

Exam Questions PRINCE2-Practitioner

PRINCE2 Practitioner exam

<https://www.2passeasy.com/dumps/PRINCE2-Practitioner/>



NEW QUESTION 1

- (Topic 1)

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

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

Answer: B

NEW QUESTION 2

- (Topic 1)

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

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

Answer: B

NEW QUESTION 3

- (Topic 2)

Which of the following activities is the Executive responsible for?

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

Answer: B

NEW QUESTION 4

- (Topic 2)

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 5

- (Topic 2)

Scenario

Additional Information

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

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

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

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

A number of alternatives were explored, including:

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

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

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

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

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

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

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

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

Answer: AC

NEW QUESTION 6

- (Topic 2)

Scenario

A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion

caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:

Do nothing.

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

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

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

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

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

Use PRINCE2.

Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

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

Stage 3. Request and evaluate proposals, select service provider and agree contract. Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.

Initial estimates indicated that the project would cost £2.5m and take two years to complete.

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

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

Which 2 statements should be recorded under the 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 7

- (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:

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

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

A. The 10-year outsourcing contract, at current prices, will be worth £80m.

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

Answer: CD

NEW QUESTION 8

- (Topic 2)

Scenario

Additional Information

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

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

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

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

A number of alternatives were explored, including:

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

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

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

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

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

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

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

- A. A high quality, glossy product will involve additional costs.
- B. Individuals in the engineering team who are not selected to appear in the calendar photographs will become de-motivated.
- C. The calendar may not result in the expected 10% increase in orders.
- D. Because the Calendar project is a priority for the MNO Manufacturing Company, the delivery of other projects within the Marketing department will be delayed.
- E. The calendar may not result in the 10 further orders from the list of prospective customers in 12 months.

Answer: BD

NEW QUESTION 9

HOTSPOT - (Topic 2)

Scenario

Additional Information

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

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

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The 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 10

- (Topic 3)

Additional Information

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

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

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

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

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

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

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

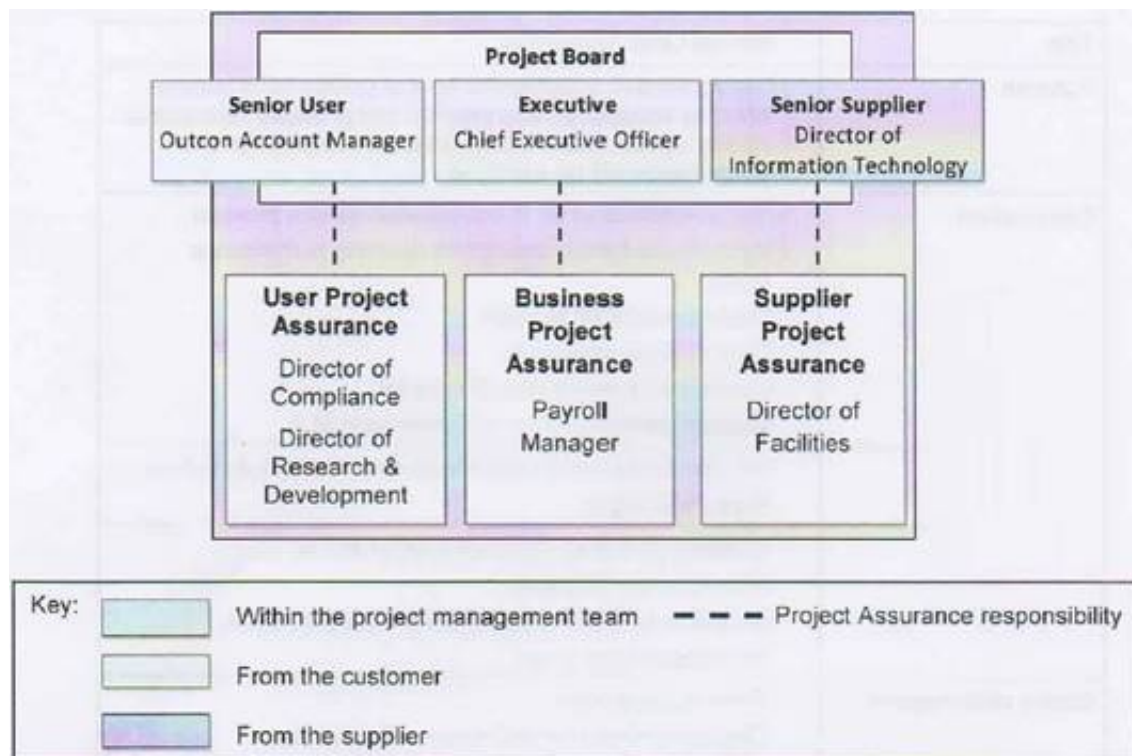
- A. She has been with the company for three years.
B. She previously had a successful career in publicity.
C. She is able to represent the business needs of MNO Manufacturing.
D. She has authority to commit the marketing budget, from which the project will be funded.
E. She requires more experience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

Answer: CD

NEW QUESTION 10

- (Topic 3)

Additional Information



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

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

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

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

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

- A. Retain because she is responsible for the design of the future Information Technology organization and working practices.
- B. Add 'Director of Facilities' because he is responsible for the design of the future organization, processes, systems and operation models for Facilities.
- C. Add 'Hardware Manager' because he provides computer hardware to all business functions and will be impacted by the outcome.
- D. Remove because she only represents the Information Technology Division.
- E. Replace with 'Director of Facilities' because he supports the initiative and has many ideas about how to improve the service.

Answer: AB

NEW QUESTION 11

- (Topic 3)

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

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

Answer: A

NEW QUESTION 15

- (Topic 3)

Additional Information

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

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

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

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

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

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

Which 2 statements explain why Central Records should be appointed as Project Support for this project?

- A. They control the receipt, identification, versions, storage and issue of all project products within the company's projects.
- B. They already exist within the organization and have been with the company for many years.
- C. They will ensure compliance with all company policies and procedures.
- D. They perform a quality assurance function across all projects.
- E. They have knowledge of the organizational standards that will be applicable to the project.

