EXAMTOPICS
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Topic 1 - Question Set 1

Question #1 *Topic 1*

Which of the following statements describes an outcome?

A. Any of the projects specialist products

B. A result of the change derived from using the project's products

C. A measurable improvement resulting from a change

D. Something perceived as advantages by a stakeholder

Correct Answer: *B*

Eleftheriia 11 months ago
Correct is B, also fro 6.2.3:
"The principle of this linkage is straightforward; however, reality is often
much more difficult. In order for the benefits to be realized, the outcomes have to be achieved, which means
that the outputs from the project actually have to be used and used in the way intended."
upvoted 1 times

Alex_28 2 years, 4 months ago
clearly states in section 6.1
upvoted 2 times

Question #2 *Topic 1*

Which of the following should NOT be included in the business case?

A. Reasons

B. Major Risks

C. Business options

D. Business approach

Correct Answer: *D*

Rssahota Highly Voted 3 years ago
D. See Appendix A.2.2
upvoted 7 times

Question #3 *Topic 1*

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

A. Do nothing

B. Do the maximum

C. Do the minimum

D. Do something

Correct Answer: *B*

pollon 2 years ago
B - Appendix A.2.2
upvoted 2 times

Question #4 *Topic 1*

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

Correct Answer: *C*

Alex_28 2 years, 4 months ago
Only "C" see glossary p.371
upvoted 1 times

Question #5 *Topic 1*

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

A. Business Assurance

B. Senior User

C. Corporate or Programme Management

D. Reject Support

Correct Answer: *A*

PieroBe 4 weeks ago

Project Assurance can be declinated as Business Assurance, User Assurance and Supplier Assurance (see Appendix C.7). In general Project Assurance is appointed by PB to review procedures and processes within Project; specifically Business Assurance is the part of Project Assurance mainly focusing on the Business Case and Benefits.

upvoted 1 times

WikiVicks 2 years, 3 months ago

Jimeth, Project Assurance is synonymous with Business Assurance. So Business Assurance is the right answer

upvoted 2 times

Alex_28 2 years, 4 months ago

Only "project assurance" p53

upvoted 2 times

Jimeth 3 years ago

Table 6.1 - Project Assurance is responsible for "Ensure the value-for-money solution is constantly reassessed" . However Project Assurance is not an option in the question and Business Assurance is Prince2 Role.

Bad question

upvoted 2 times

Rssahota 3 years ago

Business Assurance - Table 6.1

upvoted 2 times

Question #6 *Topic 1*

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

Correct Answer: *B*

WikiVicks 2 years, 3 months ago

Correct, Executive. 6.2.3 says "By default, the executive is responsible for ensuring that benefits reviews are planned and executed, but there are circumstances where this may not always be the case

upvoted 4 times

Alex_28 2 years, 4 months ago

correct, only Executive p.52

upvoted 2 times

Jimeth 3 years ago

correct 6.2.3

upvoted 2 times

Question #7 *Topic 1*

DRAG DROP -

BUSINESS CASE -

Here are three statements from the business case for the Health and Safety Project.

Under which heading in the business case (A-F) should they be recorded?

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

Select and Place:

New legislation relating to health and safety improvements on construction sites has been published.	Reasons
The Finance Director will release the project funds.	Business options
ABC's revenue will increase by 5%.	Expected benefits
	Expected dis-benefits
	Timescale
	Costs

Correct Answer:

New legislation relating to health and safety improvements on construction sites has been published.	Reasons
The Finance Director will release the project funds.	New legislation relating to health and safety improvements on construction sites has been published.
ABC's revenue will increase by 5%.	ABC's revenue will increase by 5%.
	Expected dis-benefits
	Timescale
	The Finance Director will release the project funds.

PieroBe 4 weeks ago

I think is:
1) Reasons - the new legislation triggers the project
2) Costs - (see Appendix A.2 under the heading Costs: ...and their funding arrangements
3) Expected Benefits - this is plain

upvoted 1 times

ManuNana 3 months, 3 weeks ago

I agree the first is REASON

upvoted 2 times

KPBGBAP 6 months, 1 week ago

1) Reason
2) Timescale
3) Expected Benefit

upvoted 3 times

LORAtah 7 months ago

I believe that the first one is a reason not an option!

upvoted 3 times

Question #8 *Topic 1*

The executive has asked the project manager to plan for the 'e-learning course' to be used as soon as it is accredited. The aim is to start selling the 'e-learning course' while the remainder of the outputs relating to classroom-based delivery are finished. The sales of the 'e-learning course' will be entered into the business case.
Why is the executive's decision to deliver the benefits early appropriate for managing the business case?

A. Because organizations with mature project management often include the early justification for the project in the business case.

B. Because the outputs being delivered incrementally will be beneficial and will allow the business case to be justified.

C. Because one of the PRINCE2 principles is that a project should focus on products to deliver the outputs early.

D. Because the business case should be updated after every increment of the 'e-learning course'.

Correct Answer: *C*

Community vote distribution

B (100%)

PieroBe 4 weeks ago
Agree with all of you, it is B
upvoted 1 times

Samuel77 4 months ago
Correct answer is B
upvoted 1 times

KPBGBAP 6 months, 1 week ago
Selected Answer: B
Correct Answer is B (straight forward)
upvoted 1 times

ameyaengg 11 months ago
Correct Answer is B (straight forward)
upvoted 2 times

lovelifeysl_2021 1 year, 9 months ago
I think it is B
upvoted 2 times

Hazemsh 2 years, 7 months ago
correct answer is B (check 6.3.1)
upvoted 3 times

Pauly 2 years, 10 months ago
Topic 12 is a dump of 202 questions. In the first questions I'm missing background 'scenario' information.
upvoted 2 times

Question #9 *Topic 1*

During stage 3, the project scope was extended to include a practice test for learners to take during the training course. The cost of this test will be included in the cost of the course.
The change to project scope was approved and the cost of £2,500 was paid for from the change budget. The project manager documented an increase of £2,500 in the project budget in the business case.
Is this an appropriate action, and why?

A. Yes, because the justification for the project should be recalculated based on the revised project budget.

B. Yes, because the project manager determines which costs need to be updated at the end of each stage

C. No, because the use of the change budget means that the project budget does not need to be increased.

D. No, because changes to operational costs post-project should have been included in the business case.

Correct Answer: *B*

Community vote distribution

C (100%)

georgio1974 2 weeks, 1 day ago

Selected Answer: C

agree it is C, the primary project budget is not affected as the change budget has been used

upvoted 1 times

PieroBe 4 weeks ago

It is C as project budget includes change budget so no need to rise the project budget

upvoted 1 times

mogasser 1 month, 2 weeks ago

Selected Answer: C

Answer C (Unpopular objective answer/open for discussion)
Ref. 9.3.1.5 "The budget should include: Cost of activities; Risk budget; Change budget; Cost tolerance"
Ref. 11.3.6 " Including a change budget provides for a more realistic expectation of the overall costs/timeframe of the project."

upvoted 1 times

Yanju 7 months ago

It should be A

upvoted 1 times

gregrobo 8 months, 3 weeks ago

i think this is A ? No ?

upvoted 1 times

schris 10 months, 2 weeks ago

Does somebody know why it is not A, but B? Thank you in advance!

upvoted 1 times

Topic 2 - Question Set 10

Question #1 *Topic 2*

When updating the project plan as part of Managing a stage boundary, what else might be updated?

A. Exception Plan

B. Project Management team

C. Business Case

D. Project Initiation Documentation

Correct Answer: *A*

Community vote distribution

D (50%) C (50%)

georgio1974 2 weeks, 1 day ago

Selected Answer: D

D, as the changes to the business case are recorded in the PID

upvoted 1 times

ShiroKurtia 2 weeks, 1 day ago

Selected Answer: D

D - PID (in particular in particular the business case, project plan, project approaches, project management team structure and role descriptions" - 19.2 bullet point 3

upvoted 1 times

Vijay9 1 month, 2 weeks ago

Selected Answer: C

C. Business Case

During the "Managing a Stage Boundary" process, the Business Case is one of the key documents that may be updated. It is important to review and update the Business Case to ensure that the project's objectives, benefits, costs, and risks are still valid and align with the current stage and project status.

While other elements mentioned (Exception Plan, Project Management team, and Project Initiation Documentation) may require updates in certain scenarios, the Business Case is the most likely element to be updated as part of the "Managing a Stage Boundary" process.

upvoted 2 times

Yanju 7 months ago

It should be PID

upvoted 1 times

ameyaengg 11 months ago

Should be Business Case. Refer to page 247 Figure 19.1

upvoted 2 times

timedout 1 year, 9 months ago

D - PID (in particular in particular the business case, project plan, project approaches, project management team structure and role descriptions" - 19.2 bullet point 3

upvoted 1 times

WikiVicks 2 years, 3 months ago

The activity in the question is 'Update the Project Plan' not 'Update the business case' , so Figure19.1 shouldn't be referred but Figure 19.3. This has PID to be updated

upvoted 2 times

Shanise 2 years, 4 months ago

Should be Business Case. Refer to page 247 Figure 19.1

upvoted 3 times

Ciluba 2 years, 7 months ago

PID.
Project Plan is part of PID, so PID is definitely being updated.

upvoted 3 times

johnzoids 3 years, 1 month ago

Should be PID Pg 251 section 19.4.2
upvoted 3 times

Question #2 *Topic 2*

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

Correct Answer: *A*

WikiVicks 2 years, 3 months ago
A is the correct answer. Benefits management approach is updated in the Activity Update the business case - see Figure 19.4
After the Project Startup, the contents of the Project Brief are extended and refined into the PID via the initiating a project process (page 167). So Project Brief does not exist during Managing a Stage boundary process.
upvoted 4 times

Ciluba 2 years, 7 months ago
Should be B.
After Starting Up a Project Benefit Review Plan haven't been made. But Project Brief may need to be updated.
upvoted 1 times

Question #3 *Topic 2*

Which of the following activities could trigger the production of an exception plan?

A. Review Stage status

B. Giving ad hoc direction

C. Escalating a project issue

D. Report stage end

Correct Answer: *B*

Community vote distribution

D (100%)

VSLM 1 week, 2 days ago
C is the right answer.
upvoted 1 times

georgio1974 2 weeks, 1 day ago
Selected Answer: D
19.4.4, exception plan requires and end stage report
upvoted 1 times

Question #4 *Topic 2*

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.

Correct Answer: *B*

Community vote distribution

A (100%)

georgio1974 2 weeks, 1 day ago

Selected Answer: A

agree A

upvoted 2 times

ShiroKurtia 2 weeks, 1 day ago

Selected Answer: A

Should be A

upvoted 1 times

PieroBe 3 weeks, 3 days ago

Selected Answer: A

The justification of a project may change during its development. What is important is to find a valid justification. So it is definitely A.

upvoted 1 times

TonyKara 4 months ago

A is most definitely the answer.

upvoted 1 times

MortenC 6 months ago

Selected Answer: A

A is the answer

upvoted 1 times

ameyaengg 11 months ago

A is the answer

upvoted 2 times

timedout 1 year, 9 months ago

Its A.. I missed False... oops

upvoted 2 times

timedout 1 year, 10 months ago

Or is it B... Last miss spelt word is "valid"... So B and D?

upvoted 1 times

timedout 1 year, 10 months ago

For below reference is 3.1

upvoted 2 times

timedout 1 year, 10 months ago

D - Justification can change, but must remain valid. If a project can no longer be justified it should be stopped.

upvoted 1 times

Ciluba 2 years, 7 months ago

Should be A

upvoted 2 times

johnzoids 3 years, 1 month ago

A is the answer

upvoted 2 times

Question #5 *Topic 2*

Which of the following activities is NOT an action of preparing for planned closure?

A. Update the project plan with actual

B. Update the Project Management Team

C. Request a product status account

D. Confirm project has delivered what is defined in Project Product Description

Correct Answer: *B*

PrincessOfHess 7 months, 1 week ago
It is B: 20.4.1
upvoted 1 times

Question #6 *Topic 2*

Which principle is supported by the activity Evaluate the Project?

A. Continued Business Justification

B. Defined roles and responsibilities

C. Learn from experience

D. Manage by stages

Correct Answer: *C*

Community vote distribution

C (100%)

Shanise Highly Voted 2 years, 4 months ago
Answer should be C. Refer to page 266 20.4.4
upvoted 6 times

MEHREEN1985 Most Recent 8 months, 3 weeks ago
Selected Answer: C
Successful organizations learn from their experiences with projects. When evaluating the project, the objective is to assess how successful or unsuccessful the project has been.(REF:20.4.4)
Answer is C
upvoted 1 times

timedout 1 year, 9 months ago
C - 20.4.4
upvoted 4 times

lovelifeysl_2021 1 year, 9 months ago
IT HAS TO BE A
upvoted 1 times

christinelucas 2 years, 4 months ago
Thanx for sharing i am also doing the certification in novelvista it Prince2 Training in Mumbai you can go to the website for more information. https://www.novelvista.com/prince2-foundation
upvoted 1 times

JCW 2 years, 7 months ago
I THINK IT SHOULD BE A
upvoted 3 times

Question #7 *Topic 2*

HOTSPOT -

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.

Hot Area:

	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

Correct Answer:

	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

Question #8 *Topic 2*

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

A. Scope, People & Resources, Benefit

B. Scope, Risk, Product

C. Risk, Benefit, Product

D. Scope, Risk, Benefit

Correct Answer: *D*

timedout 1 year, 11 months ago
I remember them like this - SQR (like square) TBC. So "Square TBC" haha
upvoted 3 times

sunee 2 years, 6 months ago
correct answer D. Section 3.5 prince 2 manual
upvoted 4 times

Question #9 *Topic 2*

MANAGING A STAGE BOUNDARY -
The project is approaching the end of stage 3 and the pilot courses have been planned. The project manager is now undertaking the 'managing a stage boundary' process.
Which action should the project manager undertake as part of the 'update the business case' activity?

A. Identify the dependencies between the activities required to run the 'delivered pilot courses' during stage 4.

B. Revise the overall plan and resources to complete the project, based on actuals from the stage 3 plan.

C. Review the performance of the external suppliers who worked on delivery of the 'e-learning course' during stage 3.

D. Re-plan when the number of learners using the pilot course, and their increased knowledge, will be measured during stage 4.

Correct Answer: *A*

PieroBe 3 weeks, 3 days ago
To my opinion it is D. According to Ref. 19.4.3: "Update the benefit management approach with the results from any benefit management actions undertaken during the (completed) management stage" as we can assume the fact pilot courses have been planned during closing stage 3 can trigger when the number of learners can be measured.
upvoted 1 times

windy1 1 year, 8 months ago
I think it is B - based on 19.4.3
upvoted 2 times

lovelifeysl_2021 1 year, 9 months ago
I think it is C, what do you think?
upvoted 1 times

pollon 2 years ago
D - Update the business case Ref 19.4.3 - exam and review: whether any benefits reviews are required in the next management stage
upvoted 2 times

timedout 1 year, 11 months ago
Can you explain the rational behind D please Pollon? How does this relate to "Examine & Review" Thanks
upvoted 1 times

Question #10 *Topic 2*

The project is approaching the end of stage 3, and stage 4 is being planned as part of the 'managing a stage boundary' process. Which action should the project manager carry out as part of the 'update the project plan' activity?

A. Include the actual time and cost of the work to prepare the 'marketing materials' in the project plan.

B. Ensure that the team manager for the work package 'delivered pilot courses' is included as a resource.

C. Update the project's business case to show any new key risks that have been identified.

D. Include the tolerances for the work package 'delivered pilot courses' in the project plan.

Correct Answer: *A*

Reference:

https://www.prince2primer.com/prince2-2017-update-project-plan-business-case/

Community vote distribution

A (100%)

PieroBe 3 weeks, 3 days ago

Selected Answer: A

We need to add actuals (costs and progresses) inherited from closing stage in the project plan.

upvoted 1 times

PrincessOfHess 7 months, 1 week ago

I think A is correct (19.4.2. and A.16.2)

upvoted 1 times

Question #11 *Topic 2*

After preparing the stage 3 plan, the project manager left the company. The project board has decided that, as the stage plan has been agreed, it will not appoint a project manager for stage 3. The team managers will report directly to the project board and will prepare highlight reports instead of checkpoint reports.
Is this an appropriate tailoring of the roles in the 'managing a stage boundary' process?

A. Yes, because work may be delegated to those with the necessary skills, such as a team manager.

B. Yes, because the team managers should have the information required to prepare highlight reports.

C. No, because the reporting in the 'controlling a stage' process should not be changed.

D. No, because the team managers should not share the responsibilities of the project manager.

Correct Answer: *D*
Reference:
https://www.prince2primer.com/the-project-manager-role/

Community vote distribution

georgio1974 2 weeks, 1 day ago

Selected Answer: D

yep D as they can't share responsibilities

upvoted 1 times

PieroBe 3 weeks, 3 days ago

Selected Answer: A

I think it is A. This is because PM and TM can be the same person (ref. 7.2.1.8). This is the case especially if the PM has the required specialist skills as it is in the question scenario (the person was the TM).

upvoted 1 times

Examtopicini 4 months, 3 weeks ago

A is possible -according to (7.1.) "Although the project manager is responsible for the day-to-day management of the project, team members are responsible for delivering the project's products to an appropriate quality within a specified timescale and cost. Depending on the size and complexity of the project, the authority and responsibility for
planning the creation of certain products and managing a team of specialists to produce those products may be delegated to a team manager."

upvoted 1 times

PrincessOfHess 7 months, 1 week ago

I think that it is D (7.2.1.8).
The team manager delivers to the project manager. Since the project manager has to check the team manager's delivery, otherwise the control instant is missing.

upvoted 1 times

gregrobo 8 months, 3 weeks ago

i think D

upvoted 1 times

gregrobo 8 months, 3 weeks ago

is it A or D ?

upvoted 1 times

Ansheikh7 8 months, 3 weeks ago

Selected Answer: D

"D" because the TM cannot assume the role of the PM

upvoted 1 times

kuku1789 10 months ago

i think it is A

upvoted 1 times

Question #12 *Topic 2*

CLOSING A PROJECT -
The Health and Safety Training Project is part of a strategic program for ABC. The updated benefits management approach needs to be checked when the products are being handed over. This check should ensure that it includes appropriate activities to assess whether the actual course sales meet the agreed forecast in the business case.
Which role should undertake this review as part of the 'closing a project' process?

A. Program management.

B. Project board.

C. Project manager.

D. Project assurance.

Correct Answer: *C*

Community vote distribution

D (100%)

georgio1974 2 weeks, 1 day ago

Selected Answer: D

D is correct as per Table 20.3 page 265

upvoted 1 times

ShiroKurtia 2 weeks, 1 day ago

Selected Answer: D

Should be D
In 20.4.3 Table 20.3 Says:
Benefits management approach - Review in the Project assurance column

upvoted 1 times

PieroBe 3 weeks, 3 days ago

Selected Answer: D

The answer is D (ref. table 20.3). The keyword here is "review", most of the reviews are entitled to the Project Assurance.

upvoted 2 times

schris 10 months, 2 weeks ago

According to table 20.3 on page 265, Project Manager is responsible for benefit management approach in "Hand over products", therefore C should be correct.

upvoted 2 times

ameyaengg 11 months ago

A is correct

upvoted 1 times

nai 2 years, 5 months ago

B ref table 20.3

upvoted 1 times

Hazemsh 2 years, 7 months ago

A is correct . Ref 20.5.4.4 closing a project within programme

upvoted 2 times

windy1 2 years, 5 months ago

if it is part of program then A, otherwise should be B

upvoted 1 times

Question #13 *Topic 2*

The 'capability to provide health and safety training' has been delivered. During the 'closing a project' process, the marketing department sent an e-mail to all key customers reminding them of the deadline to comply with the new government legislation, with an aim to build relationships with their customers.
Which theme is being applied?

A. Risk.

B. Organization.

C. Plans.

D. Change.

Correct Answer: *B*

Community vote distribution

B (100%)

PieroBe 3 weeks, 3 days ago

Selected Answer: B

Organization theme is also about communication

upvoted 1 times

mogasser 4 weeks, 1 day ago

This is part of the communication management approach, then it should be PLANS

upvoted 1 times

Question #14 *Topic 2*

The project is approaching the end of stage 4 and all work will be completed as planned. The project manager is now preparing a plan for acceptance and the handover of the 'capability to provide health and safety training'.
Is this appropriate, and why?

