- (Exam Topic 4)
Scenario
Extract from the Project Product Description (with errors)

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

Which 2 statements apply to the Composition section?

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

Answer: AB

NEW QUESTION 106
- (Exam Topic 4)
Which management product defines the detailed nature, purpose and function of a product?

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

Answer: D

NEW QUESTION 108
- (Exam 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

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

Drop down the right answer.

Column 1   Column 2

Half the size of the selected envelope.

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

Attractive large font.

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

Project Board.

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

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

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

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Column 1	Column 2
Half the size of the selected envelope.	Not included / **Quality criteria** / Quality tolerance / Quality skills required / Quality responsibilities
Attractive large font.	**Not included** / Quality criteria / Quality tolerance / Quality skills required / Quality responsibilities
Project Board.	Not included / Quality criteria / Quality tolerance / Quality skills required / **Quality responsibilities**
+5% 1-5% of the required label size.	Not included / Quality criteria / **Quality tolerance** / Quality skills required / Quality responsibilities

NEW QUESTION 110
- (Exam Topic 4)
Scenario
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 contains a number of technical terms that are missing from its glossary of terms.

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

Answer: A

NEW QUESTION 112
- (Exam Topic 4)
Scenario
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 115
- (Exam Topic 5)
Which of the following is not part of the composition of a Plan?

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

Answer: C

NEW QUESTION 119
- (Exam 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

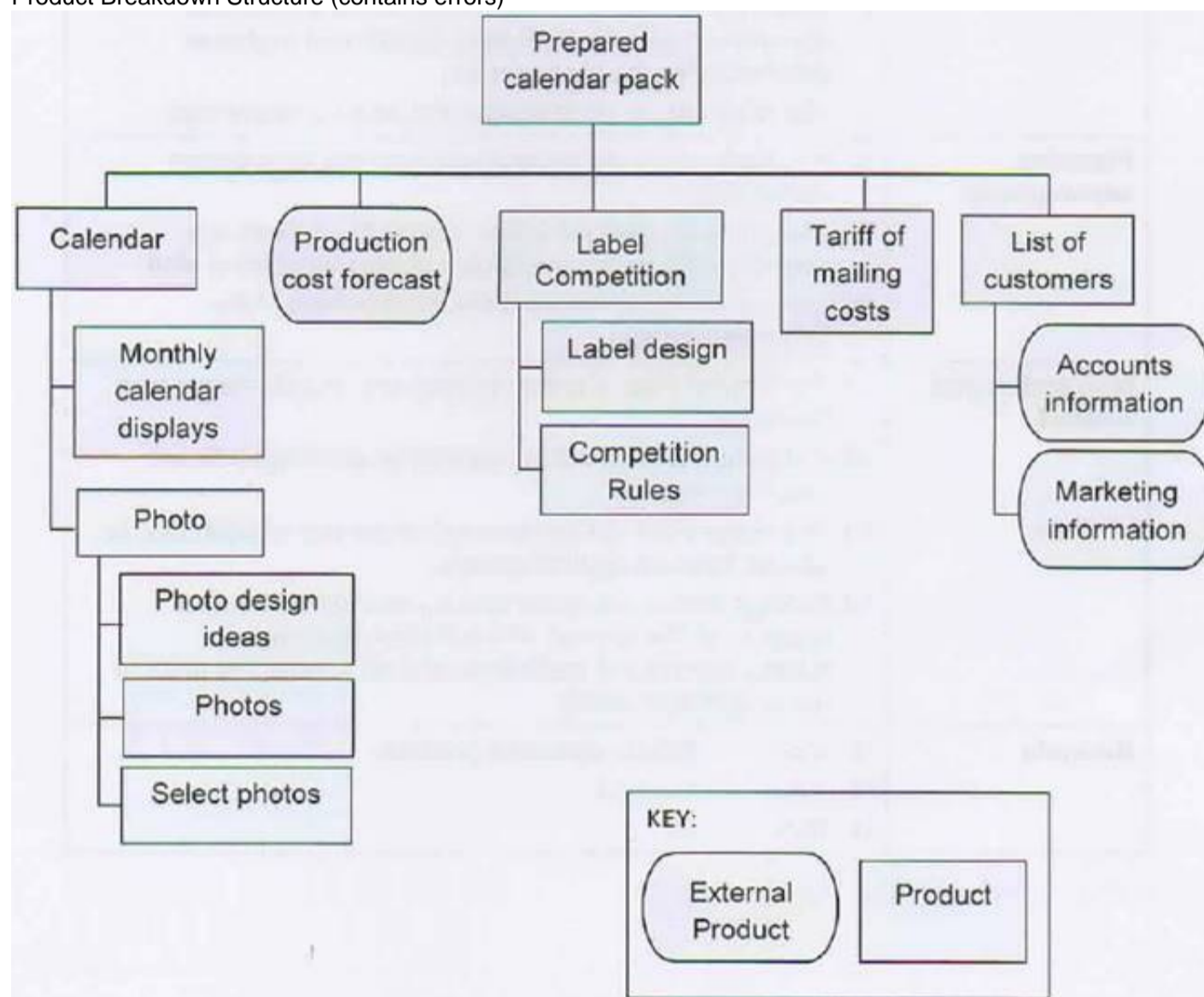**NEW QUESTION 123**
- (Exam Topic 5)
Scenario
Product Summary
A list of customers will be collated. This will use existing information from the Accounts department about current customers, and existing information from the Marketing department about prospective customers.
Using the tariff of mailing 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 stage.
C. Move entry 12 because the Highlight Reports are deliverables of this stage and should be shown under Product descriptions.
D. Delete entry 13 because this is part of the Controlling a Stage process.
E. Delete entry 14 because the Product Status Account is NOT an ad-hoc repor
F. 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 124
- (Exam Topic 5)
Drop down the right answer from Column 1 to column 2.