Answer: AE

NEW QUESTION 18

- (Topic 3)

Additional Information



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

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

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

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

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

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

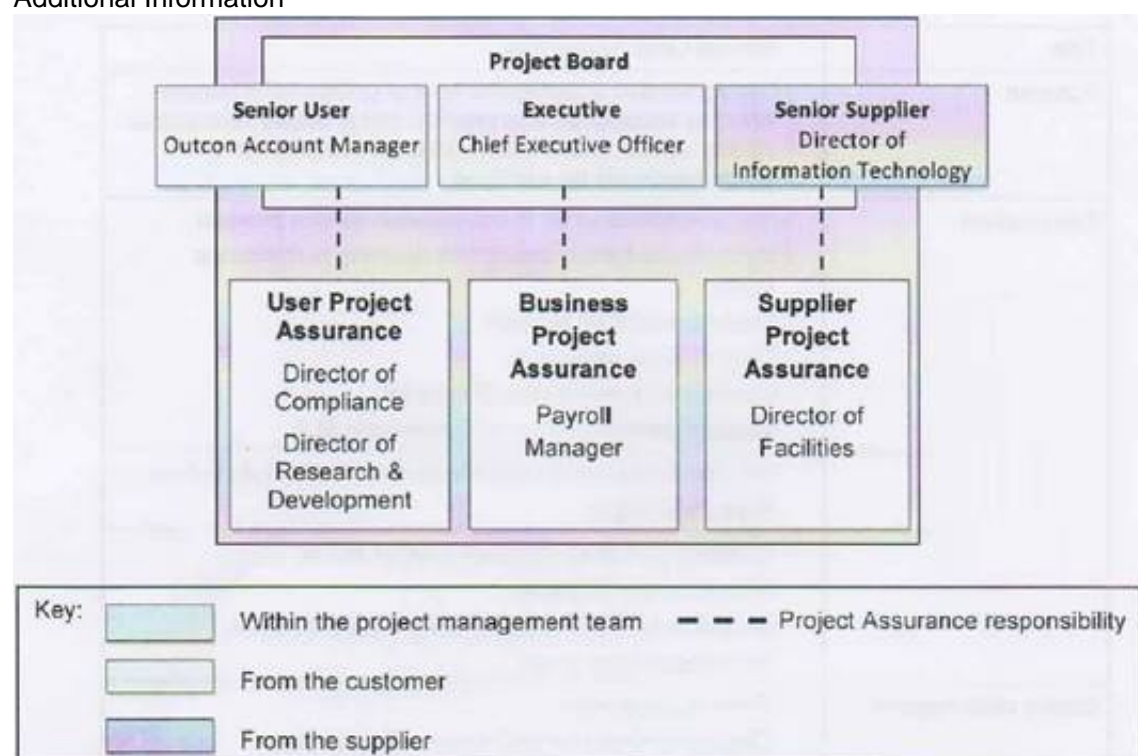
- A. Retain because he has a professional facilities qualification and so is in a position to specify the needs of his division.
- B. Retain because he will be able to advise on many of the products that will enable outsourcing to happen, such as the 10-year outsourcing service contract.
- C. Retain 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 23

- (Topic 3)

Additional Information



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

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

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

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

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

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

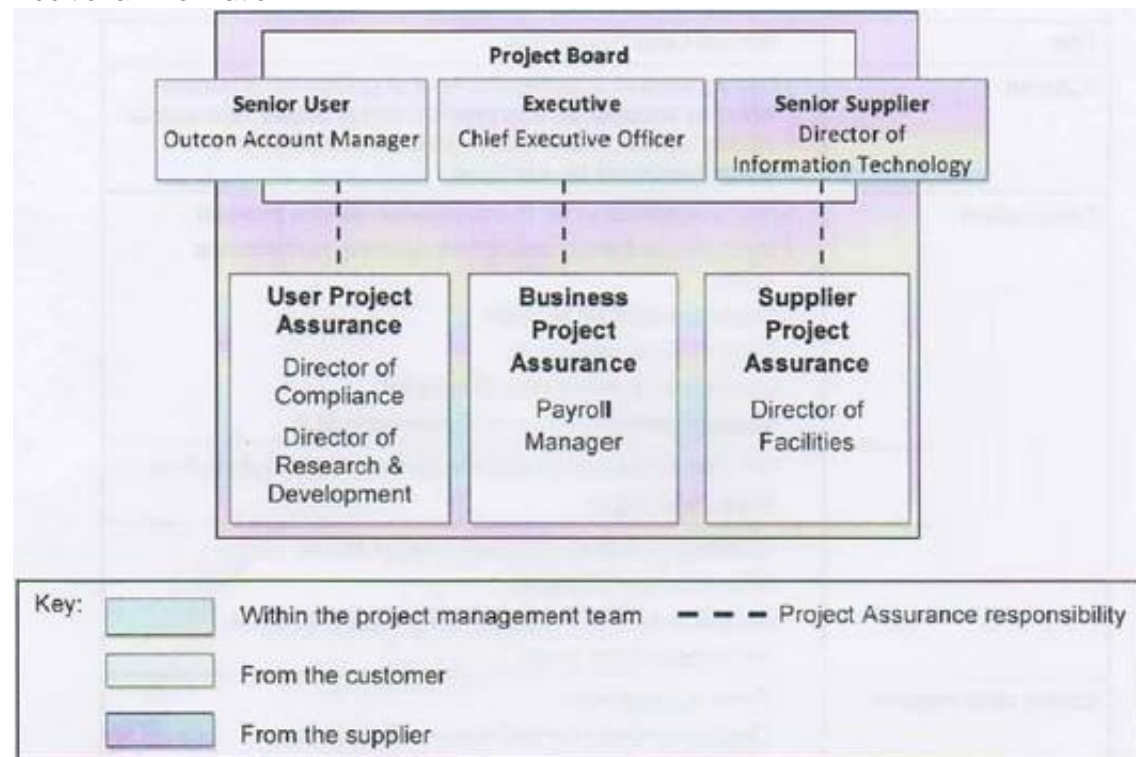
- A. Retain because they are both very positive about outsourcing the selected business functions.
- B. Retain because their divisions will be the major users of the outsourced services and they can provide the user perspective on the impact of any proposed changes.
- C. Remove because neither of these individuals are from the business functions to be outsourced.
- D. Retain because selecting only one of them may cause unnecessary conflict.
- E. Retain because they are able to help identify stakeholders and their communication requirements.

Answer: BE

NEW QUESTION 25

- (Topic 3)

Additional Information



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

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

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

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

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

Which 2 alternative actions apply to the proposed 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 29

- (Topic 3)

Which of the following roles cannot be combined?

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

Answer: C

NEW QUESTION 31

- (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.

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

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

this project.

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

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

- A. She can represent the Marketing department.
- B. She previously had a successful career in publicity.
- C. The Marketing department will help to deliver the benefits of this project.
- D. The project will be funded from the business marketing budget.
- E. A number of the products will be produced by the Sales department and the Marketing department.

Answer: AC

NEW QUESTION 32

- (Topic 4)

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

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

The service level agreement looks like any other MFH document.