A. Yes, because a plan should be created to measure the number of courses carried out after project closure.

B. Yes, because a separate closure stage plan should be created during stage 4.

C. No, because closure activities should have been planned at the end of stage 3.

D. No, because user acceptance of the project's products should have taken place throughout the project.

Correct Answer: *A*

Community vote distribution

C (100%)

pollon Highly Voted 2 years ago

C - Closing a project is part of the final stage i.e. Stage 4. All plans must be produced in the previous management stage i.e Stage 3

upvoted 6 times

PieroBe Most Recent 3 weeks, 3 days ago

Selected Answer: C

During the Managing a Stage boundary process at the end of stage 3 all the activities (including those related to the project closure) shall have been planned (activity "Plan the next management stage").

upvoted 1 times

ameyaengg 11 months ago

C is correct

upvoted 3 times

Topic 3 - Question Set 2

Question #1 *Topic 3*

Which of the following is False?
A Successful project management team should.

A. Have business, user and supplier stakeholder representation

B. Never be reviewed as members should stay with the team for the duration

C. Ensure appropriate governance by defining responsibilities for directing, managing and delivering the project and clearly defining accountability at all levels

D. Have an effective strategy to manage communication flows to and from stakeholders

Correct Answer: *B*

schris 10 months, 2 weeks ago
B is CORRECT (it is the only answer which is false). Answer A is not false, according to 7.1. (beginning of page 60) successful project management team should have all three stakeholders representation :)
upvoted 3 times

lucafranco 1 year, 6 months ago
Therefore, all three stakeholder interests need to be represented effectively in the project management team; two out of three is not enough
upvoted 2 times

timedout 1 year, 11 months ago
A is correct, see 7.1
upvoted 2 times

Question #2 *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

Correct Answer: *A*

Community vote distribution

A (100%)

PieroBe 3 weeks, 3 days ago
Selected Answer: A
A is the statement that directly relates with the business aspect, the other are more concerned with products and users' expectations
upvoted 1 times

timedout 1 year, 11 months ago
A is correct
upvoted 1 times

Question #3 *Topic 3*

Which of the following represents the four key characteristics a good Project board should display?

A. Authority, Credibility, Commitment, Availability

B. Authority, Credibility, Delegation, Availability

C. Authority, Availability, Connections, Delegation

D. Authority, Credibility, Connections, Delegation

Correct Answer: *B*

PrincessOfHess 7 months, 1 week ago
B (7.3.7)
upvoted 2 times

timedout 1 year, 11 months ago
B is the correct answer
upvoted 2 times

Question #4 *Topic 3*

In which Management product would the Project Board specify where the authority for change requests lies?

A. Risk Management Strategy

B. Quality Management Strategy

C. Communication Strategy

D. Configuration Management Strategy

Correct Answer: *D*

Community vote distribution

D (100%)

PieroBe 3 weeks, 3 days ago

Selected Answer: D

With the new syllabus this product is named Change Control Approach; in this product is reported whether a change authority is engaged in the project (ref A.3).

upvoted 1 times

PrincessOfHess 7 months, 1 week ago

D (A 6.1)

upvoted 2 times

matters 1 year, 10 months ago

Using the 6th edition manual, the Change Control Approach is the answer

upvoted 2 times

KANDUUR 1 year, 6 months ago

A.3.1.

upvoted 1 times

johnzoids 3 years, 1 month ago

This is part of the old syllabus, 2009 edition. in the 2017 or 6th edition there are no things as strategy but approaches.

upvoted 2 times

Rssahota 3 years ago

Does this also apply for the following question too?

upvoted 1 times

Question #5

Topic 3

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

A. Project Assurance

B. Project Manager

C. Corporate or Programme Management

D. Project Support

Correct Answer: *A*

matters 1 year, 10 months ago
Refer to Table 7.1 in the 6th edition manual
upvoted 2 times

georgio1974 2 weeks, 1 day ago
table 7.2,3 page 68 answer D project assurance
upvoted 1 times

georgio1974 2 weeks, 1 day ago
sorry A
upvoted 1 times

WikiVicks 2 years, 3 months ago
A Project Assurance -is the most logical answer. It's the Project Assurance's responsibility to ensure all standards are met including Communications Management Approach (in the 2017 , Edition 6)
upvoted 4 times

Question #6

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 Suppler and Supplier Assurance

Correct Answer: *C*

Community vote distribution

C (100%)

PieroBe 3 weeks, 3 days ago
Selected Answer: C
Clearly C as it generates a conflict of interests between who is responsible of products deploy (Team Manager) and who is responsible of process to deploy products soundness (Project Assurance).
upvoted 2 times

timedout 1 year, 11 months ago
7.2.10 Combining roles - The executive and project manager roles cannot be combined, the project board should not assign any project assurance roles to the project manager, team manager or project support.
upvoted 2 times

Question #7

Topic 3

DRAG DROP -

ORGANIZATION -
Use the 'Additional Information' in the Scenario Booklet to answer this question.
Here are three individuals who work for ABC Company.
Which project management team role (A-F) would be the most appropriate for each individual?
Choose only one role for each individual. Each role can be used ONCE, or not at all.
Select and Place:

Training Delivery Manager.	Executive
Corporate Document Manager.	Delegated business assurance
Operations Director.	Senior supplier
	Delegated supplier assurance
	Delegated user assurance
	Project support

Correct Answer:

Training Delivery Manager.	Operations Director.
Corporate Document Manager.	Delegated business assurance
Operations Director.	Senior supplier
	Corporate Document Manager.
	Training Delivery Manager.
	Project support

Question #8

Topic 3

The project is part of a program to develop more training courses that respond to new legislation. The project manager has requested that project support be made available from the program. As a result, the executive has confirmed that this will be carried out by the program office.
Is this appropriate, and why?

A. Yes, because the program office should provide support to projects, if requested.

B. Yes, because the project support role is not optional and must be provided.

C. No, because the project manager should take on project support responsibilities.

D. No, because program and project team structures need to be separate.

Correct Answer: *A*

Question #9 *Topic 3*

As a result of experiences on previous projects, a change authority has been established for the Health and Safety Training Project. A key client for the training materials has a representative on the project board.
Should their interests be represented within the change authority for the project, and why?

A. Yes, because this will give them a better understanding of the training materials.

B. Yes, because a change authority should consider external stakeholder needs.

C. No, because the change authority should be internal to the ABC organization.

D. No, because their project board member will be able to agree any required changes.

Correct Answer: *D*

PieroBe 3 weeks, 3 days ago

Selected Answer: B

I think it is B because change is related with products that in turn are related to users; so it is good practice, whenever a change authority is required, to include in it user representatives.

upvoted 1 times

mogasser 1 month, 2 weeks ago

Selected Answer: B

D won't be the case for all changes --> the board member could reject a required change.
C isn't true

upvoted 1 times

anti8 1 year, 6 months ago

11.3.5

upvoted 1 times

anti8 1 year, 7 months ago

B - 11.3.4

upvoted 1 times

lovelifeysl_2021 1 year, 9 months ago

is it B the right answer?

upvoted 1 times

windy1 1 year, 8 months ago

agree B is the answer

upvoted 1 times

Question #10 *Topic 3*

At the end of stage 2, an external consultant responsible for developing the 'e-learning course', was appointed to the project board as a senior supplier. The stage
3 plan identifies the consultant as a reviewer of the 'e-learning course'. When preparing for a quality review of the 'e-learning course', the consultant found 15 possible errors. The consultant then documented these possible errors in the quality register.
Is this an appropriate activity when preparing for a quality review, and why?

A. Yes, because each team manager should update the quality register as quality review activities are completed.

B. Yes, because the quality reviewers should update the quality register as quality review activities are completed.

C. No, because possible errors that are found when preparing for a quality review should be documented on a question list.

D. No, because the senior supplier should not be identified as a reviewer as part of the quality review technique.

Correct Answer: *B*

Ciluba Highly Voted 2 years, 7 months ago
C should be correct
Page 91, Section 8.4.4
Unless some background information are missing. Who said the review activities are completed?
upvoted 7 times

PieroBe Most Recent 3 weeks, 3 days ago
Selected Answer: D
The Senior Supplier is the (ultimate) responsible for products to be developed in the project, so he cannot act as a reviewer of these products because it generates a conflict of interests.
upvoted 1 times

MortenC 6 months, 1 week ago
The question is about activity not role.....ie B
upvoted 1 times

Trikuta_Kaira 12 months ago
No, because the senior supplier should not be identified as a reviewer as part of the quality review technique.
upvoted 1 times

Question #11

Topic 3

ABC has experience of delivering training projects that respond to new legislation. Previous projects have had to change the acceptance criteria, due to further updates being made to legislation during the project.
What action should be taken to address this, and why?

A. Agree and prioritize the acceptance criteria during the initiation stage, because these criteria will be used to determine if the project can be closed.

B. Agree and prioritize the acceptance criteria during the initiation stage, because they can be amended through change control, if needed.

C. Set the quality tolerances for the acceptance criteria in the product descriptions, because this would allow for additional changes in legislation.

D. Set the quality tolerances for the acceptance criteria in the product descriptions, because quality tolerances define the acceptable range.

Correct Answer: *B*

PieroBe 3 weeks, 3 days ago

Selected Answer: B

Please note that acceptance criteria are in the Project Product Description not in the Products Descriptions (there we found quality criteria) so C and D are false. B is the only choice that addresses the capability of project management to cope with a changing environment, i.e. by exploiting the change management practice.

upvoted 1 times

PrincessOfHess 7 months ago

B (3.6)

upvoted 1 times

Question #12

Topic 3

During the 'create the project plan' activity as part of the initiation stage, the project manager identifies several threats to the project timescales. These threats relate to stage 3 products. Therefore, the project manager decides to wait until the end of stage 2 to assess the risks to the project plan.
Is this an appropriate application of the plans theme, and why?

A. Yes, because detailed planning of stage 3 should take place after completion of the stage 2 products.

B. Yes, because risk planning should take place in the stage plan before the risks occur, not in the project plan.

C. No, because the risks inherent in the project plan should be assessed, and the plan modified to manage them.

D. No, because the risk actions to manage project-level threats should be recorded in the risk register.

Correct Answer: *C*
Reference:
https://books.google.com.pk/books?id=CSm7x74Px94C&pg=PA181&lpg=PA181&dq=prince2+risks+inherent+in+the+project+plan+should+be+assessed,+and+the+plan+modified+to+manage+them&source=bl&ots=wY57bkzn3M&sig=ACfU3U2SjvwFX9KajLooA41PHyOT8-nHAA&hl=en&sa=X&ved=2ahUKEwjwk9b1ybnhAhWhMewKHWLwCQYQ6AEwCXoECAgQAQ#v=onepage&q=prince2%20risks%20inherent%20in%20the%20project%20plan%20should%20be%20assessed%2C%20and%20the%20plan%20modified%20to%20manage%20them&f=false

MEHREEN1985 5 months ago

9.3.1.7

upvoted 2 times

PrincessOfHess 7 months ago

C (10.2.)

upvoted 2 times

Question #13 *Topic 3*

A change authority has been appointed for the project. During the development of the 'classroom-based training material', a large number of changes were proposed to the design of the 'e-learning course'. Therefore, the change authority has decided to use the Moscow technique to prioritize changes based on the impact they will have on completing each stage on time.
Is this an appropriate application of the Moscow technique, and why?

A. Yes, because it should be used to prioritize change based on the estimated impact on time.

B. Yes, because it is a prioritization technique that should be used to prioritize a product's quality criteria.

C. No, because it should define scope tolerances, supporting the management by exception principle.

D. No, because it should be used to prioritize change based on the project's business justification.

Correct Answer: *A*
Reference:
https://en.wikipedia.org/wiki/MoSCoW_method

VSLM 1 week, 2 days ago

Selected Answer: D

prioritize requirements according to business justification

upvoted 1 times

PieroBe 3 weeks, 3 days ago

Selected Answer: C

I think it is C. MoSCoW technique is a way of prioritizing product requirements so basically setting tolerances on the project scope (what the project has to deliver) supporting managing by exception (in this case scope exceptions).

upvoted 1 times

ameyaengg 11 months ago

D is correct Answer

upvoted 3 times

Trikuta_Kaira 12 months ago

9.4.1 The MoSCoW prioritization technique:
When MoSCoW is used in this way, the criteria for must have, should have and could have should always be based on the impact on business justification, in line with PRINCE2's continued business justification principle.

upvoted 3 times

sunee 2 years, 4 months ago

yes correct answer is d

upvoted 1 times

cchemik 2 years, 8 months ago

correct is d

upvoted 1 times

Question #14 *Topic 3*

During previous projects, stakeholders became confused when using a number of separate project registers. Therefore, when preparing the risk management approach, the project manager created a risk register template and added it to an integrated project register. This register is a spreadsheet that includes project assumptions, issues, dependencies, and now risks, on separate pages.
Is this appropriate for a risk register, and why?

A. Yes, because the project registers should be tailored to meet the needs of the organization.

B. Yes, because risks are often identified as a result of issues being raised.

C. No, because an integrated project register should include the quality register as well.

D. No, because assumptions and dependencies are sources of risk.

Correct Answer: *C*
Reference:
http://prince2.wiki/Quality_Register_Template

PieroBe 3 weeks, 3 days ago

Selected Answer: A

It is A, as this is a plain example of tailoring PRINCE2 products to suit the project. B, C and D are also clearly wrong.

upvoted 2 times

PrincessOfHess 6 months, 4 weeks ago

I think it's A as well (10.3.1).

upvoted 2 times

anti8 1 year, 6 months ago

I think A is correct

upvoted 2 times

Question #15 *Topic 3*

The project is using PRINCE2's recommended risk management procedure. In the 'identify' step, a risk was recorded in the risk register: "If the 'accredited classroom-based course' is delayed, there is a threat that work on the 'e-learning course' will be delayed, resulting in the 'accredited e-learning course' not being ready for the 'pilot courses'."
In the 'implement' step, a risk response was decided: "Work will start incrementally on the 'e-learning course' whenever a part of the 'classroom-based training materials' gains accreditation".
Is this appropriate, and why?

A. Yes, because delivering incrementally will reduce the impact of the threat.

B. Yes, because a risk response needs to be implemented for this major threat.

C. No, because risks responses should be identified as part of the 'plan' step.

D. No, because a risk action should be allocated to implement a response.

Correct Answer: *B*

PieroBe 3 weeks, 3 days ago

Selected Answer: C

It is C, ref. 10.4.3. In the planning phase we are deciding the type of response for each identified (and assessed) risk.
upvoted 1 times

anti8 1 year, 7 months ago

Not B, C is correct
upvoted 3 times

sunee 2 years, 4 months ago

C is correct. ref page number 132-10.4.3
upvoted 4 times

RajPathak 2 years, 5 months ago

I think it's C
upvoted 2 times

Ciluba 2 years, 7 months ago

Decide a risk response in 'Implementation' stage?
upvoted 2 times

Topic 4 - Question Set 3

Question #1 *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

Correct Answer: *B*

timedout 1 year, 11 months ago

So nice to have a question like this :)
upvoted 2 times

Question #2 *Topic 4*

Which of the following statements are True:

1. Quality management is the complete set of quality standards, procedures and responsibilities for a site or organization.
2. Quality planning is about defining products required of the project with their respective quality criteria, methods and responsibilities.
3. Quality control focuses on the operational techniques and activities used to carry out quality inspections
4. Quality assurance ensures that quality methods are being correctly followed.

A. 1, 2 & 3

B. 1, 3 & 4

C. 1, 2 & 4

D. 2, 3 & 4

Correct Answer: *A*

PieroBe 3 weeks, 3 days ago

Selected Answer: D

the statement 1 is not true; see ref. 8.1 where the definition of Quality Management is provided: "The coordinated activities to direct and control an organization with regard to quality". The other statements (2, 3 and 4) are all true.

upvoted 2 times

WikiVicks 2 years, 3 months ago

A is the Correct Answer. 1) Quality Management (Approach) is defined in 8.2 page 81,
2)Quality planning is described in 8.1.1 page 79
3) Quality Control is mentioned in 8.1.1 page 80

upvoted 2 times

Question #3 *Topic 4*

Which of the following statements would NOT be included in the Project Product Description?

A. Purpose of the product

B. Composition

C. Project level tolerances

D. Quality criteria

Correct Answer: *D*

VSLM 1 week, 1 day ago

Selected Answer: C

Project tolerances are part of Project Brief

upvoted 1 times

georgio1974 2 weeks, 1 day ago

Selected Answer: C

Ans is D quality criteria is listed on page 108, 9.3.1.2

upvoted 1 times

PieroBe 3 weeks, 3 days ago

Selected Answer: D

Quality Criteria are in the Product Descriptions not the the Project Product Description where instead we found Acceptance Criteria.

upvoted 1 times

WikiVicks 2 years, 3 months ago

D is the correct answer. See A.21.2 Project product description's Composition.
Purpose, Composition, Project-level tolerance are all mentioned, Quality Criteria is not

upvoted 4 times

Ciluba 2 years, 8 months ago

About C Option
'Project Level - Quality Tolerance' should be in Project Product Description.
'Project Level Tolerance should be in Project Brief.

D is not right as well. Quality criteria should be in Product Description

upvoted 3 times

Ciluba 2 years, 8 months ago

Should be C

upvoted 2 times

Question #4 *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

Correct Answer: *B*

georgio1974 2 weeks, 1 day ago

Selected Answer: B

i would agree that it is B but it is not clear from any point that project support should provide administration support on pages 90-92 in new edition 2023

upvoted 1 times

PieroBe 3 weeks, 3 days ago

Selected Answer: B

Project Support, refer to 8.4.3.

upvoted 1 times

matters 1 year, 10 months ago

Refer to the Project Support responsibilities in Table 8.1 of the manual

upvoted 1 times

Question #5 *Topic 4*

Which role is responsible for providing the customer's quality expectations and acceptance criteria for the project?

A. Executive

B. Corporate or Programme Management

C. Senior User

D. Project Assurance

Correct Answer: *C*

PieroBe 3 weeks, 3 days ago

Selected Answer: C

Table 8.1

upvoted 2 times

timedout 1 year, 11 months ago

Table 8.1

upvoted 2 times

Question #6

Topic 4

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

A. Plan

B. Quality Register

C. Project Product Description

D. Product Description

Correct Answer: *D*

Question #7

Topic 4

DRAG DROP -

QUALITY -

Here are three actions related to managing quality on the Health and Safety Training Project.

Which role (A-F) should be responsible for each action?

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

Select and Place:

Update the quality register with the results of the quality checks for the 'amended course booking procedures'	Executive
Recommend how the trainers should be represented when checking the 'marketing materials'	Team manager
Check that the plan for the production of the 'e-learning course' is in accordance with supplier standards	Senior supplier
	Supplier assurance
	User assurance
	Project support

Correct Answer:

Update the quality register with the results of the quality checks for the 'amended course booking procedures'	Executive
Recommend how the trainers should be represented when checking the 'marketing materials'	Update the quality register with the results of the quality checks for the 'amended course booking procedures'
Check that the plan for the production of the 'e-learning course' is in accordance with supplier standards	Senior supplier
	Check that the plan for the production of the 'e-learning course' is in accordance with supplier standards
	Recommend how the trainers should be represented when checking the 'marketing materials'
	Project support

PieroBe 3 weeks, 3 days ago

To my opinion: 1 is Project Support, 2 is User Assurance and 3 is Supplier Assurance (ref table 8.1)

upvoted 1 times

Topic 5 - Question Set 4

Question #1 *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

Correct Answer: *D*

timedout 1 year, 10 months ago
Notice is said "level", Stage and Exception are at the same level.
upvoted 2 times

Question #2 *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

Correct Answer: *D*

WikiVicks 2 years, 3 months ago
D is the correct answer, Fig 9.2
upvoted 4 times

Question #3 *Topic 5*

Product based planning focuses on which of the following:

1. Creating product descriptions
2. Identifying activities
3. Creating a Product hierarchy
4. Creating a Product sequence

A. 1, 2, 3

B. 2, 3, 4

C. 1, 3, 4

D. 1, 2, 4

Correct Answer: *A*

Mannydope Highly Voted 1 year, 10 months ago

C. 1,3,4
Fig 9.6 in the textbook

upvoted 6 times

PieroBe Most Recent 3 weeks, 3 days ago

Selected Answer: A

As said product flow diagram is the only optional step here. Identifying Activities and Dependencies is a fundamental step coming immediately after the Defining and Analysing the Product step.

upvoted 1 times

timedout 1 year, 10 months ago

The product flow diagram (sequence) is optional

upvoted 1 times

Question #4 *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

Correct Answer: *B*

Question #5

Topic 5

Which of the following is not part of the composition of a Plan?