Column 1	Column 2
This plan includes the detailed design of the process model, systems model, operating model and organization model.	Plan description Plan prerequisites External dependencies Planning assumptions Lessons incorporated Monitoring and control Budgets Tolerances Schedule
A monthly stage status report will be provided to the Project Board.	Plan description Plan prerequisites External dependencies Planning assumptions Lessons incorporated Monitoring and control Budgets Tolerances Schedule
The high-level models, produced in the feasibility study by the management colsultant, will be used by the project.	Plan description Plan prerequisites External dependencies Planning assumptions Lessons incorporated Monitoring and control Budgets Tolerances Schedule
The Project Board has approved the recommendation to outsource both the Information Technology Division and the Facilities Division to one service provider and this decision must remain in place.	Plan description Plan prerequisites External dependencies Planning assumptions Lessons incorporated Monitoring and control Budgets Tolerances Schedule
Based on advice from the Ministry of Trade and Industry that, in their experience, drafting a service level agreement is a lengthy process, allowances have been made for this in the Stage Plan for stage 2.	Plan description Plan prerequisites External dependencies Planning assumptions Lessons incorporated Monitoring and control Budgets Tolerances Schedule
Time: +2 weeks 1-2 weeks.	Plan description Plan prerequisites External dependencies Planning assumptions Lessons incorporated

A. Mastered
B. Not Mastered

Answer: A

Explanation:

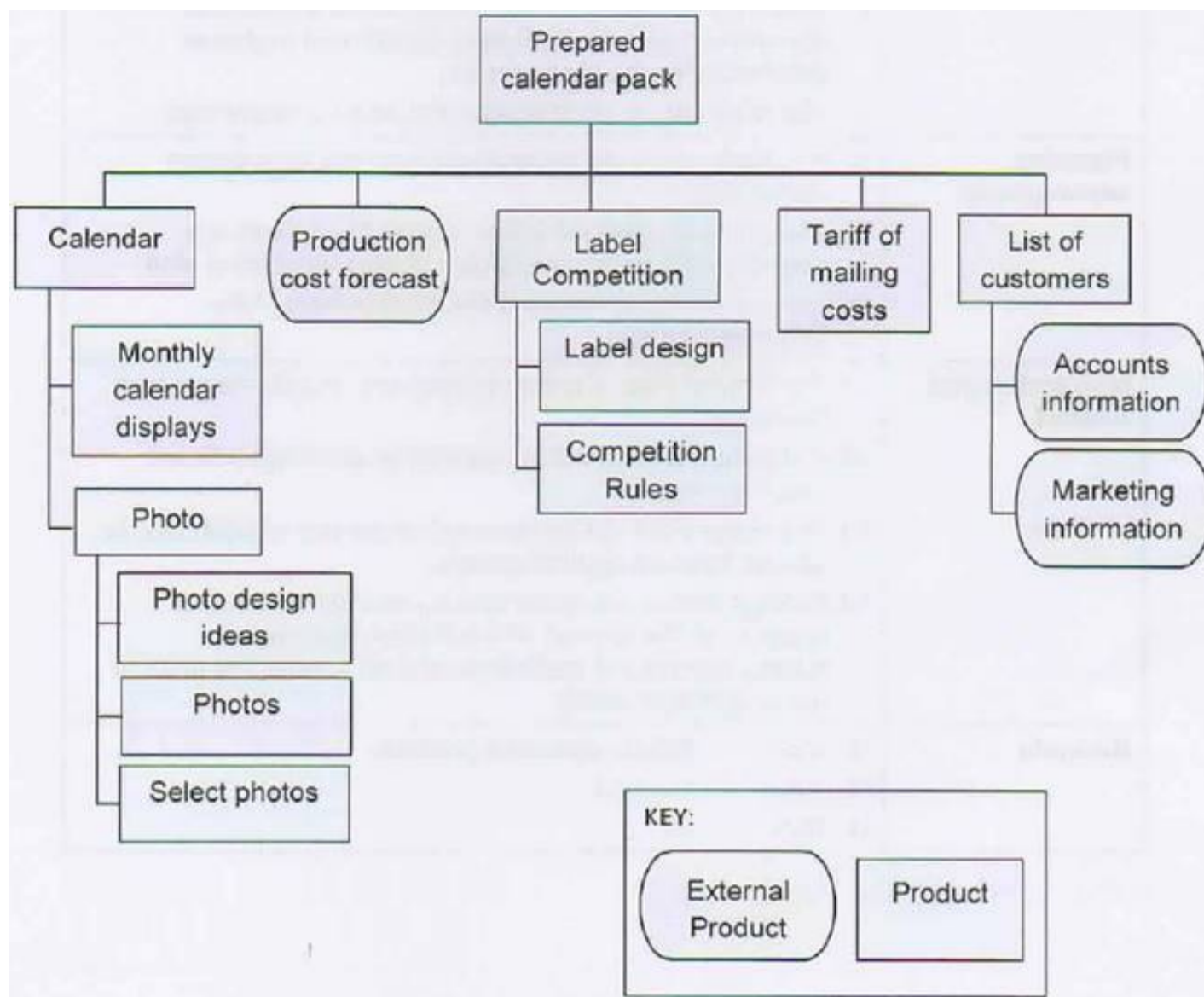| Column 1	Column 2
This plan includes the detailed design of the process model, systems model, operating model and organization model.	**Plan description** / Plan prerequisites / External dependencies / Planning assumptions / Lessons incorporated / Monitoring and control / Budgets / Tolerances / Schedule
A monthly stage status report will be provided to the Project Board.	Plan description / Plan prerequisites / External dependencies / Planning assumptions / Lessons incorporated / **Monitoring and control** / Budgets / Tolerances / Schedule
The high-level models, produced in the feasibility study by the management consultant, will be used by the project.	Plan description / Plan prerequisites / **External dependencies** / Planning assumptions / Lessons incorporated / Monitoring and control / Budgets / Tolerances / Schedule
The Project Board has approved the recommendation to outsource both the Information Technology Division and the Facilities Division to one service provider and this decision must remain in place.	Plan description / **Plan prerequisites** / External dependencies / Planning assumptions / Lessons incorporated / Monitoring and control / Budgets / Tolerances / Schedule
Based on advice from the Ministry of Trade and Industry that, in their experience, drafting a service level agreement is a lengthy process, allowances have been made for this in the Stage Plan for stage 2.	Plan description / Plan prerequisites / External dependencies / Planning assumptions / **Lessons incorporated** / Monitoring and control / Budgets / Tolerances / Schedule
Time: +2 weeks 1-2 weeks.	Plan description / Plan prerequisites / External dependencies / Planning assumptions / Lessons incorporated

NEW QUESTION 129
- (Exam Topic 5)
Scenario
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 131
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