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

Answer: D

NEW QUESTION 35

- (Topic 4)

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

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

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

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

Answer: A

NEW QUESTION 36

- (Topic 4)

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
 7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
 8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
 9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
 10. Team Managers will provide details of quality checks that have been carried out.
 11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
 12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.
- 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 40

- (Topic 4)

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
 7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
 8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
 9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
 10. Team Managers will provide details of quality checks that have been carried out.
 11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
 12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.
- 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 41

HOTSPOT - (Topic 4)

Extract from the Project Product Description (with errors)

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

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

Understanding the customer's quality expectations.

Approval of the project's products.

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

Column 1
Understanding the customer's quality expectations.

Column 2

Quality assurance
Quality control
Quality planning

Approval of the project's products.

Quality assurance
Quality control
Quality planning

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

Quality assurance
Quality control
Quality planning

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1

Column 2

Understanding the customer's quality expectations.

Quality assurance
Quality control
Quality planning

Approval of the project's products.

Quality assurance
Quality control
Quality planning

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

Quality assurance
Quality control
Quality planning

NEW QUESTION 43

- (Topic 4)

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
10. Team Managers will provide details of quality checks that have been carried out.

11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.
- Which is a correctly defined acceptance criterion for the transferred facilities computer system?
- Must be subject to regular back-ups.
 - Planned periods of shutdowns of the computer system must be kept to a minimum.
 - No (zero) loss of system functionality.
 - Back-up of data must be kept until the data is no longer needed.

Answer: C

NEW QUESTION 44

- (Topic 4)

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

- A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
 - Configuration Item Records will be maintained for each product to describe its status, version and variant.
 - Approval records for products that require them will be stored in the quality database. Roles and responsibilities
 - The DIT will check that the employment contracts for outsourced staff adhere to employment law.
 - Team Managers will provide details of quality checks that have been carried out.
 - Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
 - 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?

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

Answer: D

NEW QUESTION 49

- (Topic 4)

In the PRINCE2 Quality review technique, who would most likely carry out the role of administrator:

- A. Project manager
- B. Project support
- C. Team Manager
- D. Project Assurance

Answer: B

NEW QUESTION 51

- (Topic 4)

Which principle is central to the quality theme and provides explicit understanding of what the project will create?

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

Answer: B

NEW QUESTION 54

- (Topic 4)

Extract from the Project Product Description (with errors)

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

Which 2 statements apply to the Development skills required section?

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

Answer: DE

NEW QUESTION 57

- (Topic 4)

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
 7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
 8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
 9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
 10. Team Managers will provide details of quality checks that have been carried out.
 11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
 12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.
- 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 62

- (Topic 5)

PRINCE2 proposes 3 levels of Plan, which are they?

- A. Initiation, Project and Stage Plans
- B. Project, Stage and Exception Plans
- C. Initiation, Project and Benefit Review Plans
- D. Project, Stage and Team Plans

Answer: D

NEW QUESTION 65

- (Topic 5)

Having completed designing the plan, in which order should the next steps take place to produce a plan?

1. Prepare Estimates

2. Define and analyze Products
3. Prepare the schedule
4. Identify activities and dependencies

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

Answer: D

NEW QUESTION 67

- (Topic 5)

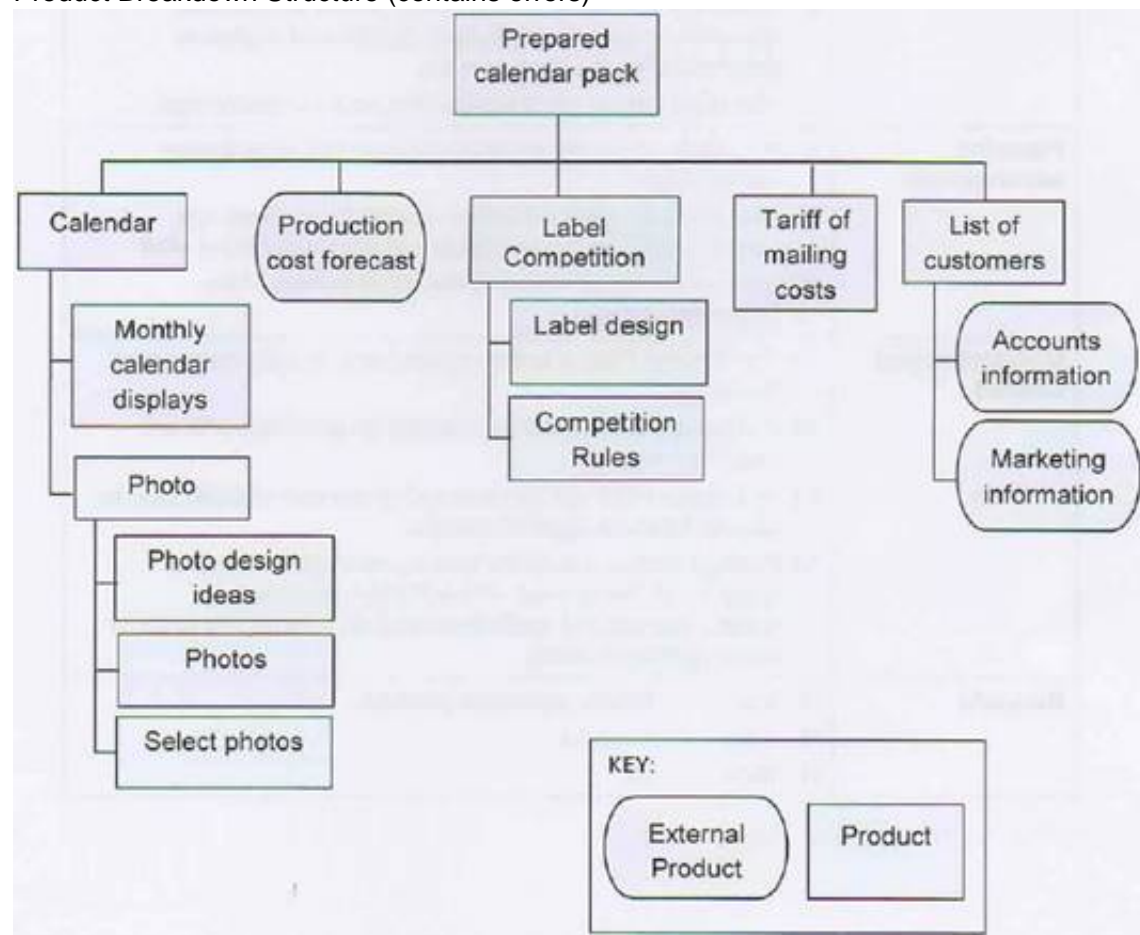
Product Summary

A list of customers will be collated. This will use existing information from the Accounts department about current customers, and existing information from the Marketing department about prospective customers.

Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design competition. Competition rules will be required to communicate details of the competition to the staff. The chosen label design will then be selected from the competition entries.

The photos for the calendar must be based on existing photo design ideas available from the Marketing department. The selected photos will be chosen from these. Monthly calendar displays will be created to show the required layout of each page.

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

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

Plan description	1. Stage 3 is the final stage of the project and will deliver the photos, the label design competition entries, the winning label design and the prepared calendar pack.
Plan prerequisites	2. Increase in orders and improved company image. 3. The production cost forecast must be acceptable to the Project Board if the photography and label design competition are to go ahead. 4. The customer list is accurate and complete.
External dependencies	5. A separate project has been reviewing the company's branding. The company logo, required for the label design competition, is being updated. The new company logo is to be supplied by the other project in two weeks time. 6. Customer details will be supplied from the Accounts department and the Marketing department customer databases for the customer list. 7. The label design must contain the new company logo.
Planning assumptions	8. A suitable entry will be received from the label design competition. 9. The photo session schedule created two weeks ago correctly reflects the availability of the engineering staff. 10. Each photo must feature different members of the Engineering team.
Monitoring and control	11. The Project Plan is to be updated with actual throughout the stage. 12. A Highlight Report will be created for the Project Board every two weeks. 13. The Stage Plan will be reviewed at the end of each day, to assess forecast against actual. 14. Product Status Accounts will be produced by Project Support, at the request of the Project Manager, to summarize current and historical data concerning each of the project's products.
Budgets	15. Cost £5k for specialist products 16. Time 4 weeks 17. Risk £0

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

The Stage Plan for stage 3 has been produced.

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

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

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

Answer: AD

NEW QUESTION 72

HOTSPOT - (Topic 5)

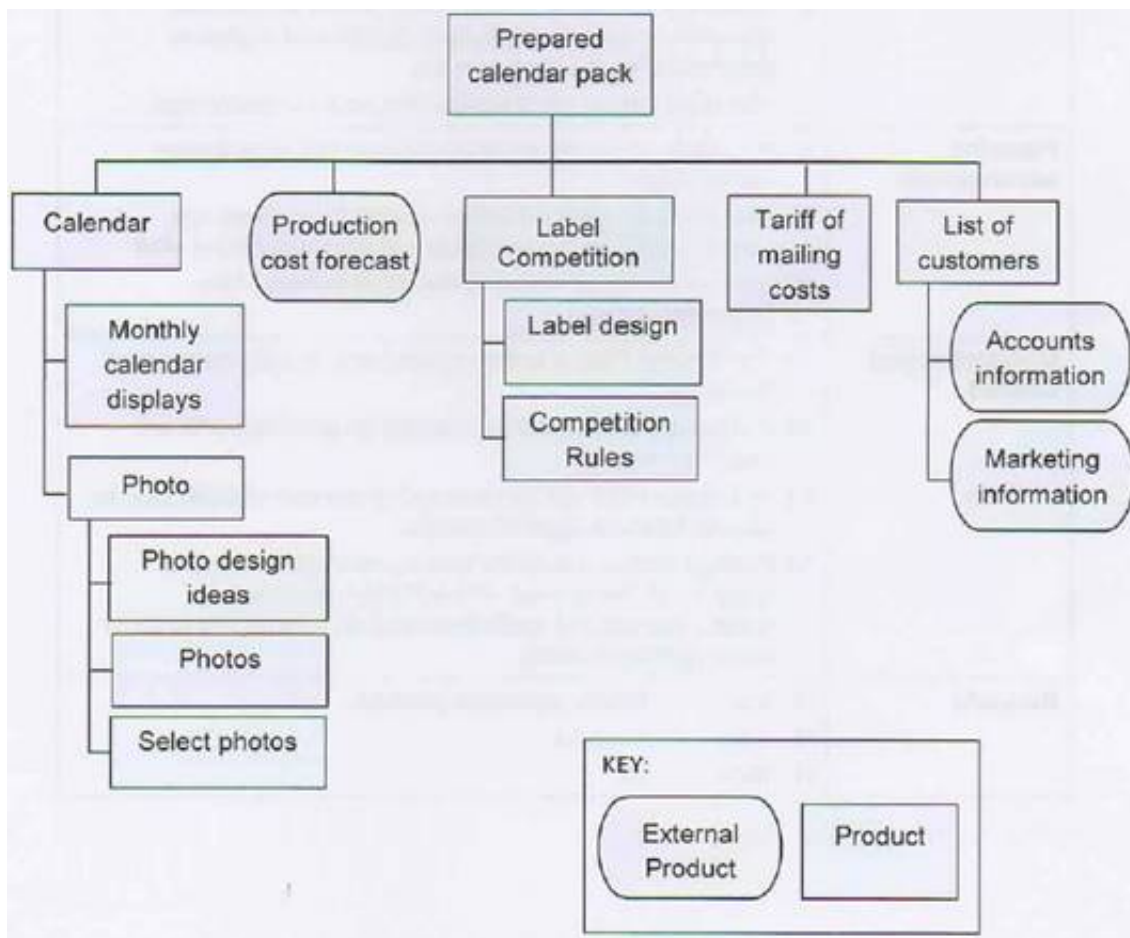
Product Summary

A list of customers will be collated. This will use existing information from the Accounts department about current customers, and existing information from the Marketing department about prospective customers.

Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design competition. Competition rules will be required to communicate details of the competition to the staff. The chosen label design will then be selected from the competition entries.

The photos for the calendar must be based on existing photo design ideas available from the Marketing department. The selected photos will be chosen from these. Monthly calendar displays will be created to show the required layout of each page.

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

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

Plan description	1. Stage 3 is the final stage of the project and will deliver the photos, the label design competition entries, the winning label design and the prepared calendar pack.
Plan prerequisites	2. Increase in orders and improved company image. 3. The production cost forecast must be acceptable to the Project Board if the photography and label design competition are to go ahead. 4. The customer list is accurate and complete.
External dependencies	5. A separate project has been reviewing the company's branding. The company logo, required for the label design competition, is being updated. The new company logo is to be supplied by the other project in two weeks time. 6. Customer details will be supplied from the Accounts department and the Marketing department customer databases for the customer list. 7. The label design must contain the new company logo.
Planning assumptions	8. A suitable entry will be received from the label design competition. 9. The photo session schedule created two weeks ago correctly reflects the availability of the engineering staff. 10. Each photo must feature different members of the Engineering team.
Monitoring and control	11. The Project Plan is to be updated with actual throughout the stage. 12. A Highlight Report will be created for the Project Board every two weeks. 13. The Stage Plan will be reviewed at the end of each day, to assess forecast against actual. 14. Product Status Accounts will be produced by Project Support, at the request of the Project Manager, to summarize current and historical data concerning each of the project's products.
Budgets	15. Cost £5k for specialist products 16. Time 4 weeks 17. Risk £0

Using the Product Summary and Product Breakdown Structure provided as additional Information for this question In the Scenario Booklet, answer the following question.