A. Pre-requites

B. Assumptions

C. Quality responsibilities

D. Product descriptions

Correct Answer: *C*

PieroBe 3 weeks, 3 days ago

Selected Answer: C

Quality responsibilities is not in the Plan (see A.16.2), but in the Product Description (A.17.2).

upvoted 1 times

schris 10 months, 1 week ago

C is correct, A.16.2

upvoted 1 times

KANDUUR 1 year, 6 months ago

Correct. A.16:2

upvoted 1 times

Question #6

Topic 5

Who is responsible for committing user resources to the project?

A. Senior User

B. Senior Supplier

C. Executive

D. Project Board

Correct Answer: *A*

HOTSPOT -

Drop down the right answer from Column 1 to column 2.

Hot Area:

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

Correct Answer:

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

Plan description
Plan prerequisites
External dependencies
Planning assumptions
Lessons incorporated
Monitoring and control
Budgets
Tolerances
Schedule

Question #8 *Topic 5*

HOTSPOT -

The project has a cost tolerance of +5% I :5%, of which stage 2 has a tolerance of +£45k 1-£45k.

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.

Hot Area:

	Assertion		Reason	
1	If stage 2 exceeds its target by £20k the Stage Plan should be replaced by an Exception Plan.	True-False	When the Stage Plan is updated with activities to deal with any deviations from planned cost and time, this is called an Exception Plan.	True-False
2	The Team Plan required for the development of the service level agreement should be produced in consultation with supplier assurance.	True-False	Supplier assurance should confirm that Team Plans are in accordance with relevant supplier standards.	True-False
3	The Stage Plan for stage 2 should be prepared during the initiation stage.	True-False	All Stage Plans are produced near the end of the initiation stage.	True-False
4	A final stage (stage 5), covering project closure, should be added to the Project Plan.	True-False	The Project Plan covers all management stages.	True-False
5	The cost tolerance planned for each stage should be +5% '·5%.	True-False	Project tolerances for cost and time should always be allocated equally between all of the stages.	True-False
6	The key deliverables and estimates from the feasibility study should provide a major input to the Project Brief.	True-False	The feasibility study should confirm all project costs.	True-False

Correct Answer:

	Assertion		Reason	
1	If stage 2 exceeds its target by £20k the Stage Plan should be replaced by an Exception Plan.	True-False	When the Stage Plan is updated with activities to deal with any deviations from planned cost and time, this is called an Exception Plan.	True-False
2	The Team Plan required for the development of the service level agreement should be produced in consultation with supplier assurance.	True-False	Supplier assurance should confirm that Team Plans are in accordance with relevant supplier standards.	True-False
3	The Stage Plan for stage 2 should be prepared during the initiation stage.	True-False	All Stage Plans are produced near the end of the initiation stage.	True-False
4	A final stage (stage 5), covering project closure, should be added to the Project Plan.	True-False	The Project Plan covers all management stages.	True-False
5	The cost tolerance planned for each stage should be +5% '·5%.	True-False	Project tolerances for cost and time should always be allocated equally between all of the stages.	True-False
6	The key deliverables and estimates from the feasibility study should provide a major input to the Project Brief.	True-False	The feasibility study should confirm all project costs.	True-False

PrincessOfHess 6 months, 3 weeks ago

The stage plan shput be prepared for the next management phase. (19.4.1)

upvoted 1 times

Question #9

Topic 5

DRAG DROP -

PLANS -

During the initiation stage, the project manager is creating the project plan.

Here are three activities carried out as part of PRINCE2's recommended approach to planning.

As part of which step of the approach (A-F) should each activity be carried out?

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

Select and Place:

Producing the handouts for pilot courses and analyzing the target audiences to create the 'planned pilot courses'	Designing a plan
Identify what will make the 'capability to provide health and safety training' acceptable to other training companies	Defining and analysing the products: writing a project product description
Determine that the 'conducted pilot courses' needs to be produced before the 'finalized course materials'	Defining and analysing the products: creating a product breakdown structure
	Defining and analysing the products: writing product descriptions
	Defining and analysing the products: creating a product flow diagram.
	Identifying activities and dependencies.

Correct Answer:

Producing the handouts for pilot courses and analyzing the target audiences to create the 'planned pilot courses'	Designing a plan
Identify what will make the 'capability to provide health and safety training' acceptable to other training companies	Defining and analysing the products: writing a project product description
Determine that the 'conducted pilot courses' needs to be produced before the 'finalized course materials'	Identify what will make the 'capability to provide health and safety training' acceptable to other training companies
	Defining and analysing the products: writing product descriptions
	Producing the handouts for pilot courses and analyzing the target audiences to create the 'planned pilot courses'
	Determine that the 'conducted pilot courses' needs to be produced before the 'finalized course materials'

PieroBe 3 weeks, 2 days ago

I think it is: 1) Identify activities and dependencies 2) Project Product Description and 3) Product Flow Diagram

upvoted 1 times

Topic 6 - Question Set 5

Question #1 *Topic 6*

Which of the following statements is False regarding the Risk Management Strategy?

A. It captures and maintains all relevant information on identified threats and opportunities

B. It documents the risk tolerances

C. It documents the approach to risk

D. It identifies responsibilities towards risk for the project

Correct Answer: *A*

PieroBe 3 weeks, 2 days ago

Selected Answer: A

As per syllabus of 6th edition, Risk Management Strategy becomes Risk Management Approach. The product defines how the project affords the risk theme, but not what project's risks actually are (ref. A.24).

upvoted 1 times

PrincessOfHess 6 months, 2 weeks ago

I think it's B (10.2)

upvoted 1 times

Question #2 *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

Correct Answer: *C*

Question #3 *Topic 6*

Which of the following risk responses can be used for either an opportunity or a threat?

A. Reduce

B. Share

C. Reject

D. Enhance

Correct Answer: *B*

Rssahota Highly Voted 3 years ago

RINCE2 suggest 6 responses for threats and four responses for opportunities.

The 6 responses for threats are: Avoid, Reduce, Fallback, Transfer, Share and Accept

The 4 responses for Opportunity are Exploit, Enhance, Share and Reject.

upvoted 5 times

Question #4 *Topic 6*

Which of the following reports does not contain any information on risk?

A. Issue Report

B. Highlight report

C. Lessons Report

D. End Stage Report

Correct Answer: *A*

Question #5 *Topic 6*

Which of the following statements best describes what a risk owner is?

A. Best placed to keep an eye on the risk

B. Carry out the response actions to a risk

C. Responsible for management, monitoring and control of all aspects of a risk

D. Reports to the project manager regularly on the status of a risk

Correct Answer: *C*

PrincessOfHess 6 months, 2 weeks ago

It is C (10.4.4)

upvoted 2 times

Question #6 *Topic 6*

Who is responsible for reviewing the risk management practices to ensure they are in line with the project's risk management strategy?

A. Project Support

B. Project Manager

C. Team Manager

D. Project Assurance

Correct Answer: *D*

PrincessOfHess 6 months, 2 weeks ago

It is D (10.2.1)

upvoted 1 times

Question #7 *Topic 6*

DRAG DROP -

RISK -

The following risk has been recorded:

`There may not be enough participants for the pilot courses to justify the continuation of the project.`

The recommended risk response is to improve the marketing campaign, and a risk budget exists to fund the response.

Here are three risk actions related to this response?

Which role (A-F) should be responsible for each action?

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

Select and Place:

Approve the use of the risk budget to improve the marketing campaign.	Executive
Confirm that this and other risks have been handled in accordance with the risk management approach.	Senior user
Document that the Sales Director will monitor and report on this risk.	Senior supplier
	Project manager
	Project assurance
	Project support

Correct Answer:

Approve the use of the risk budget to improve the marketing campaign.	Approve the use of the risk budget to improve the marketing campaign.
Confirm that this and other risks have been handled in accordance with the risk management approach.	Senior user
Document that the Sales Director will monitor and report on this risk.	Senior supplier
	Confirm that this and other risks have been handled in accordance with the risk management approach.
	Document that the Sales Director will monitor and report on this risk.
	Project support

PieroBe 3 weeks, 2 days ago

First Action -> Project Manager. The risk budget has been already approved (by the Executive) so it is responsibility of the PM to use it appropriately.
Second Action -> Project Assurance. PA is in charge of verifying soundness of project management processes throughout the project.
Third Action -> Project Manager. The responsibility of documenting is of the PM who can delegate to the Project Support (if exists).

upvoted 3 times

mogasser 1 month ago

First Action - Executive, Table 10.1 : Executive responsibilities: "Ensure that risks associated with the business case are identified, assessed and controlled." And in this scenario it clearly states that the risk effects the business case " to justify the continuation of the project "
Second Action - Project Assurance, Table 10.1 : Project Assurance responsibilities: "Review risk management practices to ensure that they are performed in line with the project's risk management approach." The action here is clearly a compliance activity, so it's the Project Assurance.
Third Action - Project Manager from practical experience, but why not Project Support?

upvoted 1 times

MortenC 6 months ago

PROJECT MANAGER AND PRODJECT ASSUREANCE SHOULD SWITCH

upvoted 1 times

schris 10 months, 1 week ago

According to table 10.1 under 10.2.1 (Risk responsibilities in PRINCE2), the Executive approves the use of risk budget, the Project Assurance confirm that risks have been handled in accordance with the risk management approach and the Project Manager create and maintain the risk register (maintenance can be delegated to project support)

upvoted 2 times

mogasser 1 month ago

In table 10.1, nothing is saying "the Executive approves the use of the risk budget"

upvoted 1 times

Question #8

Topic 6

The Sales Director would like to add a new company logo to the 'marketing material'. The change to the project scope has been approved by the project board. It is expected to delay product and stage completion date by 3 days and cost £900. The stage 2 cost tolerance of +£1,000 has not been used. The change budget of
£500 has not been used.
Which option describes how this change should be funded?

A. £400 of the stage 2 cost tolerance and the £500 change budget should be used.

B. £900 needed for the change should be taken from the stage 2 cost tolerance.

C. £900 of additional funding will need to be requested to pay for the change.

D. £400 will need to be requested in addition to the £500 change budget.

Correct Answer: *D*

PieroBe 3 weeks, 2 days ago

Selected Answer: D

First use the approved change budget and then ask for needed extra budget. Cost tolerance is not a budget.

upvoted 1 times

Question #9 *Topic 6*

The change control approach defines how products should be controlled and protected during the project. The accreditation of the 'classroom-based training materials' was planned to take place during stage 2. At the end of the stage, the configuration item record shows that the 'classroom-based training materials' have been accredited. However, the project manager decides to request an audit of the product as well. Is this appropriate, and why?

A. Yes, because the project should verify that the recorded status reflects the actual status of the products.

B. Yes, because the change control approach should specify how the configuration item records are approved.

C. No, because the project manager should ensure that the change control approach is tailored to the project.

D. No, because the issue management and change control procedures can be treated as separate, but related, procedures.

Correct Answer: *B*

PieroBe 3 weeks, 2 days ago

Selected Answer: A

Ref 11.3.3

upvoted 2 times

Samira123 1 year, 6 months ago

I think it's A. Can someone conform?

upvoted 1 times

timedout 1 year, 10 months ago

B seems incorrect, can anyone confirm?

upvoted 1 times

timedout 1 year, 9 months ago

Aaah ok CI's are part of Change Control, so in the approach.

upvoted 1 times

Topic 7 - Question Set 6

Question #1 *Topic 7*

Which of the following is the definition for an off-specification?

A. An issue the Project Manager needs to resolve or escalate

B. Something forecast or currently not meeting specification

C. A proposal for a change to a baseline

D. A statement of concern

Correct Answer: *B*

VSLM 1 week, 1 day ago

Selected Answer: B

CORRECT

upvoted 1 times

Question #2 *Topic 7*

In which strategy would the change control process be recorded?

A. Quality Management Strategy

B. Configuration Management Strategy

C. Risk Management Strategy

D. Communication Management Strategy

Correct Answer: *B*

WikiVicks Highly Voted 2 years, 3 months ago
Configuration Management Strategy seems to be the in the older version of PRINCE2. In 2017 , Edition 6 this is called Change Control Approach.
upvoted 7 times

georgio1974 Most Recent 2 weeks, 1 day ago
Selected Answer: D
FIGURE 16.6 PAGE 204
upvoted 1 times

Question #3 *Topic 7*

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

A. A Change Authority

B. A Change Board

C. A Change Committee

D. A Change Budget

Correct Answer: *C*

Ciluba Highly Voted 2 years, 8 months ago
Should be A
upvoted 7 times

Chickey Highly Voted 3 years, 1 month ago
Answer should be A - see brochure page 142, 11.3.5
upvoted 5 times

GSD547 Most Recent 1 year, 4 months ago
Answer is A - clearly states this in delegating to a Change Authority (Ch 11.3.5).
upvoted 3 times

Question #4

Topic 7

What is the purpose of a Product Status Account?

A. A set of records that describe information about the project

B. A log used to record problems or concerns about products

C. An audit or review to compare actual status of products

D. A report covering the status about the state of the projects products within

Correct Answer: *D*

georgio1974 2 weeks, 1 day ago

Selected Answer: D

11.1 PAGE 140

upvoted 1 times

GSD547 1 year, 4 months ago

D is Correct see A.18.1 Product Status Account

upvoted 1 times

Question #5

Topic 7

When examining a project issue, which three aspects should be considered?

1. Performance targets
2. Business Case
3. Resources
4. Risk

A. 1, 3, 4

B. 2, 3, 4

C. 1, 2, 4

D. 1, 2, 3

Correct Answer: *C*

pollon Highly Voted 2 years ago

Answer C is correct, see pg 144 of the manual - Impact analysis of an issue should consider: project performance targets, business case, dependent products produced by project, project risk profile

upvoted 7 times

WikiVicks Most Recent 2 years, 3 months ago

Incorrect answer. An issue is when something has already occurred. Risk is something that hasn't occurred yet and might occur (not certain). So C cannot be correct. More likely D is correct

upvoted 1 times

Question #6 *Topic 7*

Who would be responsible for maintaining the Configuration Item Records?

A. Project Manager

B. Project Support

C. Project Assurance

D. Team Manager

Correct Answer: *B*

PrincessOfHess 6 months, 2 weeks ago

It is B (table 17.1)

upvoted 2 times

Question #7 *Topic 7*

DRAG DROP -

CHANGE -

Here are three items of information relating to controlling change in the Health and Safety Training Project.

In which management product (A-E) should each item be recorded?

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

Select and Place:

The pilot courses will be run two weeks later than originally planned, but this will not affect the end date of the stage or project	Change control approach
At the end of stage 2, the following products are shown as 'approved': 'accredited classroom-based course', 'marketing materials', 'training venue specifications'.	Configuration item record
Configuration item records will be created and maintained for the 'classroom-based training materials' and 'e-learning course'	Issue register
	Exception report
	Product status account

Correct Answer:

The pilot courses will be run two weeks later than originally planned, but this will not affect the end date of the stage or project	Change control approach
At the end of stage 2, the following products are shown as 'approved': 'accredited classroom-based course', 'marketing materials', 'training venue specifications'.	At the end of stage 2, the following products are shown as 'approved': 'accredited classroom-based course', 'marketing materials', 'training venue specifications'.
Configuration item records will be created and maintained for the 'classroom-based training materials' and 'e-learning course'	Issue register
	The pilot courses will be run two weeks later than originally planned, but this will not affect the end date of the stage or project
	Configuration item records will be created and maintained for the 'classroom-based training materials' and 'e-learning course'

Panthagani 1 week ago

1: Exception Report
2: Product Status account
3: Change control approach

upvoted 2 times

Question #8 *Topic 7*

The project is now in stage 2. The 'training venue specifications' will not be delivered to schedule and the stage is forecast to exceed its time tolerance. As a result, the project manager has agreed with the team manager that the 'training venue specifications' will be delivered in stage 3 instead of stage 2.
Is this an appropriate action, and why?

A. Yes, because the project manager should recommend corrective actions required.

B. Yes, because moving the work enables stage 2 to be delivered within tolerance.

C. No, because the team manager should inform the project manager by raising an issue.

D. No, because the stage deviation should be referred to the project board for a decision.

Correct Answer: *D*
Reference:
https://www.prince2primer.com/project-board-and-project-manager-prince2-controls/

PrincessOfHess 6 months, 2 weeks ago
It is D (15.4.3)
upvoted 2 times

Topic 8 - Question Set 7

Question #1 *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

Correct Answer: *C*

PrincessOfHess 6 months, 2 weeks ago
It is C (12.2.1)
upvoted 2 times

Question #2 *Topic 8*

During which process would the stage tolerances be set?

A. Controlling a Stage

B. Initiating a Project

C. Managing a Stage Boundary

D. Directing a Project

Correct Answer: *D*

PrincessOfHess 6 months, 2 weeks ago

It is D (15.4.3)

upvoted 2 times

Question #3 *Topic 8*

Which of the following is not a factor to consider when determining the length of a stage?

A. The amount of resources available h the short term

B. How far ahead you can sensibly plan n detail

C. The technical stages within the project

D. The amount of risk associated with the project

Correct Answer: *A*

PieroBe 3 weeks, 2 days ago

Selected Answer: A

If we accept the equation delivery steps = technical steps (maybe it is old syllabus term ?) then it results easy to confirm A is the correct option by looking at paragraph 9.3.1.1.

upvoted 1 times

Mannydope 1 year, 10 months ago

A is correct, refer to section 3.4 Manage by stages

upvoted 1 times

WikiVicks 2 years, 3 months ago

I think C is a more appropriate answer. There doesn't seem to be any evidence in the Progress chapter for this or for A, however in Chapter 9 on Plans (9.3.1.1) there is a discussion on Management stages and Delivery steps. As per this delivery steps seems to be like technical steps and mention is made that 'Delivery steps are typified by the use of a particular set of specialist skills. Management stages equate to commitment of resources and authority to spend'

upvoted 2 times

Question #4 *Topic 8*

Which statement is TRUE with regard to technical stages?

A. Technical stages can only occur sequential

B. Technical stages define where management decisions are appropriate

C. Technical stages often overlap

D. Technical stages define the commitment of resources and authority to spend

Correct Answer: *C*

PieroBe 3 weeks, 2 days ago

Selected Answer: C

Know I'm pretty sure delivery steps = technical stages, thus referring to 9.3.1.1 we see that "Delivery steps often overlap...". Also, all the other are clearly falses.

upvoted 1 times

WikiVicks 2 years, 3 months ago

This is possibly a question from the earlier versions of the exam. No mention is made of 'Technical Stages' in the 2017 Version 6 but the Technical stages correspond to the discussion on Delivery steps in the Plans Chapter (#9) in the 2017 Version 6

upvoted 2 times

Question #5 *Topic 8*

There are two time driven controls in PRINCE2, which are they?

A. Highlight and End Stage Reports

B. Highlight and Checkpoint Reports

C. Checkpoint and End Project Reports

D. Highlight and Lessons Reports

Correct Answer: *B*

Question #6 *Topic 8*

Who is responsible for confirming stage and project progress against agreed tolerances?

A. Project Support

B. Executive

C. Project Assurance

D. Project Manager

Correct Answer: *C*

Rssahota Highly Voted 3 years ago

table 12.2

upvoted 5 times

Question #7 *Topic 8*

DRAG DROP -

PROGRESS -

Here are three statements relating to controlling the progress of the project.

In which management product (A-E) should each statement be recorded?

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

Select and Place:

There are currently nine issues relating to the 'e-learning course' and 'marketed courses' work packages, for which corrective actions have been agreed. These will be resolved by the end of the stage.	Checkpoint report
48 quality reviews were held during this project. The average number of follow-on actions was 14. The technique worked well.	End project report
As the project can no longer be completed within the time tolerance, the preferred option is for the supplier of the 'e-learning course' to instruct the team manager to work overtime.	Exception report
	Highlight report
	End stage report

Correct Answer:

There are currently nine issues relating to the 'e-learning course' and 'marketed courses' work packages, for which corrective actions have been agreed. These will be resolved by the end of the stage.	Checkpoint report
48 quality reviews were held during this project. The average number of follow-on actions was 14. The technique worked well.	48 quality reviews were held during this project. The average number of follow-on actions was 14. The technique worked well.
As the project can no longer be completed within the time tolerance, the preferred option is for the supplier of the 'e-learning course' to instruct the team manager to work overtime.	As the project can no longer be completed within the time tolerance, the preferred option is for the supplier of the 'e-learning course' to instruct the team manager to work overtime.
	There are currently nine issues relating to the 'e-learning course' and 'marketed courses' work packages, for which corrective actions have been agreed. These will be resolved by the end of the stage.
	End stage report

PieroBe 3 weeks, 2 days ago

To my opinion:
1 is Highlight report - PM reports a summary of issues currently in the stage
2 is End Project Report - see ref A.8.2
3 is Exception Report - Tolerance has been overcome

upvoted 1 times

CameronSN 4 months, 3 weeks ago

could someone please advise, how to I interpret the answers provided

upvoted 1 times

Question #8 *Topic 8*

The project is part of a program to increase the number of ABC courses that respond to legislation. The program manager has instructed the project manager to deliver the 'e-learning course' incrementally. The project manager has asked the program manager how often the highlight reports are required, and what format the reports should be presented in.
Is this an appropriate approach to controlling progress, and why?