Column 1 is a list of some of the entries in the product breakdown structure. Determine whether each entry in Column 1 has been correctly shown in the product breakdown structure. Select from Column 2 the appropriate statement that correctly describes that entry. Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
Production cost forecast	<input type="text"/>
Tariff of mailing costs	<input type="text"/>
Photo design ideas	<input type="text"/>
Accounts information	<input type="text"/>
Monthly calendar displays	<input type="text"/>
Label design	<input type="text"/>
Select photos	<input type="text"/>
Column 1	Column 2
Production cost forecast	<input type="text"/> <div> External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry </div>
Tariff of mailing costs	<input type="text"/> <div> External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry </div>
Photo design ideas	<input type="text"/> <div> External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry </div>
Accounts information	<input type="text"/> <div> External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry </div>
Monthly calendar displays	<input type="text"/> <div> External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry </div>
Label design	<input type="text"/> <div> External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry </div>
Select photos	<input type="text"/> <div> External product incorrectly shown Internal product incorrectly shown as an external product NOT a product Correctly shown entry </div>

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1	Column 2
Production cost forecast	<div> <div></div> <div> <div>External product incorrectly shown</div> <div>Internal product incorrectly shown as an external product</div> <div>NOT a product</div> <div>Correctly shown entry</div> </div> </div>
Tariff of mailing costs	<div> <div></div> <div> <div>External product incorrectly shown</div> <div>Internal product incorrectly shown as an external product</div> <div>NOT a product</div> <div>Correctly shown entry</div> </div> </div>
Photo design ideas	<div> <div></div> <div> <div>External product incorrectly shown</div> <div>Internal product incorrectly shown as an external product</div> <div>NOT a product</div> <div>Correctly shown entry</div> </div> </div>
Accounts information	<div> <div></div> <div> <div>External product incorrectly shown</div> <div>Internal product incorrectly shown as an external product</div> <div>NOT a product</div> <div>Correctly shown entry</div> </div> </div>
Monthly calendar displays	<div> <div></div> <div> <div>External product incorrectly shown</div> <div>Internal product incorrectly shown as an external product</div> <div>NOT a product</div> <div>Correctly shown entry</div> </div> </div>
Label design	<div> <div></div> <div> <div>External product incorrectly shown</div> <div>Internal product incorrectly shown as an external product</div> <div>NOT a product</div> <div>Correctly shown entry</div> </div> </div>
Select photos	<div> <div></div> <div> <div>External product incorrectly shown</div> <div>Internal product incorrectly shown as an external product</div> <div>NOT a product</div> <div>Correctly shown entry</div> </div> </div>

NEW QUESTION 74

- (Topic 5)

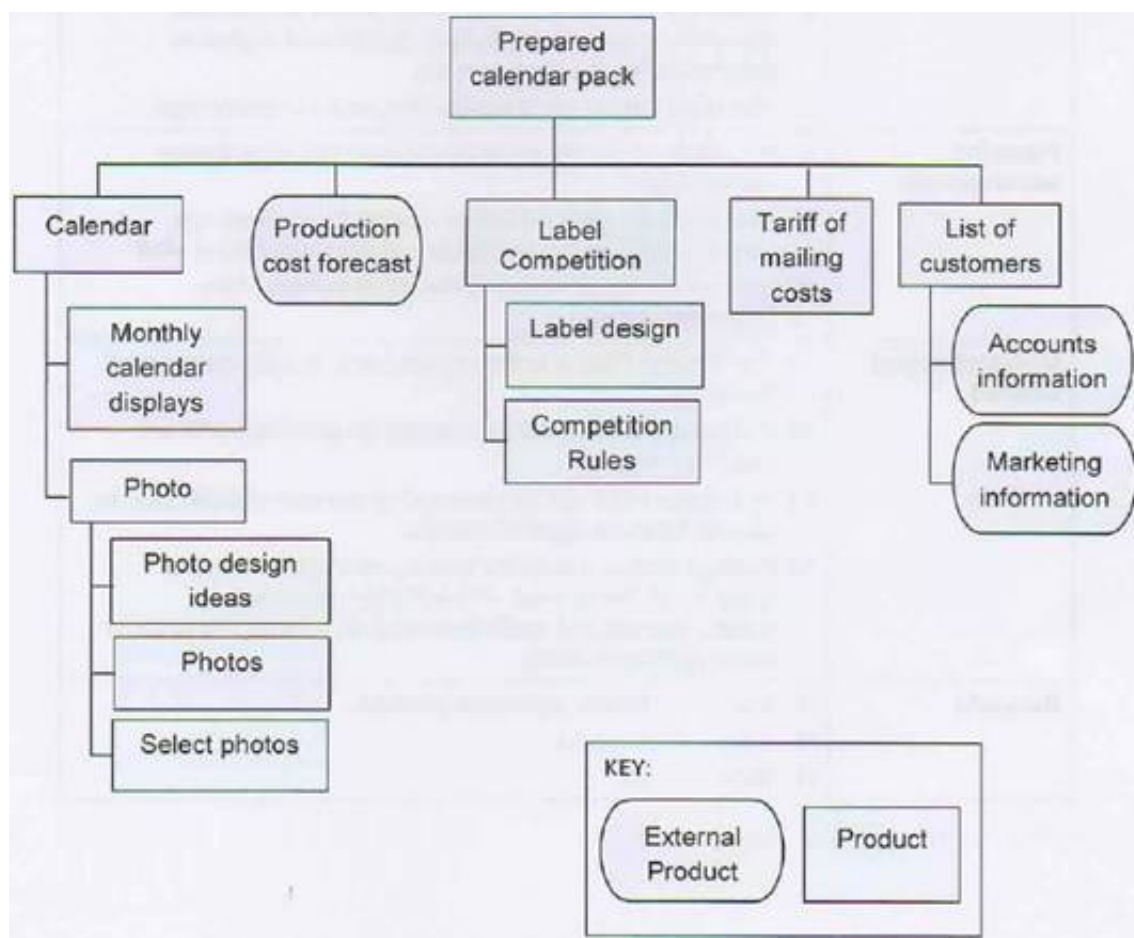
Product Summary

A list of customers will be collated. This will use existing information from the Accounts department about current customers, and existing information from the Marketing department about prospective customers.

Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design competition. Competition rules will be required to communicate details of the competition to the staff. The chosen label design will then be selected from the competition entries.

The photos for the calendar must be based on existing photo design ideas available from the Marketing department. The selected photos will be chosen from these. Monthly calendar displays will be created to show the required layout of each page.

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

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

Plan description	1. Stage 3 is the final stage of the project and will deliver the photos, the label design competition entries, the winning label design and the prepared calendar pack.
Plan prerequisites	2. Increase in orders and improved company image. 3. The production cost forecast must be acceptable to the Project Board if the photography and label design competition are to go ahead. 4. The customer list is accurate and complete.
External dependencies	5. A separate project has been reviewing the company's branding. The company logo, required for the label design competition, is being updated. The new company logo is to be supplied by the other project in two weeks time. 6. Customer details will be supplied from the Accounts department and the Marketing department customer databases for the customer list. 7. The label design must contain the new company logo.
Planning assumptions	8. A suitable entry will be received from the label design competition. 9. The photo session schedule created two weeks ago correctly reflects the availability of the engineering staff. 10. Each photo must feature different members of the Engineering team.
Monitoring and control	11. The Project Plan is to be updated with actual throughout the stage. 12. A Highlight Report will be created for the Project Board every two weeks. 13. The Stage Plan will be reviewed at the end of each day, to assess forecast against actual. 14. Product Status Accounts will be produced by Project Support, at the request of the Project Manager, to summarize current and historical data concerning each of the project's products.
Budgets	15. Cost £5k for specialist products 16. Time 4 weeks 17. Risk £0

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

The Stage Plan for stage 3 has been produced.

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

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

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

Answer: DE

NEW QUESTION 77

- (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 81

- (Topic 5)

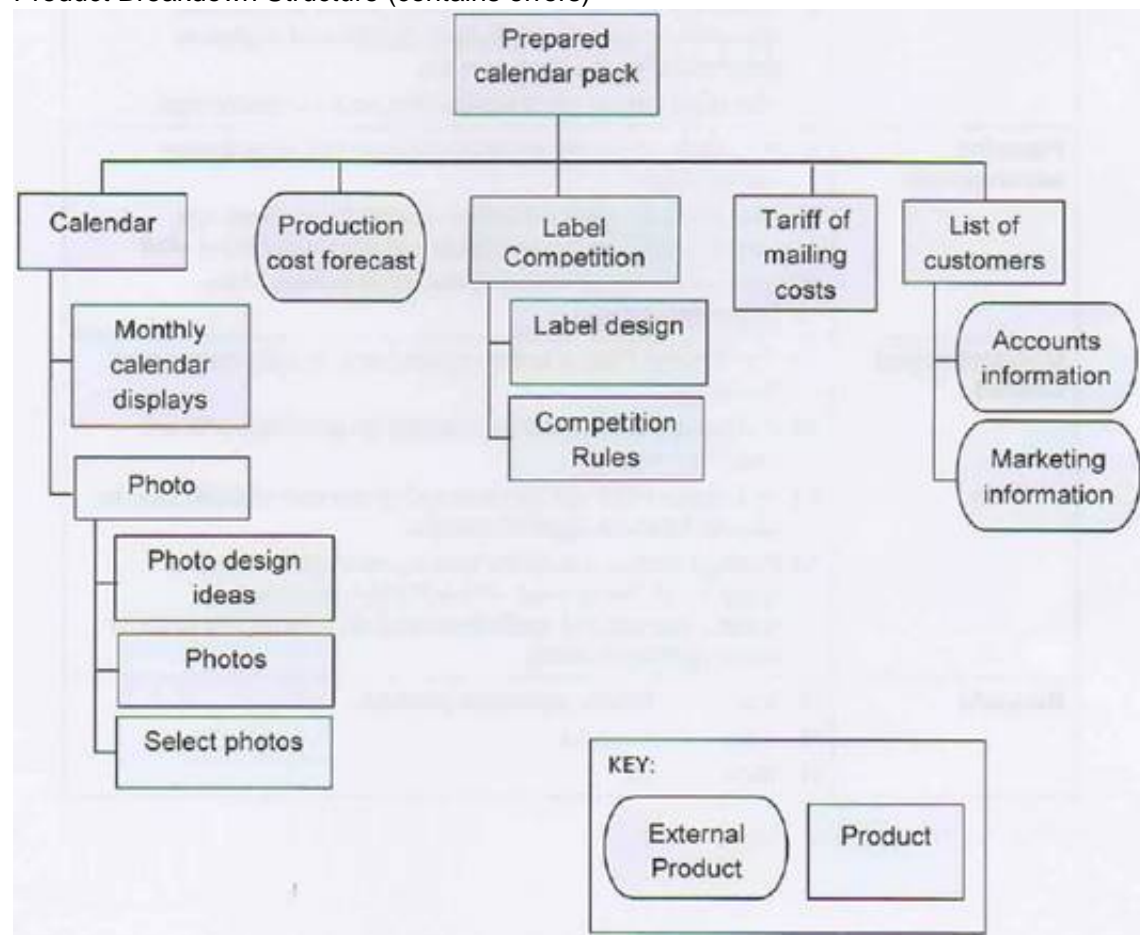
Product Summary

A list of customers will be collated. This will use existing information from the Accounts department about current customers, and existing information from the Marketing department about prospective customers.

Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design competition. Competition rules will be required to communicate details of the competition to the staff. The chosen label design will then be selected from the competition entries.

The photos for the calendar must be based on existing photo design ideas available from the Marketing department. The selected photos will be chosen from these. Monthly calendar displays will be created to show the required layout of each page.

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

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

Plan description	1. Stage 3 is the final stage of the project and will deliver the photos, the label design competition entries, the winning label design and the prepared calendar pack.
Plan prerequisites	2. Increase in orders and improved company image. 3. The production cost forecast must be acceptable to the Project Board if the photography and label design competition are to go ahead. 4. The customer list is accurate and complete.
External dependencies	5. A separate project has been reviewing the company's branding. The company logo, required for the label design competition, is being updated. The new company logo is to be supplied by the other project in two weeks time. 6. Customer details will be supplied from the Accounts department and the Marketing department customer databases for the customer list. 7. The label design must contain the new company logo.
Planning assumptions	8. A suitable entry will be received from the label design competition. 9. The photo session schedule created two weeks ago correctly reflects the availability of the engineering staff. 10. Each photo must feature different members of the Engineering team.
Monitoring and control	11. The Project Plan is to be updated with actual throughout the stage. 12. A Highlight Report will be created for the Project Board every two weeks. 13. The Stage Plan will be reviewed at the end of each day, to assess forecast against actual. 14. Product Status Accounts will be produced by Project Support, at the request of the Project Manager, to summarize current and historical data concerning each of the project's products.
Budgets	15. Cost £5k for specialist products 16. Time 4 weeks 17. Risk £0

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

The Stage Plan for stage 3 has been produced.