A. Yes, because the approach should support the delivery approach selected by the program.

B. Yes, because the project event-driven controls need to align to program controls.

C. No, because the program team should review project progress using peer reviews.

D. No, because the progress controls should be documented in the project initiation documentation.

Correct Answer: *D*

PieroBe 3 weeks, 2 days ago

Selected Answer: A

The project controls are defined in the PID (option D) but this does not explain whether the proposed approach is correct or not. Instead, looking at ref 4.3.4.5, this is an example of tailoring the project products influenced by programme management.

upvoted 1 times

Mohammed213 3 weeks, 4 days ago

Correct Answer : A

upvoted 1 times

ameyaengg 11 months ago

Correct Answer : A

upvoted 1 times

windy1 2 years, 5 months ago

Refer A20.2 Page 320

upvoted 3 times

Topic 9 - Question Set 8

Question #1 *Topic 9*

Starting Up a project is triggered by which of the following?

A. Legislation

B. Corporate Strategy

C. Risks

D. Mandate

Correct Answer: *D*

PrincessOfHess 6 months, 2 weeks ago

(13.1.1)

upvoted 1 times

Question #2 *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

Correct Answer: *C*

PieroBe 3 weeks, 2 days ago

Selected Answer: C

ref 14.4.1

upvoted 1 times

Question #3 *Topic 9*

During which of the following activities is the Project Product Description created?

A. Design and appoint the Project Management Team

B. Prepare the outline business case

C. Select the project approach and assemble the project brief

D. Plan the initiation stage

Correct Answer: *B*

Question #4 *Topic 9*

Which of the following is NOT an objective of Initiating a Project?

A. Understanding the scope of what is to be done and the products to be delivered

B. Understanding the roles and responsibilities of the Project Management Team

C. Understand how quality required will be achieved

D. Understand how progress will be monitored and controlled

Correct Answer: *B*

PieroBe 3 weeks, 2 days ago

B seems the most appropriate as the Project Management Team is designed and appointed during the Starting Up a Project process; but question is not so clear as also products and scope need to be to some extent understood in the Starting Up a Project process while compiling the Project Brief.

upvoted 1 times

KANDUUR 1 year, 6 months ago

Figure 16.1

upvoted 2 times

timedout 1 year, 10 months ago

B - Figure 14.1

upvoted 2 times

Question #5 *Topic 9*

Which other management product is created when the Business case is updated during Initiating a Project?

A. Post project review plan

B. Risk Register

C. Benefits Review plan

D. Issue Register

Correct Answer: *C*

GSD547 1 year, 4 months ago

Figure 16.9 (p209) shows that the Benefits Management Approach is Created and the same time the Detailed Business Case is created (so the original Business Case is updated to make it the Detailed one).

upvoted 3 times

timedout 1 year, 9 months ago

I think it should be "Update the benefits management approach" - Page 418 19.4.3

upvoted 2 times

Question #6

Topic 9

Who is responsible for the initial creation of the Configuration Item records?

A. Project Manager

B. Team Manager

C. Project Assurance

D. Project Support

Correct Answer: *D*

PieroBe 3 weeks, 2 days ago

Selected Answer: D

ref table 16.3

upvoted 1 times

Question #7

Topic 9

Which statement is an appropriate entry for the Lessons Log?

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

B. Based on feedback from other government departments, the Ministry of Trade and Industry has provided the names of two outsourcing companies that are unreliable and should not be included as potential service providers.

C. The feasibility study estimated that the outsourcing project would take two years to complete.

D. Only the Information Technology Division and Facilities Division will be outsourced.

Correct Answer: *B*

Question #8

Topic 9

Which statement is an appropriate entry for the outline Business Case heading within the Project Brief?

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

B. External consultants were employed to conduct a feasibility study to identify the options, their likely costs and benefits.

C. The project will run for two years and the benefits will be realized over 1a years.

D. The project should be split into four management stages.

Correct Answer: *C*

PieroBe 3 weeks, 2 days ago

Selected Answer: B

I think it is B, see ref. A.19.2. Overall project cost and time are (detailed) BC contents.

upvoted 1 times

timedout 1 year, 10 months ago

Or is it more the statement that "external contractors" were selected as a Business Option?

upvoted 1 times

timedout 1 year, 10 months ago

The Outline Business Case should cover the reasons why the project is needed and the business option selected. So I also think B, as the feasibility study would include this information?

upvoted 1 times

johnzoids 3 years, 1 month ago

I feel the ans need to be B. ref: A19.2

upvoted 1 times

Question #9

Topic 9

Which statement is an appropriate entry for the project approach heading within the Project Brief?

A. The initial estimates from the feasibility study will be verified during the initiation stage.

B. MFH must better manage suppliers' performance.

C. The Information Technology Division and the Facilities Division will be outsourced to a single service provider.

D. The Project Manager will be responsible for ensuring that the agreed project approach remains an appropriate choice.

Correct Answer: *C*

Question #10 *Topic 9*

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

A. The Daily Log has been updated with the new risks which were identified while preparing the Initiation Stage Plan.

B. The plan is based on the external outsourcing consultants being available at the start of the initiation stage.

C. The initial project cost estimate of £2.5m, will have a tolerance of +£125k J€¢£75ƛk.

D. The project management team will consist of representatives from the IT and Facilities Divisions.

Correct Answer: *B*

Question #11 *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.

Correct Answer: *B*

Question #12 *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.

Correct Answer: *C*

PieroBe 3 weeks, 2 days ago

Selected Answer: B

When collecting lessons in the Capture Previous Lessons activity within the Starting Up a Project process, these can include by whom processes/procedures/techniques were used (ref 14.4.2)

upvoted 1 times

Question #13

Topic 9

While deciding on how the work of the project should be approached the following were considered.
Which statement is appropriate for inclusion in the project approach heading in the Project Brief?

A. The Project Manager will involve the selected service provider in the creation of the Stage Plan for stage 4.

B. New up-to-date software will be obtained to produce the graphical sections of the Project and Stage Plans.

C. The detailed designs (future process, systems, operating and organization models) will be based on the existing high-level designs.

Correct Answer: *C*

Question #14

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 proposals. This would prevent the Outsourcing project from proceeding.

Correct Answer: *C*

Question #15

Topic 9

While preparing the Risk Management Strategy, the Project Manager considered the commercial customer/supplier environment and how this may affect the management of risk. Which approach should the Outsourcing project adopt?

A. Plan to use the selected service provider's risk management procedures.

B. All project risks associated with the specialist deliverables should be owned by the selected service provider.

C. Due to the sensitive nature of this project, consideration should be given to creating a separate Risk Register to be held by MFH and the selected supplier.

Correct Answer: *C*

Question #16

Topic 9

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

A. The selected service provider to approve and implement all changes.

B. Senior User(s) and Project Assurance representatives, within the limits of the recommended change budget.

C. The Director of Facilities and the Director of Information Technology to approve all changes.

Correct Answer: *B*

Question #17

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.

Correct Answer: *C*

Question #18

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.

Correct Answer: *C*

Question #19 *Topic 9*

DRAG DROP -

STARTING UP A PROJECT -

Here are three actions carried out by the project manager during the 'starting up a project' process.

As part of which activity (A-F) should each action be carried out?

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

Select and Place:

Confirm that all trainers must be accredited as an acceptance criteria for the project product.	Appoint the executive and the project manager
Identify training needs as a result of a concern about the e-learning team manager's lack of management experience.	Capture previous lessons
Document ABC's specific needs for confidentiality during project development.	Design and appoint the project management team
	Prepare the outline business case
	Select the project approach and assemble the project brief
	Plan the initiation stage

Correct Answer:

Confirm that all trainers must be accredited as an acceptance criteria for the project product.	Appoint the executive and the project manager
Identify training needs as a result of a concern about the e-learning team manager's lack of management experience.	Capture previous lessons
Document ABC's specific needs for confidentiality during project development.	Identify training needs as a result of a concern about the e-learning team manager's lack of management experience.
	Prepare the outline business case
	Document ABC's specific needs for confidentiality during project development.
	Confirm that all trainers must be accredited as an acceptance criteria for the project product.

Question #20 *Topic 9*

During the 'starting up a project' process, the project manager discusses the standard model for course development with the executive. The project manager then assesses how the Health and Safety Training Project will be delivered, including what products should be delivered in each stage.
Is this an appropriate way to carry out the 'plan the initiation stage' activity, and why?

A. Yes, because the work of the initiation stage needs to be planned and approved, in the same way as other project work.

B. Yes, because the management controls for the initiation stage need to be defined and approved by the project board.

C. No, because subsequent stages are planned in the initiation stage as part of creating the project plan.

D. No, because the senior supplier is responsible for assessing the viability of the project approach.

Correct Answer: *A*

nai Highly Voted 2 years, 5 months ago
C should be correct answer.
upvoted 6 times

PieroBe Most Recent 3 weeks, 2 days ago
Selected Answer: C
The products to be delivered in each stage are only understood and plan in the Initiating a Project process (specifically during the "Create the Project Plan" activity).
upvoted 1 times

MortenC 6 months ago
Selected Answer: A
A is correct because you have to have a stage plan for initiating a project
upvoted 1 times

windy1 2 years, 5 months ago
Page 176.
upvoted 1 times

Question #21 *Topic 9*

During stage 3, the team manager reports that the work to update the 'corporate quality procedures' has been completed and the product is ready to be delivered.
What should project assurance do next?

A. Update the team plan to show that the work package is complete.

B. Check the work package and follow the procedure to deliver completed products.

C. Verify that all the products to be delivered by the work package are approved.

D. Update the stage plan to show the work package as completed.

Correct Answer: *C*

anti8 1 year, 7 months ago
18.4.3
upvoted 1 times

lovelifeysl_2021 1 year, 9 months ago
I THINK IT IS C
upvoted 1 times

sunee 2 years, 4 months ago
c is correct
upvoted 4 times

Question #22 *Topic 9*

DRAG DROP -

INITIATING A PROJECT -

Here are three items of information relating to the 'initiating a project' process for the project.

As part of which activity (A-F) should this information be recorded?

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

Select and Place:

How and when data will be gathered about the number of people attending the health and safety training courses and the increase in revenue generated	Refine the business case
How a proposal to amend the 'e-learning course' should be prioritized	Prepare the change control approach
How the relationship with external suppliers developing the 'e-learning course' should be managed	Prepare the communication management approach
	Set up the project controls
	Prepare the quality management approach
	Prepare the risk management approach

Correct Answer:

How and when data will be gathered about the number of people attending the health and safety training courses and the increase in revenue generated	Refine the business case
How a proposal to amend the 'e-learning course' should be prioritized	How a proposal to amend the 'e-learning course' should be prioritized
How the relationship with external suppliers developing the 'e-learning course' should be managed	How the relationship with external suppliers developing the 'e-learning course' should be managed
	How and when data will be gathered about the number of people attending the health and safety training courses and the increase in revenue generated
	Prepare the quality management approach
	Prepare the risk management approach

PieroBe 3 weeks, 2 days ago

1 is Refine BC (even if, as per syllabus of 6th ed. activity name is Prepare Benefits Management Approach)
2 is Change Control Approach
3 is Communication Management Approach

upvoted 1 times

Question #23 *Topic 9*

The senior user is concerned that the trainers' limited availability could delay their accreditation. This was discussed during the 'starting up a project' process, but during the 'initiating a project' process the project manager notices that it has not been recorded.
Which action should the project manager take FIRST?

A. Add appropriate activities to the project plan to manage the concern and avoid any adverse impact.

B. Raise an exception report to manage the impact that any such delay would have on the project plan.

C. Raise an issue report so that the trainers' time can be allocated to the accreditation activities.

D. Add the information to the risk register so that it can be evaluated and an action decided.

Correct Answer: *A*

Ciluba Highly Voted 2 years, 7 months ago
Correct Answer should be D - Page 226 Section 17.4.6
upvoted 5 times

PieroBe Most Recent 3 weeks, 2 days ago
Selected Answer: D
This is clearly a risk as the impact is not certain. First risks need to be identified and assessed and only after we can plan how to cope with them.
upvoted 1 times

M477001 4 months, 2 weeks ago
Selected Answer: A
The question states it is during the initiating a project process.
Page 208 section 16.4.7 for 'Create the project plan', "identify and confirm resources required. Confirm the selected people's availability".
upvoted 1 times

Topic 10 - Question Set 9

Question #1 *Topic 10*

When does Directing a Project begin?

A. From the beginning of Starting up a Project

B. From the beginning of Initiating a Project

C. From the completion of Starting up a Project

D. From the completion of Initiating a Project

Correct Answer: *C*

Question #2 *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

Correct Answer: *A*

timedout 1 year, 10 months ago
A - Project Brief (see Figure 15.2)
upvoted 3 times

Adeey 2 years, 3 months ago
This should be this PID
upvoted 1 times

Andreas1975 2 years, 3 months ago
I believe PID is used to authorize the project, not to authorize initiation
upvoted 1 times

Question #3 *Topic 10*

Which of the following is NOT a trigger for the project manager to authorize a work package?

A. Stage Authorization

B. Corrective Action

C. Exception plan approved

D. Reporting highlights

Correct Answer: *D*

Question #4 *Topic 10*

Which activity is responsible for updating the stage plan with actual during Controlling a Stage?

A. Review the stage status

B. Review work package status

C. Report Highlights

D. Take corrective action

Correct Answer: *C*

PieroBe 3 weeks, 2 days ago

Selected Answer: B

Ref 17.4.2 (last bullet)

upvoted 1 times

MortenC 6 months ago

Selected Answer: B

17.4.2 page 221 4th bullet

upvoted 2 times

MEHREEN1985 8 months, 2 weeks ago

C IS CORRECT
REF: 17.4.1

upvoted 1 times

MEHREEN1985 5 months ago

sorry its B

upvoted 1 times

timedout 1 year, 11 months ago

A is wrong by default as its missing the word "Management"
B is correct "update"
Review the management stage status "reviews", but I dont think it "updates"

upvoted 2 times

xayay74894 2 years ago

Fig. 17.3 pag.221 Review work package status activity cleary updates the stage plan

upvoted 3 times

xayay74894 2 years ago

Fig. 17.2 pag.219 Authorize a work package activity cleary updates the stage plan

upvoted 1 times

Ciluba 2 years, 7 months ago

Should be A.
It is a recommended activity of review the management stage status.

upvoted 1 times

johnzoids 3 years, 1 month ago

or can be D, take corrective action pg 230 fig 17.9

upvoted 1 times

johnzoids 3 years, 1 month ago

update stage plan, is part of the review the management stage status, pg 223 fig 17.5

upvoted 2 times

Question #5

Topic 10

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

A. Team Plan

B. Checkpoint Report

C. Quality Register

D. Configuration Item Record

Correct Answer: *C*

timedout 1 year, 10 months ago

Quality Register - 8.2 (page 152)

upvoted 3 times

WikiVicks 2 years, 3 months ago

I think B is more appropriate. A.4.2 states 'quality management activities carried out during the period'

upvoted 1 times

Question #6

Topic 10

During a work package the Team manager needs to keep the project manager informed, which management product is used for this?

A. Highlight report

B. Checkpoint Report

C. Issue Report

D. End Stage Report

Correct Answer: *B*

HOTSPOT -

Column 1 is a list of entries from the Daily Log that occurred during stage 4 in the Controlling a Stage process. For each entry in Column 1, select the first management product from Column 2 that should have been updated, or created, as a result of the entry. Each selection from Column 2 can be used once, more than once or not at all.

Drop down the right answer from column 1 to column 2.

Hot Area:

Column 1	Column 2
The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.	Risk Register Team Plan Issue Register Stage Plan for stage 4 Lessons Log Project Plan
Staff communication was very useful in getting support from MFH staff who will be using the outsourced services.	Risk Register Team Plan Issue Register Stage Plan for stage 4 Lessons Log Project Plan
The Facilities Team Manager requires formal instructions to begin the planned work to transfer the Facilities equipment and staff to the selected service provider.	Risk Register Team Plan Issue Register Stage Plan for stage 4 Lessons Log Project Plan
The selected service provider highlighted that there are likely to be delays with Government departments getting work signed-off after completion.	Risk Register Team Plan Issue Register Stage Plan for stage 4 Lessons Log Project Plan

Correct Answer:

Column 1	Column 2
The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.	Risk Register Team Plan **Issue Register** Stage Plan for stage 4 Lessons Log Project Plan
Staff communication was very useful in getting support from MFH staff who will be using the outsourced services.	Risk Register Team Plan Issue Register Stage Plan for stage 4 **Lessons Log** Project Plan
The Facilities Team Manager requires formal instructions to begin the planned work to transfer the Facilities equipment and staff to the selected service provider.	Risk Register **Team Plan** Issue Register Stage Plan for stage 4 Lessons Log Project Plan
The selected service provider highlighted that there are likely to be delays with Government departments getting work signed-off after completion.	Risk Register Team Plan **Issue Register** Stage Plan for stage 4 Lessons Log Project Plan

Question #8

Topic 10

While producing the Team Plan to deliver the agreed Work Package, it became apparent that the user representatives assigned 10 check some of the products were unsuitable.
Which 2 actions should the Team Manager take in response to this situation?

A. Consult the Senior Supplier to assign suitable reviewers.

B. Discuss the situation with Project Assurance and agree the changes or additions to the reviewers. Advise the Project Manager of this risk.

C. Ensure the Quality Register is updated with details of the agreed amendments to the reviewers.

D. Notify the Project Manager by raising an Exception Report explaining that the original reviewers are unsuitable.

Correct Answer: *AB*

RajPathak 2 years, 6 months ago
its BC, Page 238 in Manual
upvoted 1 times

Question #9

Topic 10

The chair of a quality review meeting advised the Team Manager that, because there were so many major issues, the product had been rejected. The presenter estimated that the corrections would take about two weeks. The re-assessment of the product will take a further week, resulting in a three-week delay. The Work
Package only has one week tolerance.
Which 2 actions should the Team Manager take in response to this situation?

A. Ask the reviewers to work overtime to prevent the delay.

B. Ensure that the situation is included in the next Highlight Report.

C. Raise an issue explaining that tolerances are forecast to be exceeded.

D. Advise the Project Manager of the risk that there may be a two-week delay in the delivery of one of the products.

E. Ensure that the Quality Register is updated with the quality review result.

Correct Answer: *CE*

Ciluba 2 years, 7 months ago
CE should be the answers
upvoted 3 times

johnzoids 3 years, 1 month ago
i believe the ans to be C and E
upvoted 2 times

PrincessPenguin 2 years, 8 months ago
CE is written at the end of E. ("E. Ensure that the Quality Register is updated with the quality review result. CE ")
upvoted 1 times

johnzoids 3 years, 1 month ago
No Answer given
upvoted 1 times

Question #10

Topic 10

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

A. Check the status of the products currently being worked on and analyze the effort expended, to determine if the trend is continuing.

B. Update the Team Plan by increasing all future work estimates by 10%.

C. Amend the Work Package and ensure that the revised targets are met.

D. Escalate the situation in the next Checkpoint Report.

E. Raise an issue that costs will exceed tolerance if the current trend continues.

Correct Answer: *AE*

Question #11 *Topic 10*

The Team Manager has received notification that the new hardware and software solution has been installed and completed, but there is a concern that it has not been approved by the appropriate people.
Which 2 actions should the Team Manager take to check that the completed products have been approved as required?

A. Check the Work Package to ascertain who should approve the completed Work Package.

B. Check the Product Descriptions to ascertain who should have approved the products.

C. Check the Configuration Management Strategy for product handover procedures.

D. Check the approval records as required in the Work Package.

E. Check the Product Descriptions for the quality method required.

Correct Answer: *BD*

PieroBe 3 weeks, 1 day ago
This question seems to refer to the old syllabus, as per 6th ed. syllabus it should be A and E options. A options because in the WP we have the Approval Method paragraph that tells who will approve the WP's products and E options because the quality methods are in the PDs (attachment of the WP).
upvoted 1 times

Question #12 *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 see whether 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.

Correct Answer: *DE*

Question #13 *Topic 10*

Which statement best explains the purpose of Tailor to suit the project environment?

A. Ensure project controls are based on project's scale, complexity, importance, capability and risk

B. To use a set of pre-defined templates for the size of project

C. To tailor the use of the principles to suit the project

D. To pick which PRINCE2 processes to apply and which to leave out

Correct Answer: *A*

Rssahota Highly Voted 3 years ago
section 3.7
upvoted 5 times

Question #14 *Topic 10*

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

Correct Answer: *B*

WikiVicks 2 years, 3 months ago
B is the right answer. It is mentioned in 3.6 Focus on Products topic
upvoted 4 times

Rssahota 3 years ago
Page 25 - 3.6
upvoted 2 times

Question #15 *Topic 10*

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

Correct Answer: *B*

Arno Highly Voted 3 years, 8 months ago
The question is asking which statement is false. Pg 21 of the Prince2 Manual. "The Justification remains valid, and is revalidated throughout the life of the project." Further down the page, "Although the justification should remain valid, it may change." The correct answer is A, not B.
upvoted 16 times

PieroBe Most Recent 3 weeks, 1 day ago
Selected Answer: A
ref 3.1 of manual.
upvoted 1 times

Trikuta_Kaira 12 months ago
The justification of Project should remain valid and it may change. So, definitely answer should be A
upvoted 1 times

SolarPRINCE2 1 year, 9 months ago
A is the correct answer not B. Please revisit.
upvoted 1 times

Kingmaker1983 2 years, 3 months ago
Agreed, A should be the correct answer.
upvoted 3 times

PaulDerry 2 years, 3 months ago
Agreed, A is correct.
upvoted 2 times

Oluray 2 years, 9 months ago
Option A is the correct answer according to Prince2 Manual
upvoted 3 times

TM_ 2 years, 10 months ago
Should be A
upvoted 2 times

danyo 2 years, 11 months ago
A is the correct answer
upvoted 2 times

Rssahota 3 years ago
A. Last paragraph of 3.1
upvoted 2 times

Ekow1 3 years, 4 months ago
The correct answer should be A, not B.
upvoted 3 times

IamHarry 3 years, 6 months ago
Arno, I fully agree! Besides A and C are completely contradicting statements. Hence, one of these two has to be true, while the other one is false. So B can never be the right answer.
upvoted 3 times

Question #16 *Topic 10*

Which of the following principles describes this statement?
"xxx defines tolerances for each project objective to establish limits of delegated authority"

A. Manage by stages

B. Focus on products

C. Manage by exception

D. Learn from experience

Correct Answer: *C*

Question #17 *Topic 10*

Which of the following statements is NOT correct?

The Learn from Experience principle suggests that lessons should be actively sought...

A. When Starting a Project

B. When Initiating a Project

C. As the project progresses

D. As the project closes

Correct Answer: *B*

PieroBe 3 weeks, 1 day ago

Selected Answer: D

To my opinion the keyword here is SOUGHT. Lessons shall be sought by everyone in the project team at any moment during the project lifecycle (so also during Initiation Stage). Conversely, it has no more sense to search for lessons as the project closes. At project closure, Learn from Experience principle focuses on passing on (to the Organization) the project's lessons learned.

upvoted 1 times

DaveLitten 1 year ago

Tricky question - B is correct (reference page 21/22 of the Manual). Yet page 21 states "Learning from experience takes place throughout PRINCE2" so I have empathy with Paul that during assembly of the PID with its plans and approaches, it would make sense to garner any lessons learned.

upvoted 1 times

Kunal13 2 years, 1 month ago

A. When Starting a Project
Reasoning: According to Official documentation Lessons Log is first created during "Starting a Project" (Ref. Section 14.3 p166 and 14.4.2 p169)

upvoted 2 times

Kunal13 2 years, 1 month ago

My bad... I missed the big NOT in the question. That makes the correct answer as...
B. Initiating a Project

upvoted 1 times

PaulDerry 2 years, 3 months ago

Not sure this is correct. See 16.4.2 page 199. Third bullet point - seek lessons from similar previous projects. In any case, it would be totally counter intuitive not to seek lessons at such a formative stage of the project's lifecycle. (Unless I am misreading the question.)

upvoted 1 times

4rt4ttack 2 years, 3 months ago

B is correct

upvoted 1 times

Siddharth_Kr 3 years ago

Correct Answer should be B, as all others are options mentioned in Learn From Experience Principle

upvoted 4 times

johnzoids 3 years, 1 month ago

Read Page 21 Section : 3.2

upvoted 4 times

Question #18 *Topic 10*

DRAG DROP -

DIRECTING A PROJECT -

Here are three activities that occur during the 'directing a project' process.

Which theme (A-E) do they relate to?

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

Select and Place:

The project board issues a project closure notification, to ensure that stakeholders are aware that the project has closed prematurely.	Business case
The project board confirms that using an external supplier to develop e-learning material will be cost effective.	Organization
The senior user approves the method of assessing whether the 'capability to deliver the health and safety training' is acceptable.	Quality
	Plans
	Risk

Correct Answer:

The project board issues a project closure notification, to ensure that stakeholders are aware that the project has closed prematurely.	The project board confirms that using an external supplier to develop e-learning material will be cost effective.
The project board confirms that using an external supplier to develop e-learning material will be cost effective.	The project board issues a project closure notification, to ensure that stakeholders are aware that the project has closed prematurely.
The senior user approves the method of assessing whether the 'capability to deliver the health and safety training' is acceptable.	Quality
	The senior user approves the method of assessing whether the 'capability to deliver the health and safety training' is acceptable.
	Risk

Currently there are no comments in this discussion, be the first to comment!

Question #19 *Topic 10*

The project board has asked user and supplier assurance to review all product descriptions relating to the 'updated corporate quality procedures', prior to authorizing the stage plan for stage 3.
Is this appropriate as part of the 'directing a project' process, and why?

A. Yes, because project assurance should assess whether all stakeholders have been identified, if requested by the project board.

B. Yes, because project assurance should review the stage 3 plan for viability, if requested by the project board.

C. No, because the project manager is responsible for writing product descriptions when creating the stage 3 plan.

D. No, because the project board should review new product descriptions before they authorize the stage 3 plan.

Correct Answer: *D*

sunee Highly Voted 2 years, 4 months ago
B is correct answer. Ref. 15.4.3 3rd paragraph
upvoted 5 times

PieroBe Most Recent 3 weeks, 1 day ago
Selected Answer: B
B is correct one (ref 15.4.3)
upvoted 1 times

DRAG DROP -

CONTROLLING A STAGE -

During stage 4, an issue was raised by an ABC trainer that the 'classroom-based training materials' contained errors, even though they were signed off during stage 3. They had been based on materials from a previous course and still contained references to that course. The impact of this issue is now being assessed.

Here are three actions that were carried out as part of the 'controlling a stage' process.

During which activity (A-F) should each action happen?

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

Select and Place:

Report the situation, with this recommendation: "Available project-level cost tolerance should be allocated to stage 4,so that additional resource can be used to complete the stage within time tolerance."	Authorize a work package
Update the issue register to show that the materials cannot be finalized within the time tolerance for stage 4.	Review work package status
Make an entry in the lessons log: "When using materials from previous projects as the basis for new materials, make sure references to the previous project have been removed or updated."	Review the management stage status
	Report highlights
	Capture and examine issues and risks
	Escalate issues and risks

Correct Answer:

Report the situation, with this recommendation: "Available project-level cost tolerance should be allocated to stage 4,so that additional resource can be used to complete the stage within time tolerance."	Authorize a work package
Update the issue register to show that the materials cannot be finalized within the time tolerance for stage 4.	Review work package status
Make an entry in the lessons log: "When using materials from previous projects as the basis for new materials, make sure references to the previous project have been removed or updated."	Make an entry in the lessons log: "When using materials from previous projects as the basis for new materials, make sure references to the previous project have been removed or updated."
	Report the situation, with this recommendation: "Available project-level cost tolerance should be allocated to stage 4,so that additional resource can be used to complete the stage within time tolerance."
	Update the issue register to show that the materials cannot be finalized within the time tolerance for stage 4.
	Escalate issues and risks

Question #21 *Topic 10*

The project is in stage 3. Zero time tolerance has been given for this stage. When checking progress, the project manager noticed that the checkpoint report from the external supplier of the 'e-learning course' is late. As work package progress information is missing, the project manager has decided to raise an exception report.
Is this an appropriate action, and why?

A. Yes, because an exception report should be used to request guidance on how this situation should be handled.

B. Yes, because there is zero time tolerance for this stage the checkpoint report must be delivered on time.

C. No, because the project manager should check the operations and maintenance interfaces in the work package first.

D. No, because the team plan should be discussed with the supplier to check whether work will be completed on time.

Correct Answer: *A*

KPBGBAP 6 months, 1 week ago

Selected Answer: D

D is correct - because "checkpoint report" is missing "Status is unknown"

upvoted 1 times

schris 10 months, 1 week ago

Correct answer should be A - page 150: "During execution of a stage plan, if any forecasts indicate that the management stage is likely to exceed the agreed management stage tolerances, then the deviation should be referred to the project board by the project manager in order to get a decision on corrective action. This would be done by raising an issue and an exception report."

upvoted 1 times

chancol 1 year, 4 months ago

I think the question is very confusing. It states that the checkpoint report is late, not that the product delivery is late. The project manager just did not receive information. This is not a situation to raise an exception report. I think D is the correct answer.

upvoted 1 times

anti8 1 year, 7 months ago

I think B i correct. A.10.1

upvoted 1 times

Question #22 *Topic 10*

MANAGING PRODUCT DELIVERY -
Stage 2 is in progress. While producing the team plan, the team manager responsible for the work package to develop the 'classroom-based training material' discovered that the representatives assigned to check the products were unsuitable.
Which action should the team manager take in response?

A. Discuss the situation with project assurance.

B. Advise the project manager of this risk.

C. Update the quality register with these concerns.

D. Raise an exception report to the project manager.

Correct Answer: *B*

timedout 1 year, 10 months ago
Sorry my below comment is incorrect, see table 8.1 "Project Assurance" (not 11.2)
upvoted 1 times

timedout 1 year, 11 months ago
Another ref is Table 11.2 "Project Assurance"
upvoted 2 times

pollon 2 years ago
B is wrong - this is not a risk, it is an issue. A is correct - Ref C.6.1
upvoted 1 times

RajPathak 2 years, 5 months ago
it should be A
upvoted 1 times

Question #23 *Topic 10*

The work package to produce the 'updated corporate quality procedures' was created during stage 3. Before accepting the work package, the team manager produces the team plan and finds that the expected delivery date is unrealistic. As a result, the project manager agrees an extra two weeks to complete the work package, within the current stage tolerance. The work package is then accepted by the team manager.
Is this an appropriate application of the 'manage product delivery' process, and why?

A. Yes, because the team manager should set the time required to complete a work package.

B. Yes, because the team manager should agree the limits within which the work is to be completed.

C. No, because the work package, defined by the project manager, should not be changed.

D. No, because the use of the stage time tolerance should be authorized by the project board.

Correct Answer: *B*

Topic 11 - Testlet 1

Question #1 *Topic 11*

Introductory Info

Project Scenario `" Health and Safety Training Project:

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers. ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver `capability to provide health and safety training`, including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

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

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

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

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

End of the Project scenario.

Additional Information:

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

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

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

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

Director.

The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations

Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

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

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

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

Manager.

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

The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and

material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information.

Question
Based on lessons from previous projects that used the ABC Company standard development model, the project board has set low cost and time tolerances for stage 2. As a result, the project manager plans to set very low tolerances for time and cost for all work packages to be carried out during stage 2.
Is this an appropriate application of the 'manage by exception' principle, and why?

A. Yes, because the project manager should set tolerance equally for all work packages in a stage.

B. Yes, because setting appropriate tolerances for work packages will help keep the stage within tolerances.

C. No, because tolerances set by the project manager should be the same as those set by the project board.

D. No, because the project manager should divide the stage tolerances between the team managers.

Correct Answer: *B*

Introductory Info

Project Scenario `" Health and Safety Training Project:

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers. ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver `capability to provide health and safety training`, including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

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End of the Project scenario.

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Question

During stage 4, a work package was authorized for the 'delivered pilot courses' to be completed by the end of week 2. The 'finalized materials' work package will start in week 3. Both work packages have zero tolerances, and finalizing the materials is dependent on feedback from the pilot courses.

During week 1, there were some problems with the pilot courses, so at the start of week 2 the team manager rescheduled the courses to week 3, and reported this in the weekly checkpoint report as the end of week 2.

Should the team manager have reported this delay previously as an issue, and why?

A. Yes, because the work package to deliver the pilot courses was forecast to exceed its time tolerance.

B. Yes, because a team manager should not change the scheduled order of a work package.

C. No, because the checkpoint report for week 1 should include information on any issues that occurred.

D. No, because the feedback from the rescheduled courses can be used in week 4 to finalize the materials.

Correct Answer: *C*

M477001 4 months, 2 weeks ago

Selected Answer: C

C is correct, in the question it states the team manager reports the rescheduling in the weekly checkpoint report at the end of week 2, but they know about it at the end of week 1. So it should have been reported in week 1.

upvoted 1 times

MEHREEN1985 5 months ago

Selected Answer: A

I believe the correct answer is A

upvoted 1 times

schris 10 months, 1 week ago

I believe the correct answer is A - as there are 0 tolerances for WP delay and 2nd WP is dependent on the 1st WP, team manager should raise an issue as soon as he realized the tolerances will be breached.

upvoted 1 times

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Question

The project is now closed. The expected increase in revenue is not being achieved. It has been agreed with the team manager for the 'marketing materials' that additional marketing activities will be undertaken to achieve the expected increase in revenue.
Who should be responsible for monitoring the results of the marketing activities, and why?

A. Senior user, because this person is responsible for realizing the benefits post-project.

B. Senior user, because this person is responsible for specifying the desired from the project.

C. The team manager for the 'marketing materials', because this person has the skills to demonstrate that the activities are effective.

D. The team manager for the 'marketing materials', because the project board is disbanded at the end of the project.

Correct Answer: *A*

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Question

MANAGING A STAGE BOUNDARY -

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

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

A. Update the overall plan with the time and cost taken to develop the 'e-learning course' and 'amended course booking procedures'

B. Break the 'planned pilot courses' down into component products in order to identify the work required to deliver them.

C. Review whether the possible sales of the training course to external companies are likely to cover the project costs.

D. Review whether a new team manager should be appointed to lead the delivery of the pilot courses during stage 4.

Correct Answer: *A*

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End of the additional information.

Question

Towards the end of stage 2, the stage 3 plan is being prepared. This includes the work required to promote the new courses to other training companies. In addition to the current ways of marketing the courses, the Sales Director wants to advertise in trade magazines. The likely costs involved and the opportunities it may bring have been identified.

As part of the 'update the project plan' activity, what should the project manager be responsible for?

A. Creating time and cost tolerances for the delivery of the magazine advertisements.

B. Creating the product description, with detailed quality criteria, for the magazine advertisements.

C. Recording the effect of implementing the magazine advertisements on the overall time and cost of the project.

D. Recording changes to ABC Company risk appetite as a result of using the magazine advertisements.

Correct Answer: *A*

Ubercool 6 months, 2 weeks ago

A is correct - part of updating the Project Plan

B is part of updating the Product Description

upvoted 1 times

schris 10 months, 1 week ago

Shouldn't this be a B?

upvoted 2 times

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Question

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

A. Yes, because approval of the product can be carried forward into the next stage, with authority from the project board.

B. Yes, because the completion of the product in the next stage is a follow-on action recommendation for stage 4.

C. No, because approval of the products was planned for stage 3 and must be completed before the stage ends.

D. No, because a project-level exception plan is required before approval of the quality procedures can be delayed.

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End of the additional information.

Question

CLOSING A PROJECT -

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

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

A. As part of the 'prepare planned closure' activity. It will be confirmed that the project has delivered what was defined in the project product description.

B. As part of the 'prepare planned closure' activity. It will be confirmed that the acceptance criteria defined in the project product description have been met.

C. As part of the 'hand over products' activity, the benefits management approach will be updated to include future activities for benefit measurement.

D. As part of the 'hand over products' activity, the 'finalized materials' will be passed to the operational business environments.

Correct Answer: *C*

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Question

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

Is this appropriate, and why?

A. Yes, because the project board should approve the project closure notification drafted by the project manager.

B. Yes, because a project closure notification should be sent to suppliers as part of the 'closing project' process.

C. No, because the project board should issue a project closure notification as part of the 'directing a project' process.

D. No, because the project manager should notify stakeholders using the approved project closure notification.

Correct Answer: *B*

ameyaengg 11 months ago

C is correct -- Refer to page 372
Project board should issue the closure notification

upvoted 1 times

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End of the additional information.

Question

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

Is the team manager's response appropriate, and why?

A. Yes, because a supplier may want to keep the details of the specialist work confidential.

B. Yes, because team plans are mandatory on a project of this size and complexity.

C. No, because the project manager needs detailed plans to manage the work of several teams.

D. No, because the team plan must be submitted to project assurance to check it is viable.

Correct Answer: *A*

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Question

The project is in stage 2. The project manager is reviewing stage status and has collected the checkpoint reports from the team managers. These show that the products are being completed on schedule. However, project support has raised issues that quality reviews have not been completed as agreed. The project manager reports in the highlight report that the stage is progressing well.

Is this appropriate, and why?

A. Yes, because the highlight report is a summary of the information in the checkpoint reports.

B. Yes, because the highlight report is used to provide the project board with stage and project progress.

C. No, because the project manager should have recorded the cause of the delay to the quality reviews in the lessons log.

D. No, because the issues raised by project support are a cause for concern and should be reflected in the highlight report.

Correct Answer: *D*

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Question

DRAG DROP -

DIRECTING A PROJECT -

Here are three actions that are carried out as part of the 'directing a project' process.

During which activity (A-E) should they be carried out?

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

Select and Place:

Correct Answer:

schris 10 months, 1 week ago

Can somebody please explain the answer? Thank you

upvoted 2 times

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End of the additional information.

Question

DRAG DROP -

CONTROLLING A STAGE -

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

Select and Place:

Correct Answer:

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End of the additional information.

Question

The project board has asked for highlight reports every six weeks during stage 3. As a result, the project manager has asked each team manager for checkpoint reports every six weeks, in order to collate these into the highlight report. The team manager for the 'marketed courses' is new to team management.

Is this an appropriate action as part of the 'controlling a stage' process, and why?

A. Yes, because the project board will need to be updated with the progress of every team.

B. Yes, because checkpoint reports are a time-driven control providing progress information.

C. No, because the frequency of reporting should reflect the level of control required for the work package.

D. No, because the project board should decide on the frequency and content of progress reporting.

Correct Answer: *C*

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Question

MANAGING PRODUCT DELIVERY -

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

Which theme is being applied?

A. Risk

B. Organization

C. Progress

D. Change

Correct Answer: *A*

schris 10 months, 1 week ago

Change control procedure - capture issue, examine, propose solutions, decide (resolve or escalate to PB) and implement solution (take CORRECTIVE actions).

upvoted 1 times

schris 10 months, 1 week ago

I believe D might be correct. The manager IDENTIFIED that they wont be ready within the agreed tolerance, that is an issue, not risk. And the issue was managed by a change - so change theme.

upvoted 1 times

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Question

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

Is this appropriate, and why?

A. Yes, because how the benefits will be measured needs to be documented.

B. Yes, because the actions required to achieve the outcomes need to be documented.

C. No, because the expected sales increase should be recorded in the business case.

D. No, because actions to deliver the outputs should be recorded in the stage plan.

Correct Answer: *A*

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Question

DRAG DROP -

QUALITY -

Teams have been set up to develop different parts of the 'classroom-based training materials'.

Here are three activities related to managing quality.

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

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

Select and Place:

Correct Answer:

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End of the additional information.

Question

A quality review of the 'marketing materials' has started. The team manager for the 'marketing materials' has been unhappy with the team's workload throughout the project and refuses to attend the review meeting to present the material. The team manager suggests that a new marketing team member make the presentation. However, the chair decides to represent the marketing team and makes a list of actions to resolve later.

Is this an appropriate approach to the quality review, and why?