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

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

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

Answer: AB

NEW QUESTION 83

- (Topic 6)

Scenario

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

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

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

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

Which 2 statements should be recorded under the Proximity heading?

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

Answer: CD

NEW QUESTION 84

HOTSPOT - (Topic 6)

Additional Information

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

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

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

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 87

- (Topic 6)

There are four steps in the Risk Management procedure, what are they?

- A. Identify, Assess, Resource, Implement
- B. Identify, Evaluate, Resource, Implement
- C. Identify, Assess, Plan, Implement
- D. Identify, Evaluate, Plan, Implement

Answer: C

NEW QUESTION 88

- (Topic 6)
Scenario

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

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

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

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

Which 2 statements should be recorded under the Risk management procedure heading?

- A. When a new problem arises, a full impact analysis will be undertaken to assess the impact on the project' objectives and Business Case.
- B. Probability will be assessed against the scales defined in this Risk Management Strategy.
- C. Any risk which has an expected value of more than £1 k will NOT be registered.
- D. Every threat and opportunity identified must be clearly defined in terms of cause, event and effect.
- E. 'Reduce' Response actions which result in a lower impact and/or probability rating.

Answer: BD

NEW QUESTION 93

- (Topic 6)
Scenario

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

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

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

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

Which 2 statements should be recorded under the Risk tolerance heading?

- A. Corporate management's threshold level of risk exposure is any combination of high and very high impact and probability.
- B. The Project Board's threshold level of risk exposure is any combination of medium, high and very high impact, with high and very high probability.
- C. The Project Manager's threshold level of risk exposure is low impact and probability.
- D. The cost of all fallback plans must be contained within the project's tolerance.
- E. The risk budget will have a tolerance of +/- 10%.

Answer: BD

NEW QUESTION 98

- (Topic 7)
Scenario:

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

What products will be impacted by this change?

- A. All of the project's products created so far.
- B. Only those products created in the first three weeks of stage 3.
- C. All of the project's products which relate to or include services provided by the Facilities Division.
- D. No products would need to be changed but some will need to be removed from the project.

Answer: D

NEW QUESTION 99

- (Topic 7)
Scenario:

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

What additional risk will this place on the project?

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

Answer: A

NEW QUESTION 102

- (Topic 7)

Who would be responsible for maintaining the Configuration Item Records?

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

Answer: B

NEW QUESTION 106

- (Topic 7)

Scenario:

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

According to PRINCE2, which statement about the Configuration Management Strategy for the Outsourcing project is correct?

- A. Every project needs a Configuration Management Strategy, even if the organization has existing configuration management standards, because every project has different circumstances.
- B. A separate Configuration Management Strategy will be required for each of the suppliers within this project because each will have a different way of managing and storing products.
- C. A Configuration Management Strategy is unnecessary for this project because the MFH document control process is documente
- D. It is acceptable simply to reference this in the Quality Management Strategy.

Answer: A

NEW QUESTION 107

- (Topic 8)

Scenario:

Techniques, processes and procedures

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

Joint agreements

2. Work is to start at the beginning of week 2 (Stage 4).

3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances

4. None.

Constraints

5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.

6. Installation work must take place during MFH normal working hours. 7. +£10,000 / -£25,000.

Reporting arrangements

8. Highlight Report every Monday by 10.00 am.

9. The report must contain a summary of all products worked on during the previous week.

10. Project Manager must be notified of any issues immediately by telephone.

Problem handling and escalation

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

Extracts or references

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

Approval method

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

Which 2 statements apply to either the Development Interfaces or Operations and maintenance interfaces sections?

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

Answer: DF

NEW QUESTION 109

- (Topic 8)

Project Scenario

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

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

? Design for each month - correctly showing at public holidays and new company logo

? Selected photographs- 12 professionally-produced photographs, showing different members of staff

? Selected paper and selected envelope - for printing and mailing the calendar

? Chosen label design - a competition to design a label will be held as part of this project

? List of customers - names and addresses of customers to whom the calendar will be sent.

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

Stage 2 will include the activities to:

? Create the customer list using information from the Accounts and Marketing departments

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

Stage 3 will include the activities to:

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

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

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

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

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

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

Answer: B

NEW QUESTION 114

- (Topic 8)

Project Scenario

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

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

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

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

Stage 2 will include the activities to:

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

Stage 3 will include the activities to:

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

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

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

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

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

Answer: A

NEW QUESTION 118

- (Topic 8)

If Project tolerances were threatened, who needs to be notified?

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

Answer: C

NEW QUESTION 122

- (Topic 8)

Project Scenario

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

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

? Design for each month - correctly showing all public holidays and new company logo

? Selected photographs- 12 professionally-produced photographs, showing different members of staff

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? Chosen label design - a competition to design a label will be held as part of this project

? List of customers - names and addresses of customers to whom the calendar will be sent.

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

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? Create the customer list using information from the Accounts and Marketing departments

? Confirm compliance with the Data Protection Legislation

? Create a design for each month - this will be done by the internal creative team

? Select and appoint a professional photographer

? Gather photograph design ideas from previous project and agree photographic session schedule

? Prepare a production cost forecast

? Select paper and envelope.

Stage 3 will include the activities to:

? Produce and select the professionally-taken photographs

? Hold the label design competition and choose the label design

? Assemble the prepared calendar pack.

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

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

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

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

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

Answer: D

NEW QUESTION 123

HOTSPOT - (Topic 8)

Scenario:

Techniques, processes and procedures

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

Joint agreements

2. Work is to start at the beginning of week 2 (Stage 4).

3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances

4. None.

Constraints

5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.

6. Installation work must take place during MFH normal working hours. 7. +£10,000 / -£25,000.

Reporting arrangements

8. Highlight Report every Monday by 10.00 am.

9. The report must contain a summary of all products worked on during the previous week.

10. Project Manager must be notified of any issues immediately by telephone.

Problem handling and escalation

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

Extracts or references

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

Approval method

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

Column 1 is a list of actions that occur during the Controlling a Stage process. For each action in Column 1, select from Column 2 the PRINCE2 theme that is being applied. Each selection from Column 2 can be used once, more than once or not at all.