A. Yes, because the role of presenter should not be performed by a junior member of the team.

B. Yes, because the roles of chair, presenter and administrator may be combined.

C. No, because the role of presenter should be performed by the team manager.

D. No, because the chair should be independent from the product being reviewed.

Correct Answer: *D*

Introductory Info

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End of the Project scenario.

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End of the additional information.

Question

DRAG DROP -

PLANS -

Here are three events to managing plans for the project.

In which management product (A-E) should the result of each event be recorded?

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

Select and Place:

Project plan	The project manager instructs the team manager to take corrective action, which will keep costs within the overall project and stage tolerances.
Stage plan	The operations Director tells the project manager during stage 3, that 50% of the Learn-it trainers have been accredited. The remainder will be accredited within the agreed tolerances.
Team plan	The project manager is instructed to produce a replacement plan to the current stage, to be presented to the project board at a meeting the following week.
Exception plan	
Work package	
Project product description	

Correct Answer:

Project plan	Stage plan
Stage plan	Project plan
Team plan	Exception plan
Exception plan	
Work package	
Project product description	

Duribaci 5 months, 2 weeks ago

What about 1st and 2nd choices? I thing it is not correct..

upvoted 1 times

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End of the additional information.

Question

The delivery of the pilot courses has been split into two separate products: 'planned pilot courses' and 'delivered pilot courses'. 'Planned pilot courses' will be produced during stage 3, and the 'delivered pilot courses' will take place during stage 4. This will allow the project board to approve the plan for the pilot courses before the resources are committed to delivering the pilot courses.

Why is this an appropriate application of the plans theme to control the project?

A. Because a PRINCE2 project should focus on the quality of the products being delivered.

B. Because the pilot courses have been broken down into two separate products.

C. Because the project board should ensure that lessons from one stage are applied to the next stage.

D. Because the delivery steps to create the pilot courses have been aligned to the management stages.

Correct Answer: *D*

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End of the additional information.

Question

DRAG DROP -

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

Which risk response type (A-F) are they?

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

Select and Place:

Correct Answer:

Duribaci 5 months, 2 weeks ago

1st and 3rd should be just accept in my opinion...

upvoted 2 times

MortenC 6 months, 1 week ago

Why Reduce Threath? They are doing nothing....

upvoted 2 times

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End of the additional information.

Question

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

Is this appropriate, and why?

A. Yes, because experience from previous projects should be taken into account in the risk management approach.

B. Yes, because the corporate risk management policy was updated, as a result of lessons from previous projects.

C. No, because the risk management approach should be tailored to suit the project and its environment.

D. No, because a separate risk management approach is not necessary when the company has a risk management policy.

Correct Answer: *A*

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Question

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

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

A. Yes, because the Purchasing Manager is monitoring the contract and therefore best suited to controlling the risk.

B. Yes, because the Purchasing Manager should have identified the risk when the work package was agreed.

C. No, because the team manager should be the risk owner to risks concerning the delivery of a work package.

D. No, because the risk was transferred to the Training Delivery Manager when the work package was authorized.

Correct Answer: *A*

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End of the additional information.

Question

DRAG DROP -

CHANGE -

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

Here are three actions relating to this request for change.

Which role (A-E) should carry out each action?

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

Select and Place:

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

Correct Answer:

Senior supplier	Senior user
Senior user	Project manager
Project manager	Senior supplier
Team manager	
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Question

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

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

A. In the daily log, because a change to a product at the default level can be handled informally.

B. In the daily log, because the senior user has advised that this change should be informally.

C. In the issue register, because this is a request for change requiring a change to a baseline.

D. In the issue register, because issues should be recorded here first, before determining how to manage them.

Correct Answer: *B*

ameyaengg 11 months ago

Wrong :
Correct Answer is C

upvoted 1 times

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End of the additional information.

Question

DRAG DROP -

PROGRESS -

Here are three statements related to tolerances for the Health and Safety Training Project.

For each statement, select the tolerance area (A-E) it represents.

Choose only one tolerance area for each statement. Each tolerance area can be used once, more than once, or not at all.

Select and Place:

Correct Answer:

Mohammed213 2 weeks, 4 days ago

It should be Time quality benefit

upvoted 1 times

Introductory Info

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Question

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

Is this appropriate, and why?

A. Yes, because the project manager needs to receive confirmation that work has been completed and approved.

B. Yes, because a team plan to gain accreditation of the 'e-learning course' is required to be part of the work package.

C. No, because it is the configuration item record of the relevant product description that is updated, not the work package.

D. No, because the work package should be checked to confirm the reporting arrangements of the 'e-learning course'.

Correct Answer: *A*

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End of the additional information.

Question

DRAG DROP -

STARTING UP A PROJECT -

Here are three actions carried out during the 'starting up a project' process.

As part of which activity (A-F) should each action occur?

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

Select and Place:

Correct Answer:

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End of the additional information.

Question

ABC Company uses a standard development model to develop courses and uses PRINCE2 to manage these projects. The objectives from the Health and Safety

Training Project have been documented in the business plan of ABC Company. This business plan has triggered this project. As a result, to save time, the executive has decided to simplify the 'starting up a project' process. The project mandate will be adapted and becomes the project brief. Is this appropriate, and why?

A. Yes, because the business outcomes are clear, the project brief can be a sample statement elaborating the mandate.

B. Yes, because the executive can initiate the project based on the project mandate by passing the 'starting up a project' process.

C. No, because the project brief should be a statement which includes a fuller description of the project.

D. No, because capturing lessons from previous projects identify lessons to be applied to this project.

Correct Answer: *C*

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End of the additional information.

Question

DRAG DROP -

INITIATING A PROJECT -

Here are three statements that were considered by the project management team during the 'initiating a project' process.

As part of which activity (A-F) should they FIRST be considered?

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

Select and Place:

Correct Answer:

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Question

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

A. Yes, because the project board are able to use the business case provided by the programme.

B. Yes, because when the project is part of a programme, the programme team provides the business case.

C. No, because the programme team cannot constrain the project manager's choices.

D. No, because each project in the programme will need a revised business case.

Correct Answer: *A*

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Question

At the end of stage 2, the specialist 'e-learning course' supplier will be selected. As a result, it is decided that the quality management approach will not be created until the end of stage 2, to take into account this supplier's standards and techniques.

Is this appropriate, and why?

A. Yes, because the quality management approach should take into account the supplier's standards, tools and techniques.

B. Yes, because the product description for each product will define the required quality approach within each stage.

C. No, because the quality management approach should be created during the initiation stage and updated later.

D. No, because the quality management approach should be limited to ABC Company's quality standards.

Correct Answer: *C*

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End of the additional information.

Question

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

Is this appropriate, and why?

A. Yes, because the benefits to the customer are an essential part of business justification for a project.

B. Yes, because both tangible and intangible benefits should be included in the business case.

C. No, because ABC Company will not achieve their benefits if construction companies do not book the courses.

D. No, because it is the customer's benefits that should be used to justify the project business case.

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End of the additional information.

Question

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

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

A. Supplier, because this stakeholder provides the expertise required by the project.

B. Supplier, because this stakeholder is an external supplier.

C. User, because this stakeholder may train its staff using the 'e-learning course'.

D. User, because this stakeholder ensures that the project provides value for money.

Correct Answer: *C*

Bennette 1 month ago

I feel D is the answer

upvoted 1 times

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End of the additional information.

Question

Use the 'Additional Information' in the Scenario Booklet to answer this question.

The Operations Director is the executive for the project and has proposed that a senior course developer be appointed as project manager. The course developer works in the Training Development Manager's team and has a good understanding of the standard course development model. The course developer was a team manager on a previous project for which the Operations Director was the executive.

Is this proposed appointment appropriate, and why?

A. Yes, because the course developer is responsible for ensuring that trainers deliver courses to the required standard.

B. Yes, because the course developer is likely to have the project management and specialist knowledge required.

C. No, because the course developer's team reports to the Business Development Director, not the Operations Director.

D. No, because there is a conflict of interest as the Training Development Manager is responsible for gaining accreditation.

Correct Answer: *A*

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End of the additional information.

Question

The 'classroom-based training materials' will be used as the basis for developing the 'e-learning course'. As a result, the executive wants to ensure that the
'classroom-based training materials' are of the required standard. The executive has asked to meet the project manager every day during stage 2 to discuss progress and identify any concerns regarding quality.
Is this an appropriate approach to applying the organization theme, and why?

A. Yes, because the executive should be available to provide ad hoc direction to the project manager.

B. Yes, because the executive should be the key decision-maker on the project, supported by other project board members.

C. No, because the senior user should be responsible for specifying the quality criteria for the training materials.

D. No, because the project manager should be given authority to manage the project on a day-to-day basis.

Correct Answer: *D*

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End of the additional information.

Question

ABC Company has a number of projects in progress. The executive of the Health and Safety Training Project is also a member of the project board for two other projects and is very busy. As a result, during this initiation stage, the executive has appointed another person to carry out both their business assurance and the role of change authority for minor and medium severity issues.

Is this appropriate, and why?

A. Yes, because people with delegated project assurance roles may act as the change authority.

B. Yes, because projects that are likely to have many changes should delegate the change authority.

C. No, because the decision to have a change authority should be made before the project is authorized.

D. No, because the project manager identifies the level of tailoring that is relevant for the project.

Correct Answer: *A*

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End of the additional information.

Question

DRAG DROP -

ORGANIZATION -

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

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

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

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

Select and Place:

Correct Answer:

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Question

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

A. Senior supplier

B. Project manager

C. Supplier assurance

D. Corporate, programme management or customer

Correct Answer: *D*

KPBGBAP 6 months, 1 week ago

Selected Answer: A

Senior Supplier.
Corporate and program management is incorrect answer

upvoted 3 times

Ubercool 6 months, 2 weeks ago

18.4.1 Accept a work package

Seek necessary approval for the team plan (although in a commercial customer/supplier relationship it may be inappropriate for the project manager to review and approve the team plan and, in such a context, the senior supplier may review and approve the team plans).

A. Senior Supplier

upvoted 2 times

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Question

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

Who should approve this update?

A. Corporate management

B. Project board

C. Project assurance

D. Project manager

Correct Answer: *B*

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Question

DRAG DROP -

BUSINESS CASE -

Here are three actions related to applying the business case theme.

Which role (A-F) should carry out each action?

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

Select and Place:

Correct Answer:

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End of the additional information.

Question

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

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

A. Yes, because decisions about closure should be escalated to programme management, unless otherwise instructed.

B. Yes, because the project board should escalate significant decisions to programme management.

C. No, because this contradicts the 'manage by exception' principle.

D. No, because the project board should decide whether to continue with the project.

Correct Answer: *A*

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Question

The executive has set the following tolerances for stage 2:

Time (+/- 1 week)

Cost (+/- £20,000)

Scope (using MoSCoW prioritization technique)

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

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

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

A. It applies the principle well, because tolerances should be set for the related aspects of project performance for each stage.

B. It applies the principle well, because the project manager needs to control the project using discrete management stages.

C. It applies the principle poorly, because tolerances should be set for each stage against each of the six aspects of project performance.

D. It applies the principle poorly, because it is the regular reporting of progress that should give the project board the required confidence.

Correct Answer: *C*

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Question

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

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

A. Yes, because the goal is to seek opportunities to implement improvements after the life of the project.

B. Yes, because the project needs to fulfill stakeholder expectations by delivering the products required.

C. No, because there needs to be an understanding of the products from the start of the project.

D. No, because existing product descriptions provide a means to estimate effort to planning.

Correct Answer: *B*

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Question

ABC Company has a standard course development model with four defined stages that the company manages using PRINCE2. The project manager for the
Health and Safety Training Project has recommended the stage 2 of the standard model be split into two separate stages. As a result, there will now be five management stages in the project.
Is this an appropriate application of the 'tailor to suit the project' principle, and why?

A. Yes, because the project manager can adapt or combine PRINCE2 process to suit the project.

B. Yes, because the standard course development structure should be tailored to suit the project.

C. No, because a simple project should have no more than two management stages.

D. No, because the standard course development structure should be applied to the project.

Correct Answer: *B*

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Question

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

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

A. Yes, because changes in corporate strategy may impact a project's justification.

B. Yes, because a change in a project's justification should trigger premature closure.

C. No, because the project business case still justifies a project.

D. No, because changes in corporate strategy should not impact a project once authorized.

Correct Answer: *C*

ameyaengg 11 months ago

Correct Answer : A

upvoted 3 times

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Question

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

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

A. Yes, because the project involves more than one organization.

B. Yes, because the team manager should actively look for useful information.

C. No, because the senior manager should advise the team manager of any lessons.

D. No, because every project is unique and should deliver specific business objectives

Correct Answer: *B*

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Question

During stage 3, a work package was assigned to produce the 'planned pilot courses'. The product's quality criteria were defined and baselined before the work package was agreed.

Which principle is being applied, and why?

A. 'Focus on products', because delivering a product's complete set of features is more important than delivering it on time or to cost.

B. 'Focus on products', because a product should be agreed and defined to a reasonable extent before production begins.

C. 'Continued business justification', because the business justification is partly defined in the product description of a specialist product.

D. 'Continued business justification', because both work activities and products contribute to the success of the project.

Correct Answer: *B*

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Question

Checkpoint reports are being produced monthly. A week after the last checkpoint report was prepared, the team responsible for developing the 'classroom-based training materials' have realized that they will not be able to deliver the materials to the accreditor by the work package completion deadline.

Which action demonstrates application of the 'manage by exception' principle?

A. The team manager reports the issue in the next checkpoint report.

B. The team manager immediately produces an exception plan to replace the current plan.

C. The team manager immediately reports the issue to the project manager.

D. The team manager raises a risk that the deadline may be missed.

Correct Answer: *C*

Reference:

http://prince2.wiki/Manage_by_exception

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

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

End of the additional information.

Question

ABC Company produces a corporate business plan which includes the targets for the next 12 months. For the Health and Safety Training Project, a feasibility study was carried out and, as a result, the expected sales were included in this plan. During the 'starting up a project' process, the executive advised the project manager that the corporate business plan provides sufficient justification to initiate the project.
Is this a correct application of the 'continued business justification' principle, and why?

A. Yes, because the executive is responsible for the project's continued business justification.

B. Yes, because the business justification needs to be recorded and approved in some form.

C. No, because the feasibility study provides sufficient business justification for the project.

D. No, because business justification is not required until the 'initiating a project' process.

Correct Answer: *A*

mogasser 1 month, 2 weeks ago

Selected Answer: B

I believe it's B, based on 3.1 page 21

upvoted 1 times

MortenC 6 months ago

Selected Answer: B

3.1 page 21

upvoted 2 times

MortenC 6 months, 1 week ago

Check 7.2.1.10

upvoted 1 times

MortenC 6 months, 1 week ago

wrong reference...please delete

upvoted 1 times

ameyaengg 11 months ago

Correct Answer : C

upvoted 1 times

ameyaengg 11 months ago

Sorry TYPO : correct answer is B

upvoted 3 times

Introductory Info

Project Scenario `" Health and Safety Training Project:

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers. ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver `capability to provide health and safety training`, including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

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

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

End of the Project scenario.

Additional Information:

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

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End of the additional information.

Question

The government agency held a seminar for training organizations to discuss the approach to accreditation for new health and safety courses. The project manager attended on behalf of ABC Company. Other training organizations described delays that had occurred when accrediting course material in the past. As a result, the project manager has produced a report recommending ways to improve the 'classroom-based training materials' to avoid such delays.

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

A. Yes, because it ensures that risks to accreditation are recorded effectively.

B. Yes, because opportunities to improve should be recorded and acted upon.

C. No, because competitors' experiences are not relevant to ABC projects.

D. No, because this is an example of improved business justification.

Correct Answer: *B*

mogasser 1 month, 2 weeks ago

Selected Answer: B

3.2 P.21

upvoted 1 times

Introductory Info

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

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

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

End of the Project scenario.

Additional Information:

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Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

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End of the additional information.

Question

The Training Delivery Manager was identified as the senior user. However, before the project begins, this manager goes on long-term sick leave. The executive says that they do not need to replace the role of senior user on the project board.

Is this an appropriate application of the 'defined roles and responsibilities' principle, and why?

A. Yes, because the executive can ensure that the investment provides value for money.

B. Yes, because having two out of three of the stakeholder interests represented on the project board is enough.

C. No, because trainers need to be represented on the project board to ensure the outcomes meet the trainers' needs.

D. No, because the resources and expertise required by the project may be internal or external.

Correct Answer: *B*

Reference:

http://prince2.wiki/Define_roles_and_responsibilities

mogasser 4 months, 2 weeks ago

Selected Answer: C

C is correct, as as per "Defined roles and responsibilities" the 3 roles are essential. If the executive is taking the role, then we can think about B.

upvoted 1 times

KPBGBAP 6 months, 1 week ago

Selected Answer: C

C is correct and the link provided doesn't specify if 2of3 stakeholders are enough to run Project Board.

upvoted 2 times

schris 10 months, 1 week ago

If executive would take on role of senior user, that would be ok but still all 3 groups of stakeholders need to be represented in Project Board, therefore C is correct.

upvoted 1 times

ameyaengg 11 months ago

Correct Answer is C

upvoted 2 times

Introductory Info

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End of the additional information.

Question

The Health and Safety Training Project has been divided into four stages. The executive considers this project to be a compulsory project and has advised the project manager that it is not necessary to produce the project initiation documentation. This would mean that the project would consist of three delivery stages.

How well does this apply the 'manage by stages' principle?

A. It applies it well, because the project management method should be tailored to the project.

B. It applies it well, because the justification for delivering the project is already understood.

C. It applies it poorly, because the stages should be shorter to provide more control to the project board.

D. It applies it poorly, because solid foundations should be established for every project.

Correct Answer: *D*

mogasser 1 month, 2 weeks ago

Selected Answer: D

Reference 3.4 (P. 23)

upvoted 1 times

Introductory Info

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End of the Project scenario.

Additional Information:

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End of the additional information.

Question

A new Training Delivery Manager is being recruited to replace the current manager in six month's time. The new Training Delivery Manager will need to review the
'classroom-based training materials' before they are finalized. As a result, the Chief Executive Officer (CEO), who is not part of the project management team, has stated that the project's duration should be at least seven months. Any deviations from this timescale must be escalated to the CEO.
Is this an appropriate application of the 'manage by exception' principle, and why?

A. Yes, because a project time constraint should be set to meet ABC Company's business objectives.

B. Yes, because the CEO should be responsible for resolving exceptions throughout the project.

C. No, because the executive should set time tolerances for the Health and Safety Training Project.

D. No, because completing the project earlier than expected should not be reported as an exception.

Correct Answer: *D*

mogasser 4 months, 2 weeks ago

Selected Answer: A

Chapter 12-Page 155:
"In PRINCE2, the project is managed by exception against six types of tolerance:", and it lists the 6 tolerances (Time,Cost,Scope,Quality,Benefits,Risk). All of the tolerances are defined in +/- (range). Which means that exceeding the time tolerance + or - is considered an exception. In other words if you delivered earlier than agreed, it's an exception and it has to be reported. So answer D isn't true which leaves us with Answer A as the only right answer.

upvoted 2 times

ameyaengg 11 months ago

Correct Answer : A

upvoted 3 times

Introductory Info

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End of the additional information.

Question

During the initiation stage, the project manager aligns the project's risk management approach to ABC Company's risk management policy. As a result, the project will use two risk registers, one for ABC Company's risks and one for external supplier risks.

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

A. Yes, because the risk management approach should comply with the supplier's needs.

B. Yes, because project controls should take the project's environment into account.

C. No, because all three stakeholder interests need to be represented effectively on the project.

D. No, because a single risk register should be used to record risks to the project.

Correct Answer: *A*

mogasser 1 month, 2 weeks ago

Selected Answer: B

Ref. 10.3.1 P.123

While I don't understand exactly why the organizational policy would imply having a different risk register for suppliers (confidentiality, maybe), it's clearly stated that we need to align with organizational and other policies/processes.

upvoted 1 times

ameyaengg 11 months ago

Correct Answer B

upvoted 2 times

Topic 12 - Testlet 10

Question #1 *Topic 12*

Introductory Info

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.

Question

HOTSPOT -

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.

Column 1 contains a number of risk responses identified by the Project Manager following an assessment of this risk. Column 2 contains a list of threat response types. For each risk response in Column 1, select from Column 2 the type of response it represents. Each option from Column 2 can be used once, more than once or not at all.

Drop down the right answer.

Hot Area:

Column 1	Column 2
Record the risk in the Risk Register and monitor the situation.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Decide not to compete and cancel the project.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Bring the target date of this project forward.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Wait for confirmation of the rival's calendar and, if required, include additional gifts with the calendar as an extra incentive.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Carry on with the project as planned on the basis that the MNO Manufacturing Company calendar is believed to be of better quality.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Add a unique reference number to every calendar and hold a prize draw each month.	Avoid / Reduce / Fallback / Transfer / Accept / Share

Correct Answer:

Column 1	Column 2
Record the risk in the Risk Register and monitor the situation.	Avoid / Reduce / Fallback / Transfer / **Accept** / Share
Decide not to compete and cancel the project.	**Avoid** / Reduce / Fallback / Transfer / Accept / Share
Bring the target date of this project forward.	Avoid / **Reduce** / Fallback / Transfer / Accept / Share
Wait for confirmation of the rival's calendar and, if required, include additional gifts with the calendar as an extra incentive.	Avoid / Reduce / **Fallback** / Transfer / Accept / Share
Carry on with the project as planned on the basis that the MNO Manufacturing Company calendar is believed to be of better quality.	Avoid / Reduce / Fallback / Transfer / **Accept** / Share
Add a unique reference number to every calendar and hold a prize draw each month.	Avoid / **Reduce** / Fallback / Transfer / Accept / Share

Question #2 *Topic 12*

Introductory Info

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.

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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.

Question

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.

Correct Answer: *BD*

ameyaengg 11 months ago

Correct Answer : B & D

upvoted 1 times

pollon 2 years ago

Edit: Appendix A.24 not A.23

upvoted 2 times

pollon 2 years ago

Now I realize that C isn't correct as there's the word "heading" in the question which refers to "Introduction" in the composition of risk register under Risk Management Approach in Appendix A.23

upvoted 1 times

pollon 2 years ago

Isn't C correct? It states a risk tolerance which is one of the items listed in the composition of the risk register under Risk Management Approach in Appendix A.23

upvoted 1 times

Question #3 *Topic 12*

Introductory Info

Additional Information -

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

Question

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

Which 2 statements should be recorded under either the Records or Reporting headings?

A. Project Support will maintain the Risk Register.

B. The evaluated net effect of all risks will be updated at the end of each stage and included in the End Stage Report.

C. The Change Authority will report monthly to the Project Manager on the status of the change budget.

D. Risks that are likely to occur within the next two weeks should be recorded as imminent.

E. A summary of risks will be maintained and included with the monthly Highlight Reports to the Project Board.

Correct Answer: *BC*

ameyaengg 11 months ago

Correct Answer : B & E

upvoted 1 times

Alex_28 2 years, 3 months ago

I also answered B,E

upvoted 2 times

WikiVicks 2 years, 3 months ago

C is not a correct answer. Change is related to Issues but the question is related to Risk

upvoted 1 times

Ciluba 2 years, 8 months ago

Should be BE

upvoted 3 times

Question #4 *Topic 12*

Introductory Info

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.

Question

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

Which 2 statements should be recorded under the Timing of risk management activities heading?

A. During stage 4, the selected service provider will manage any risks to their Business Case and report these to the Project Manager on a weekly basis.

B. The Project Board should hold monthly meetings to review project progress.

C. When closing a project, the follow-on action recommendations should be updated with any risks relating to the realization of benefits after the outsourced services go live.

D. Any new risks identified during product development should be reported to the Project Manager by the Team Manager when delivering the completed Work Package.

E. When authorizing a stage, the Project Board will check that the exposure to risk is still acceptable.

Correct Answer: *BE*

MortenC 6 months ago

Selected Answer: CE

D is about reporting

upvoted 1 times

ameyaengg 11 months ago

C & D are correct Answers

upvoted 1 times

pollon 2 years ago

I replied C and D

upvoted 2 times

WikiVicks 2 years, 3 months ago

B does not seem to be a correct answer. It does not relate to Risks. C is a better fit for Timing of risk management activities

upvoted 2 times

Question #5 *Topic 12*

Introductory Info

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.

Question

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 Roles and responsibilities heading?

A. Each risk will be assigned a risk owner.

B. Risks exceeding the agreed project risk tolerance will be reported to the Project Board.

C. Risk tolerances are allocated to each stage by the Project Manager.

D. Project Assurance will ensure that project risks are identified, assessed and controlled according to the agreed risk management procedure.

E. An external consultant is to facilitate a risk identification workshop.

Correct Answer: *BD*

ameyaengg 11 months ago

Correct answer is C&D

upvoted 1 times

pollon 2 years ago

Based on https://prince2.wiki/management-products/risk-management-approach, I think it is C & D. B seems to go under Risk Tolerance (Appendix A.24 - Risk tolerance: defines thresholds which when exceeded require risk to be escalated to next level of mgt)

upvoted 1 times

Alex_28 2 years, 3 months ago

no idea why "B" is correct as I would assign this to "manage by exception" principle not roles & resp.

upvoted 1 times

WikiVicks 2 years, 3 months ago

B is not a correct answer. It is not related to Roles and Responsibilities

upvoted 2 times

Vlad111 2 years, 7 months ago

C & D seem to be the correct ones. A, B and E are related to the risk management processes.

upvoted 1 times

Question #6 *Topic 12*

Introductory Info

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.

Question

HOTSPOT -

Hot Area:

	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

Correct Answer:

	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

Question #7 *Topic 12*

Introductory Info

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.

Question

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 4 proximity.

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.

Correct Answer: *CD*

ameyaengg 11 months ago

Correct Answer : A & C

upvoted 2 times

GSD547 1 year, 4 months ago

Selected Answer: AC

A - This provides guidance on how proximity for risk events is to be assessed.
Typical proximity categories will be imminent, within the stage, within the project, beyond the project. Ref. A.24.2.
C - This is an acceptable definition for what is meant by an imminent proximity risk.
Ref. A.24.2.

upvoted 3 times

Question #8 *Topic 12*

Introductory Info

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.

Question

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%.

Correct Answer: *BD*

MortenC 6 months ago

Selected Answer: AB

A24 page 328

upvoted 1 times

Question #9 *Topic 12*

Introductory Info

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.

Question

HOTSPOT -

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.

Column 1 contains a number of risk responses identified by the Project Manager following an assessment of this risk. Column 2 contains a list of threat response types. For each risk response in Column 1, select from Column 2 the type of response it represents. Each option from Column 2 can be used once, more than once or not at all.

Column 1 contains a number of possible risk responses to the above risk. For each risk response, select from Column 2 the appropriate risk threat response type that it represents. Each selection from Column 2 can be used once, more than once or not at all.

Hot Area:

Column 1	Column 2
Contract an outsourcing specialist to take an assurance role in the project, and provide advice to the Project Board and Project Manager.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Include a clause in the contract with the selected service provider stating that, if the expected savings are not achieved, the selected service provider will reduce their fees accordingly.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Hire experienced outsourcing contractors to assist in-house staff throughout the project.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Rely on the selected service provider to act in a reliable and conscientious manner to provide the support and advice that will protect MFH's interests.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Request assistance from central government if difficulties arise in understanding what is happening.	Avoid / Reduce / Fallback / Transfer / Accept / Share
Identify MFH employees with knowledge or experience in outsourcing and include them in the project team.	Avoid / Reduce / Fallback / Transfer / Accept / Share

Correct Answer:

Column 1	Column 2
Contract an outsourcing specialist to take an assurance role in the project, and provide advice to the Project Board and Project Manager.	Accept
Include a clause in the contract with the selected service provider stating that, if the expected savings are not achieved, the selected service provider will reduce their fees accordingly.	Fallback
Hire experienced outsourcing contractors to assist in-house staff throughout the project.	Share
Rely on the selected service provider to act in a reliable and conscientious manner to provide the support and advice that will protect MFH's interests.	Accept
Request assistance from central government if difficulties arise in understanding what is happening.	Fallback
Identify MFH employees with knowledge or experience in outsourcing and include them in the project team.	Avoid

GSD547 1 year, 4 months ago

Answer 1 - Reduce - This response will help to reduce the probability of the event occurring, but it may not be enough to totally prevent the risk from happening.
Answer 2 - Transfer - This response is transferring some of the financial impact of the threat to the third party supplier.
Answer 3 - Reduce - This response will help to reduce the probability of the event occurring, but it may not be enough to totally prevent the risk from happening.
Answer 4 - Accept - This is based on trust and no action is taken.

upvoted 1 times

pollon 2 years ago

According to various sources, such as https://www.prince2primer.com/prince2-risk-response-quiz/ and https://www.prince2primer.com/prince2-risk-response-quiz/ outsourcing is risk transfer (not share)

upvoted 2 times

Pauly 2 years, 11 months ago

Fallback = not used in Prince2-2017 terminology.

upvoted 1 times

Pauly 2 years, 11 months ago

Comment to be deleted. Fallback is a Prince2 response to threat.

upvoted 2 times

Introductory Info

Additional Information -

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

Question

DRAG DROP -

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

Using the Project Scenario answer the following question. The Plan for stage 3 has been approved and work has commenced.

Column 1 contains a number of issues for this project. Select from Column 2 the appropriate category for each issue. Each selection from Column 2 can be used once, more than once or not at all.

Drop down the right answer from column 1 to column 2.

Hot Area:

Column 1	Column 2
Although NOT previously considered, the Engineering Manager now wants to amend the Product Description for the photos to include images of his latest production machinery.	Problem or concern / Request for change / Off - specification
The Marketing Director feels that the calendar may NOT be of sufficient quality to achieve the projected benefits.	Problem or concern / Request for change / Off - specification
The Marketing department have identified some new customers and want to include them in the approved list of customers.	Problem or concern / Request for change / Off - specification
The photographer has ignored the agreed photo session schedule. He has interrupted the work of the engineering staff to take the photos for the calendar.	Problem or concern / Request for change / Off - specification
The chosen label design has been signed-off in error as the old company logo has been used. Inclusion of the new company logo was specified.	Problem or concern / Request for change / Off - specification
The Project Manager has received notification of a postal strike occurring in December.	Problem or concern / Request for change / Off - specification

Correct Answer:

Column 1	Column 2
Although NOT previously considered, the Engineering Manager now wants to amend the Product Description for the photos to include images of his latest production machinery.	Problem or concern / Request for change / Off - specification
The Marketing Director feels that the calendar may NOT be of sufficient quality to achieve the projected benefits.	Problem or concern / Request for change / Off - specification
The Marketing department have identified some new customers and want to include them in the approved list of customers.	Problem or concern / Request for change / Off - specification
The photographer has ignored the agreed photo session schedule. He has interrupted the work of the engineering staff to take the photos for the calendar.	Problem or concern / Request for change / Off - specification
The chosen label design has been signed-off in error as the old company logo has been used. Inclusion of the new company logo was specified.	Problem or concern / Request for change / Off - specification
The Project Manager has received notification of a postal strike occurring in December.	Problem or concern / Request for change / Off - specification

Introductory Info

Additional Information -

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

Question

HOTSPOT -

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.

There is a major concern over an apparent lack of control of project documentation.

For each concern listed in Column 1, select from Column 2 the configuration management task that could help address the problem. Each selection from Column

2 can be used once, more than once or not at all.

Hot Area:

Column 1	Column 2
As a number of people are involved in the project it is becoming increasingly difficult to keep track of what documentation each person has.	Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.
Both current and previous versions of the photo session schedule are in circulation.	Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.
A revised list of customers has been issued but it is not clear what was wrong with the previous one.	Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.
The Marketing department has lost the chosen label design and no copy was made.	Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.
The Marketing department staff cannot say with any certainty which photos were approved and which still require work.	Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.
The Engineering Manager has complained that the photo session schedule has been changed and that no consideration has been given to the impact this will have on the engineering staff shift pattern.	Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.

Correct Answer:

Column 1	Column 2
As a number of people are involved in the project it is becoming increasingly difficult to keep track of what documentation each person has.	Produce a Product Status Account. **Maintain a record of all copies issued.** Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.
Both current and previous versions of the photo session schedule are in circulation.	Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. **Recall and archive superseded product copies.** Retain master products, issuing copies only. Maintain a record of relationships between products.
A revised list of customers has been issued but it is not clear what was wrong with the previous one.	Produce a Product Status Account. Maintain a record of all copies issued. **Record the link between version and the Issue Report that caused its change.** Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.
The Marketing department has lost the chosen label design and no copy was made.	Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. **Retain master products, issuing copies only.** Maintain a record of relationships between products.
The Marketing department staff cannot say with any certainty which photos were approved and which still require work.	**Produce a Product Status Account.** Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.
The Engineering Manager has complained that the photo session schedule has been changed and that no consideration has been given to the impact this will have on the engineering staff shift pattern.	Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. **Maintain a record of relationships between products.**

Topic 13 - Testlet 11

Question #1 *Topic 13*

Introductory Info

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.

Question

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 documented. It is acceptable simply to reference this in the Quality Management Strategy.

Correct Answer: *A*

johnzoids Highly Voted 3 years, 1 month ago

This is from old version of the exam, prince2 2009 edition. Not the latest 2017 or 6th edition.

upvoted 5 times

Question #2 *Topic 13*

Introductory Info

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.

Question

According to PRINCE2, which statement about appointing the MFH Quality Manager to administer the configuration management procedure is correct?

A. The MFH Quality Manager should administer the configuration management procedure on this project because this task should always be assigned to corporate or programme management.

B. The MFH Quality Manager should only administer the configuration management procedure on one project at a time. If the MFH Quality Manager already performs this task on another project, another individual should be appointed.

C. The MFH Quality Manager would be suitable to perform this task because he is the author of the document control process and is likely to have the knowledge required for this role.

Correct Answer: *C*

watew 1 year, 9 months ago

Duplicate Question 10, Topic 7

upvoted 1 times

Question #3 *Topic 13*

Introductory Info

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.

Question

Having created the Issue Report and analyzed the impact of removing the Facilities Division from the scope of the Outsourcing project, the proposed option exceeds tolerance. \Nhat is the next action the Project Manager should consider?

A. Create an Exception Report to inform the Project Board of the situation and the available options.

B. Update the associated Configuration Item Records with details of the Issue Report that caused the change.

C. Amend the Stage Plan for stage 3: remove all products related to the Facilities Division and add the activities required to deliver the new Government initiative.

D. Create an Exception Plan to change all of the project's products to reflect the exclusion of services provided by the Facilities Division.

Correct Answer: *A*

watew 1 year, 9 months ago

Duplicate Question 11, Topic 7

upvoted 1 times

Question #4 *Topic 13*

Introductory Info

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.

Question

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.

Correct Answer: *D*

watew 1 year, 9 months ago

Duplicate Question 12, Topic 7

upvoted 1 times

Question #5 *Topic 13*

Introductory Info

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.

Question

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.

Correct Answer: *A*

pollon 2 years ago

Answer is D

upvoted 1 times

pollon 2 years ago

The question should be "If the decision to remove Facilities services from the scope of the Restructuring project, what risk will this introduce to the project?"

upvoted 1 times

Petza 2 years, 11 months ago

According to the book "PRINCE2 Foundation Exam Practice Questions & Dumps: 150+ Exam", correct answer is A, section change theme explanation

upvoted 1 times

johnzoids 3 years, 1 month ago

there is no answer given

upvoted 1 times

Question #6 *Topic 13*

Introductory Info

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.

Question

What will be the impact on the benefits?

A. Reduced savings, now £10m over 10 years.

B. Increased savings of £5m over 10 years from the new initiative to centralize the services provided by the Facilities Division.

C. An additional cost of £1.5m to deliver the services provided by the Facilities Division.

D. Outsourcing project cost reduced by 50%.

Correct Answer: *A*

watew 1 year, 9 months ago

Duplicate Question 14, Topic 7

upvoted 1 times

Pauly 2 years, 10 months ago

MFH Project scenario should have been included

upvoted 2 times

Topic 14 - Testlet 12

Question #1 *Topic 14*

Introductory Info

Project Scenario -

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

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

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

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

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

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

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

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

Stage 2 will include tie activities to:

Create the customer fast using information from the Accounts and Marketing departments

Confirm compliance with the Data Protection Legislation

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Select and appoint a professional photographer

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

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Select paper and envelope.

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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.

Question

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.

Correct Answer: *B*

timedout 1 year, 10 months ago

Can someone explain this please?

upvoted 1 times

KANDUUR 1 year, 6 months ago

In init stage you can use all of your tolerances.

upvoted 1 times

Introductory Info

Project Scenario -

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

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

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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.

Question

During stage 2, if the Project Manager decides to recommend that the Project Plan is revised to finish three weeks later, which statement is correct?

A. The tolerances stated in the Project Plan CANNOT be changed.

B. The Executive needs to seek formal approval from corporate management to implement this change.

C. The current project must close prematurely and be restarted with a new Project Plan, a new Business Case and new Risk Register.

D. The revision of the Project Plan would have to wait until the end stage assessment of stage 2.

Correct Answer: *B*

Introductory Info

Project Scenario -

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

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

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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.

Question

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.

Correct Answer: *A*

Introductory Info

Project Scenario -

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

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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.

Question

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

A. Delay producing the End Stage Report until the list of customers has been baselined.

B. Raise an Exception Report to the Project Board to highlight the issue.

C. Check the target sign-off date for the list of customers.

D. Update the product status to baselined and obtain a commitment from the Marketing department to finish this work within the next few days.

Correct Answer: *C*

Introductory Info

Project Scenario -

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

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Question

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.

Correct Answer: *D*

Introductory Info

Project Scenario -

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Question

The team member collating the list of customers has now forecast that it will NOT be complete by the end of this stage as originally planned, due to a number of new prospective customers' details not yet being available. What action should the team member take?

A. Report the forecast delay in the next Checkpoint Report to the Executive.

B. Add the product to the next Stage Plan in order to allocate additional resources and complete the work.

C. Make an entry in the Risk Register so the Project Manager can decide on appropriate action.

D. Raise an issue to inform the Project Manager.

Correct Answer: *D*

Introductory Info

Project Scenario -

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

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

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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.

Question

HOTSPOT -

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 1 to 6, that applies. Each option can be used once, more than once or not at all.

Hot Area:

	Assertion		Reason	
1	The label design competition should be planned and managed as two management stages.	True-False	A decision can only be made by the Project Board at the end of a management stage.	True-False
2	Quality tolerances allocated to the photos can be used to remedy a forecast threat to time tolerance.	True-False	Any forecast threat to time tolerance should first be resolved by use of any available quality tolerance.	True-False
3	A suitable point for a stage boundary would be after the production cost forecast has been produced.	True-False	A stage boundary represents a go/no go decision point.	True-False
4	With +1 week 1-2 weeks time tolerance, the project is permitted to finish two weeks later than 30 November.	True-False	A negative project time tolerance indicates the total permissible delay to a project schedule before an exception situation occurs.	True-False
5	If the project is forecast to exceed the cost tolerance of +£6k, the Project Manager should send an Exception Report straight to corporate management.	True-False	If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to continue with the project.	True-False
6	The production cost forecast should be reviewed by the Project Board during the Directing a Project process to determine whether the project should continue.	True-False	The Project Board reviews all products at the end of each stage.	True-False

Correct Answer:

	Assertion		Reason	
1	The label design competition should be planned and managed as two management stages.	True-False	A decision can only be made by the Project Board at the end of a management stage.	True-False
2	Quality tolerances allocated to the photos can be used to remedy a forecast threat to time tolerance.	True-False	Any forecast threat to time tolerance should first be resolved by use of any available quality tolerance.	True-False
3	A suitable point for a stage boundary would be after the production cost forecast has been produced.	True-False	A stage boundary represents a go/no go decision point.	True-False
4	With +1 week 1-2 weeks time tolerance, the project is permitted to finish two weeks later than 30 November.	True-False	A negative project time tolerance indicates the total permissible delay to a project schedule before an exception situation occurs.	True-False
5	If the project is forecast to exceed the cost tolerance of +£6k, the Project Manager should send an Exception Report straight to corporate management.	True-False	If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to continue with the project.	True-False
6	The production cost forecast should be reviewed by the Project Board during the Directing a Project process to determine whether the project should continue.	True-False	The Project Board reviews all products at the end of each stage.	True-False

timedout 1 year, 9 months ago

Can someone confirm 1-B? Who else can make a decision at a control point? I thought only the Project Board: https://prince2.wiki/principles/manage-by-stages/

upvoted 1 times

KANDUUR 1 year, 6 months ago

it is not about the project board but the end of the stage.

upvoted 1 times

Topic 15 - Testlet 13

Question #1 *Topic 15*

Introductory Info

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.

Question

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.