Drop down the answer from column 1 to column 2.

Column 1

Ensure that each product in a completed Work Package has gained its required approval, as defined in its Product Description.

Carry out an analysis of a potential event that may have a favourable impact on the project's objectives.

Define the tolerance within a Work Package to be agreed with a Team Manager.

Column 2

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 127

- (Topic 9)

While capturing previous lessons, the Project Manager discovered several interesting facts about outsourcing. Which fact is an appropriate lesson for the Outsourcing project?

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

Answer: C

NEW QUESTION 129

- (Topic 9)

Who is responsible for appointing the Project Manager?

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

Answer: C

NEW QUESTION 133

- (Topic 9)

During stage 1 the level of performance expected from the service provider was changed. After this change was agreed which of these products will require updating?

- A. Project Brief because this is maintained throughout the project to reflect the customer's quality expectations.
- B. Project Product Description because this contains details of the expected performance of the project's products.
- C. Quality Management Strategy because this is where all of the customer's quality expectations of the project's products should be documented.

Answer: B

NEW QUESTION 135

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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

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

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

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

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

Which statement applies to the Introduction section?

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

Answer: A

NEW QUESTION 140

- (Topic 9)

While planning the initiation stage, the Project Manager reviewed some threats that had been recorded in the Daily Log. Which threat should have been assessed for possible risk responses to be included in the Initiation Stage Plan?

- A. MFH has no experience in outsourcing and this may affect understanding of what is required, resulting in inadequate plans and strategies.
- B. The Project Brief is a complex document and may not be approved by the Executive.
- C. There is a shortage of service providers so there is a possibility that no suitable service providers respond to the request for proposal
- D. This would prevent the Outsourcing project from proceeding.

Answer: C

NEW QUESTION 145

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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Timing of communication activities	9. At the end of each stage, audit and report on the performance of the communication methods being used. 10. Highlight Reports to be provided to appropriate stakeholders, at the frequency defined in each Stage Plan.
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After the initiation stage there will be two further stages during which a small number of Work Packages will be authorized. While these are being managed, the Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.

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

Which statement applies to the Stakeholder analysis: Interested parties section?

- A. Add 'Internal Creative Team'.
- B. Delete entry 11 because the photographer is internal to the project management team.
- C. Delete entry 12 because the printing of the calendars is outside of the scope

Answer: A

NEW QUESTION 147

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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

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

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

Answer: C

NEW QUESTION 149

- (Topic 9)

While preparing the Quality Management Strategy, the Project Manager noticed that the corporate quality management system does not specifically cover project management.

Which option provides an appropriate way for the Project Manager proceed?

- A. Record the development of a corporate quality management system for project management as a prerequisite of the Project Plan.
- B. Proceed with the project without a Quality Management Strategy and adopt the selected service provider's standards in stage 4.
- C. Seek relevant organizational standards, then facilitate a workshop to discuss the Quality Management Strategy with Project Assurance.

Answer: C

NEW QUESTION 151

- (Topic 9)

Which project controls should be established for the Outsourcing project?

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

Answer: C

NEW QUESTION 152

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

Introduction	1. This document contains details of how the project management team will send information to individuals working on the Calendar project, and receive information from them.
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After the initiation stage there will be two further stages during which a small number of Work Packages will be authorized. While these are being managed, the Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.

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

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

Answer: A

NEW QUESTION 153

- (Topic 10)

The Work Package has been in progress for four weeks and has four weeks remaining. The Information Technology Team Manager is concerned that he has no idea what the service provider is doing about preparing to accept the transfer of Information Technology equipment and staff. He is uncertain about what should be happening.

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

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

Answer: DE

NEW QUESTION 157

- (Topic 10)

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

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

Answer: A

NEW QUESTION 159

- (Topic 11)

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

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

Which product should show that the staff photo sessions were disruptive to the Engineering Department as they had been scheduled during peak work times without consultation with the Engineering Manager?

- A. Follow-on action recommendations
- B. Lessons Report
- C. Project closure notification
- D. Risk Register

Answer: B

NEW QUESTION 163

- (Topic 11)

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

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

Answer: B

NEW QUESTION 167

- (Topic 11)

Which of the following management products ARE updated as part of Managing a stage boundary?

1. Business Case
2. Benefits Review Plan
3. Configuration Item Records
4. Project Brief

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

Answer: A

NEW QUESTION 170

HOTSPOT - (Topic 11)

The Calendar project was delivered as originally planned, and Is now preparing for planned closure.

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

	Assertion		Reason	
A	Whether the calendar achieves its objective of countering the decline in orders will be confirmed in the Closing a Project process.	True-False	The Benefits Review Plan is created in the Closing a Project process.	True-False
B	A formal quality review meeting, chaired by the Project Manager, should be held for the Project Board to compare the final deliverable against the Project Product Description.	True-False	The Project Product Description is used by the Closing a Project process to verify that the project has delivered what was expected of it.	True-False
C	The End Project Report must be completed before 30 November.	True-False	An End Project Report should be produced before a project closes.	True-False
D	The Stage Plan for stage 3 should contain details of the products to be created or updated during the Closing a Project process.	True-False	Closure activities should be planned as part of the Stage Plan for the final management stage.	True-False
E	As part of the handover of the final product a contract should be agreed with Marketing for ongoing support of this product.	True-False	A service agreement or maintenance contract should always be included as a product of the final stage.	True-False
F	At the end of stage 3, the Managing a Stage Boundary process should be used to update the Project Plan with actual from the final stage.	True-False	An objective of the Managing a Stage Boundary process is to review, and if necessary, update the Project Initiation Documentation.	True-False

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

	Assertion		Reason	
A	Whether the calendar achieves its objective of countering the decline in orders will be confirmed in the Closing a Project process.	True-False	The Benefits Review Plan is created in the Closing a Project process.	True-False
B	A formal quality review meeting, chaired by the Project Manager, should be held for the Project Board to compare the final deliverable against the Project Product Description.	True-False	The Project Product Description is used by the Closing a Project process to verify that the project has delivered what was expected of it.	True-False
C	The End Project Report must be completed before 30 November.	True-False	An End Project Report should be produced before a project closes.	True-False
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E	As part of the handover of the final product a contract should be agreed with Marketing for ongoing support of this product.	True-False	A service agreement or maintenance contract should always be included as a product of the final stage.	True-False
F	At the end of stage 3, the Managing a Stage Boundary process should be used to update the Project Plan with actual from the final stage.	True-False	An objective of the Managing a Stage Boundary process is to review, and if necessary, update the Project Initiation Documentation.	True-False

NEW QUESTION 175

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