Correct Answer: *DF*

Petza 2 years, 11 months ago

https://vceguide.com/which-2-statements-apply-to-either-the-development-interfaces-or-operations-and-maintenance-interfaces-sections/

According to this, answers D and F

upvoted 2 times

Introductory Info

Scenario:

Techniques, processes and procedures

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

Joint agreements -

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Tolerances -

4. None.

Constraints -

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

Question

Which 2 statements apply to either the Techniques, processes and procedures or Constraints sections?

A. Delete entry 1 because this section should contain the techniques, processes and procedures required for specialist product development.

B. Add 'There must be minimum disruption to current services' to Constraints.

C. Move entry 5 to Techniques, processes and procedures because this is a technique which staff should be aware of.

D. Delete entry 6 because this applies to Office Moves Limited and is therefore outside the Work Package.

E. Delete entry 7 because this should be contained in the Quality skills required section of the Product Description.

Correct Answer: *DE*

pollon 2 years ago

I think it should be A & D

upvoted 2 times

Pauly 2 years, 11 months ago

Entry seven describes a cost tolerance.

upvoted 1 times

Introductory Info

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.
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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.

Question

Which 2 statements apply to either the Reporting arrangements or Problem handling and escalation sections?

A. Replace entry 8 with 'Checkpoint Report every Monday by 10.00 am' because Highlight Reports are intended for the Project Board.

B. Delete entry 9 because this level of detail is unnecessary.

C. Move entry 10 to Problem handling and escalation because that section describes how issues are handled.

D. Add 'Any risks identified to be added to the Risk Register' to Reporting arrangements.

E. Delete entry 11 because the impact analysis should be provided when the issue is notified.

Correct Answer: *DE*

pollon 2 years ago

A Correct:The PRINCE2 progress report from the Team Manager to the Project Manager is the Checkpoint Report and not the Highlight Report.
B Incorrect:Reporting arrangements should contain details of the contents required, including products worked on.
Correct:Anything to do with issues should come under the Problem handling and escalation section. Ref. A.26.2
D Incorrect:The recording of risks should be added to the Problem handling and escalation section, not the Reporting arrangements section. Ref. A.26.2.
E Incorrect: Issues should be notified immediately. The impact analysis will take place afterwards.

upvoted 3 times

pollon 2 years ago

Solution is A&C

upvoted 3 times

Question #4 *Topic 15*

Introductory Info

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.
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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.

Question

Which 2 statements apply to either the Extracts or references or Approval method sections?

A. Delete entry 12 because this should be the Team Plan not the Stage Plan.

B. A suitable entry for Extracts or references would be 'Product Descriptions are available from Project Support'.

C. Move entry 13 to Reporting arrangements because this describes how completion will be advised to the

D. Project Manager.

E. Delete entry 13 because this is NOT a Project Assurance responsibility.

F. Add 'The Project Manager is to be advised of completion of the Work Package by email'.

Correct Answer: *AB*

GSD547 1 year, 4 months ago

Selected Answer: BF

Answers should be B & F
A – Incorrect - Stage Plan is correct. It is reasonable to point to where the Stage Plan can be obtained. This may assist the Team Manager to produce the Team Plan. Ref. A.26.2.
B – Correct - It is important to point to where Product Descriptions can be obtained if they are not provided in the Work Package. Ref. A.26.2.
F – Correct – Answer should read 'A suitable entry for Approval method would be 'The Project Manager is to be advised of completion of the Work Package by email'' - Reasoning is The Project Manager has to be advised as to when Work Packages have been completed. Advice from the Team Manager by email is an acceptable method. Ref. A.26.2

upvoted 1 times

timedout 1 year, 9 months ago

So I think B & F

upvoted 1 times

timedout 1 year, 10 months ago

Is F not a Approval Method?

upvoted 1 times

Introductory Info

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.

Question

HOTSPOT -

At the end of stage 3, the service provider will be selected and the contract awarded. During stage 4, the Account Manager for the selected service provider will work with the Project Manager to complete the transition of the services to the selected service provider.

Hot Area:

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

Correct Answer:

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

timedout 1 year, 9 months ago

Should 4B not be false, as the Reporting Arrangements is to do with Checkpoint reports between the Team and PM? Page 541

upvoted 1 times

pollon 2 years ago

1 - False, True
2 - True, True
3 - False, False
4 - False, True
5 - False (Benefit Tolerances are project-level tolerarance set at a Business Case Table 12.1), True

upvoted 1 times

Introductory Info

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Question

HOTSPOT -

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.

Hot Area:

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

Correct Answer:

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

timedout 1 year, 10 months ago

3 = Progress 12.2 (bullet point 3)

upvoted 1 times

RajPathak 2 years, 6 months ago

1 Quality 2 Risk 3 Progress

upvoted 3 times

Question #1 *Topic 16*

Introductory Info

Scenario -

Additional Information -

Extract from the Communication Management Strategy.

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Records	6. A record should be maintained for each product of the project. As a minimum this should show the project name, product name, product title, and version number. 7. External email and correspondence relating to the Calendar project should be recorded electronically in the project folder. 8. Information received in hard copy should, where possible, should be scanned and filed as above.
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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.

Question

There is no project schedule in the Project Initiation Documentation. How can project progress be tracked without a schedule to track against?

A. This is an error as a Gantt chart or some form of time line, where actuals will be recorded and tracked against the planned schedule of delivery, is mandatory.

B. Progress can be recorded and tracked using the product checklist, with the planned and actual quality management activities captured in the Daily Log.

C. With a clear end date of 30 November, and a small number of Work Packages, the Project Board should track project progress using individual Team Plans.

Correct Answer: *B*

timedout 1 year, 10 months ago

Is this the old Prince2 syllabus?

upvoted 1 times

Introductory Info

Scenario -

Additional Information -

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Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.

Question

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. This contains details of the acceptance criteria for this project.

B. The Project Brief should have been produced and approved before the project progressed into the initiation stage.

C. The simple Project Initiation Documentation contains the project definition.

Correct Answer: *C*

Introductory Info

Scenario -

Additional Information -

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Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.

Question

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

A. It is appropriate for the Calendar project to be run as two further stages as there is a key decision to be made at the end of stage 2. Stage Plans will be produced.

B. Whilst the activities are divided into two further stages, there is no reason why the Calendar project should use stages. The project will therefore be run as a single stage project and the activities will be added to the Initiation Stage Plan.

C. There will be three Stage Plans, the two management stages plus an additional stage to plan and complete the activities of the Closing a Project process.

Correct Answer: *A*

Question #4 *Topic 16*

Introductory Info

Scenario -

Additional Information -

Extract from the Communication Management Strategy.

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Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.

Question

No Benefits Review Plan has been developed. Where should the schedule of benefit reviews be recorded?

A. As deliverables of the project, all benefit reviews should be scheduled and documented in the Project Plan during initiation.

B. Small projects do not require a schedule of benefit reviews as only one review is required towards the end of the project and this should be documented within the Business Case.

C. Benefit reviews should be planned and recorded in the simple PID.

Correct Answer: *C*

Introductory Info

Scenario -

Additional Information -

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Question

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 process. It will be used to capture all risks, actions, decisions, assumptions

B. It was not appropriate to use the Daily Log to capture all risks and issues during the Starting up a Project process. Separate registers should have been set up for risks, issues and lessons learned. This will now be done.

C. In a simple project, the Project Initiation Documentation (PID) should contain a register for recording risk information and monitoring project risks throughout the delivery stages. The register will now be added to the PID.

Correct Answer: *A*

Introductory Info

Scenario -

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Question

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.

Correct Answer: *A*

Introductory Info

Scenario -

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Question

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 Communication procedure section?

A. No change to entry 2 because this is a sufficient description of the process required.

B. Amend entry 2 to include MNO Manufacturing Company standards for both internal and external company communications.

C. Delete entry 2 because only variations from the MNO Manufacturing Company standards should be recorded here.

Correct Answer: *B*

Introductory Info

Scenario -

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Question

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Which statement applies to the Tools and techniques section?

A. Delete entry 3 because the activities required to create the products should be documented in the relevant plan(s).

B. Move entry 4 to Reporting because this describes a report on the performance of the Communication procedures used.

C. Delete entry 5 because the customers are not within the scope of this project.

Correct Answer: *B*

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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.

Question

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

What statement applies to the Records section?

A. Move entry 6 to the Configuration Management Strategy because it defines the identification scheme for the project's products.

B. Move entry 7 to Communication procedure because it refers to the method to be used for communication to external parties.

C. Move entry 8 to Tools and techniques because it refers to a filing technique.

Correct Answer: *A*

Introductory Info

Scenario -

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.
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Question

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

Which statement applies to the Timing of communication activities section?

A. Delete entry 9 because activities for controlling the project should be planned as part of Project controls in the Project Initiation Documentation.

B. No change to entry 9 because it describes the timing of performance reports.

C. Delete entry 10 because Highlight Reports are a Project Board control, the frequency of which should be recorded in the Project controls section of the Project Initiation Documentation.

Correct Answer: *B*

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Scenario -

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Question

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

Correct Answer: *A*

Introductory Info

Scenario -

Additional Information -

Extract from the Communication Management Strategy.

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Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.

Question

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

Which statement applies to the Information needs for each interested party section?

A. Delete entry 13 because the activity to provide the weekly updates should be scheduled in the relevant Stage Plan.

B. Move entry 13 to Tools and techniques because it describes the method to be used to communicate to the individual producing the staff newsletter.

C. Delete entry 14 because this relates to the development of a particular product and should be recorded under Development interfaces within the relevant Work Package.

Correct Answer: *C*

Topic 17 - Testlet 15

Question #1 *Topic 17*

Introductory Info

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.

Question

Which product should show that the photos could be used for other promotional material for the company?

A. Benefits Review Plan

B. Lessons Log

C. Exception Report

D. End Project Report

Correct Answer: *D*

timedout 1 year, 10 months ago

Also 15.4.5 states "review the lessons log and agree lessons to include in the report. Ensure that the appropriate groups (e.g. corporate, programme management or the customer, or a centre of excellence) have been made aware of their responsibility for taking any recommendations forward".

upvoted 1 times

timedout 1 year, 10 months ago

I incorrectly thought lessons log at first, but 4.3.4.1 states "At the end of that management stage (and hence the project), an end project report was produced which also included the information for a lessons report, follow-on action recommendations and a benefits management approach."

upvoted 1 times

WikiVicks 2 years, 3 months ago

I think A is the correct answer. The fact that a Benefit can still be realized (after the closure of the project) should go into the Benefits Management approach

upvoted 2 times

Question #2 *Topic 17*

Introductory Info

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.

Question

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

Correct Answer: *B*

Question #3 *Topic 17*

Introductory Info

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.

Question

Which product should show that if anybody has any remaining resource costs to be charged to the project, they should ensure this is done by 10 November?

A. Benefits Review Plan

B. End Project Report

C. Follow-on action recommendations

D. Project closure notification

Correct Answer: *D*

Question #4 *Topic 17*

Introductory Info

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.

Question

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

A. Benefits Review Plan

B. End Project Report

C. Exception Report

D. Project closure notification

Correct Answer: *B*

GSD547 1 year, 4 months ago
B is correct answer, End Project Report Composition (Lessons) states 'if project was prematurely closed, then reasons should be explained'. (p302)
upvoted 1 times

Ciluba 2 years, 7 months ago
Problem with B option is, when the end project report is created, the project closure hasn't been approved.
upvoted 1 times

Question #5 *Topic 17*

Introductory Info

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.

Question

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

A. Benefits Review Plan

B. Exception Report

C. End Project Report

D. Risk Register

Correct Answer: *C*

watew 1 year, 9 months ago
Duplicate Question 10, Topic 11
upvoted 1 times

Question #6 *Topic 17*

Introductory Info

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.

Question

Which product should register that the risk of a competitor producing a calendar at the same time was identified at the beginning of the project but the assessment of this risk appears to have been poor?

A. Issue Register

B. Follow-on action recommendations

C. Lessons Report

D. Risk Register

Correct Answer: *C*

Topic 18 - Testlet 16

Question #1 *Topic 18*

Introductory Info

Project Scenario - Health and Safety Training Project

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers. ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver `capability to provide health and safety training`, including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

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

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

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

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

End of the Project scenario.

Additional Information:

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

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

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

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

Director.

The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations

Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

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

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

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

Manager.

The Corporate Document Manager reports to the Central Services Director. She helped establish the company's document management system and now operates it across the business. She manages a team of administrators and contracts staff when workload is high.
The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information.

Question
PRINCIPLES -
The Health and Safety Training Project is in the 'starting up a project' process. An agile delivery approach will be used by the specialist external consultancy, so the executive has decided that it is not necessary for the project board to review progress against the business case throughout the projects lifetime.
Is this an appropriate application of the 'continued business justification' principle, and why?

A. Yes, because the agile approach win ensure that the project's outcomes are achieved

B. Yes, because the specialist external consultancy is responsible for delivering the outcomes

C. No, because the project should define how and when the outcomes will be reassessed

D. No, because the Operations Director is responsible for the delivery of all the training outcomes

Correct Answer: *C*

Introductory Info

Project Scenario - Health and Safety Training Project

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

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

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

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material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information.

Question
During the delivery of the initial pilot course, an issue was raised about the technology defined in the 'training venue specifications'. During project closure, the project manager confirmed that the issue was recorded in the issue log and an entry in the daily log recorded how it had been resolved for the remaining pilot courses. The project manager then produced a related lessons report.
Is this an appropriate application of the 'learn from experience' principle, and why?

A. Yes, because a lessons report must be produced as part of the 'closing a project' process

B. Yes, because a lessons report is used to support the lessons log if more information is required

C. No, because the issue was resolved and the remaining pilot courses were not impacted

D. No, because a lessons report should have been produced as soon as the issue was resolved

Correct Answer: *D*

kuku1789 9 months, 4 weeks ago
it is B
upvoted 1 times

Introductory Info

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material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information.

Question
The executive has proposed that the Central Services Director should take the senior user role on the project board.
Is this appropriate, and why?

A. Yes, because the senior user is responsible for the quality of project products

B. Yes, because it is beneficial for the senior user to have experience in leading projects

C. No, because it should be the Corporate Quality Manager as they manage the quality department

D. No, because the senior user should represent the users who will use the project products

Correct Answer: *D*

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End of the additional information.

Question
When reviewing the draft project plans, the executive has identified that it will be necessary to receive corporate investment approval during stage 3. The executive has asked the project manager to split stage 3 into two management stages (3A and 3B), with the key investment decision taking place at the end of stage 3A.
Is this an appropriate application of the 'manage by stages' principle, and why?

A. Yes, because shorter management stages reduce the burden on senior management

B. Yes, because the key investment decision will now be linked to a project control point

C. No, because the length of management stages should be based on product delivery

D. No, because splitting stage 3 into two stages will increase the complexity of the project

Correct Answer: *D*

MortenC 6 months, 1 week ago
B: 3.4
upvoted 1 times

Introductory Info

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End of the Project scenario.

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End of the additional information.

Question
ABC Company's corporate management has decided that the Health and Safety Training Project must achieve within -2% or +10% of the predicted sales defined in the business case for the training course.
Is this an appropriate application of the 'manage by exception' principle, and why?

A. Yes, because the predicted benefits should be updated when the business case is reviewed

B. Yes, because it is appropriate for corporate management to set overall project tolerances

C. No, because the benefit tolerance should be based upon realized benefits, not estimated benefits

D. No, because tolerances should be based on cost time and quality, rather than benefits

Correct Answer: *B*

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Question
The project board has appointed a change authority. The change authority has been given responsibility for reviewing, rejecting or approving all requests for change within delegated limits.
Which principle does the appointment of a change authority enable, and why?

A. 'Focus on products', because it ensures that all changes are agreed in terms of how they will impact the business justification for the project

B. 'Focus on products', because it will ensure that authority is delegated management stage by management stage to the change authority

C. 'Manage by exception', because it ensures that the project only carries out work that directly contributes to the delivery of a product

D. 'Manage by exception', because it uses an assurance mechanism so that the project board can be confident controls are effective

Correct Answer: *D*

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Question
ABC Company's Sales Director proposed entering an alliance with other training companies to develop the 'capability to provide health and safety training' as a joint enterprise and this has now been agreed. The executive is concerned about effective governance and has asked that consideration be given to adopting programme management because of the complicated relationships between the consortium partners.
Is programme management governance appropriate, and why?

A. Yes, because programme management governance can help to achieve a consensus

B. Yes, because programme management should be adopted in multi-organizational contexts

C. No, because 'the capability to provide health and safety training' is a project deliverable

D. No, because each training company can be represented on the project board

Correct Answer: *D*

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Question
DRAG DROP -

BUSINESS CASE -
Here are three responsibilities relating to the 'business case' theme.
Which role (A-F) is suitable for each responsibility?
Choose only ONE role for each responsibility. Each role can be used once, more than once, or not at all.
Select and Place:

Correct Answer:

MEHREEN1985 5 months, 1 week ago
Third should be co-corporate,program management as per 6.1 "Accountable for the benefits management approach (post-project)."
upvoted 1 times

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Question
The project manager was preparing the business case during stage 1. The Sales Director asked the project manager to include the following key message to other training companies in the business case:
`The 'e-learning course' has been fully accredited by the government agency so you can sell it to your clients with confidence.`
How well does this action apply the 'business case' theme, and why?

A. It applies it well because the other training companies are likely to have a significant influence on the project's success

B. It applies it well because the Sales Director needs to be communicated this key sales message to other training companies

C. It applies it poorly, because stakeholders are groups or individuals who will be affected by the project's outputs

D. It applies it poorly because stakeholder messages should be included in the communication management approach

Correct Answer: *D*

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Question
The executive has confirmed that ABC Company's annual business plan includes the benefits that the Health and Safety Training Project is expected to deliver.
The executive has therefore advised the project manager that this provides sufficient business justification for the project during the 'starting up a project' process.
As a result, the project manager will not need to produce an outline business case.
Is this an appropriate application of the 'business case' theme, and why?

A. Yes, because the executive is accountable for the business case for the duration of the project

B. Yes, because a business case can be developed when the scope of the project has been more fully defined

C. No, because a separate formal business case should be produced to justify every project

D. No, because the principle of 'continued business justification' should be applied to every project

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MEHREEN1985 5 months, 1 week ago
is B the right answer as per 6.3.1
upvoted 1 times

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Question
DRAG DROP -

ORGANIZATION -
Here are three statements relating to management decisions that have been made.
Which level of management (A-E) would have made each decision?
Choose only ONE level for each responsibility. Each level can be used once, more than once, or not at all.
Select and Place:

Correct Answer:

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End of the additional information.

Question
The Training Development Manager is the senior supplier. Towards the end of stage 3, the Training Development Manager selected a course developer to deliver the work package for the 'finalized materials'. As a result, the project manager asked the course developer to produce a plan for this work.
Is this an appropriate application of the 'organization' theme, and why?

A. Yes, because the Training Development Manager is responsible for delivering at the directing' level of management

B. Yes, because the plan demonstrates how the product will be delivered at the 'delivering' level of management

C. No, because the project manager should ensure that the products are delivered at the 'managing' level of management

D. No, because the course developer's plan should be authorized at the 'directing' level of management

Correct Answer: *B*

Introductory Info

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End of the Project scenario.

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Question
The Operations Director is the executive of the project. The accreditation of the course materials is critical to the success of the project, so the Operations Director has taken responsibility for ensuring effective communication with the government agency when gaining accreditation. As a result, the Operations Director has asked the project manager, who works in ABC Company's IT Department to gain executive agreement for any communication with the agency before it is issued.
Is this an appropriate application of the 'organization' theme, and why?

A. Yes, because the executive has ultimate responsibility for ensuring effective communication with key external stakeholders

B. Yes, because, as a member of ABC Company's IT Department, the project manager reports to the Operations Director

C. No, because the project manager should nave day-to-day responsibility for the management of project communications

D. No, because the senior user should be accountable for communications with key external stakeholders

Correct Answer: *A*

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Question
DRAG DROP -

QUALITY -
Here are three responsibilities relating to the 'quality' theme.
Which role (A-F) is suitable for each responsibility?
Choose only ONE role for each responsibility. Each role can be used once, more than once, or not at all.
Select and Place:

Correct Answer:

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Question
The project manager is concerned that the technology required to support the 'e-learning course' may not have been clearly defined. Therefore, the project manager requested the Training Development Manager to provide a course developer to review the 'e-learning course' product description. Is this appropriate application of the 'quality' theme, and why?

A. Yes, because the Training Development Manager is responsible for the delivery of approved new products

B. Yes, because quality criteria in a product description should be checked by reviewers with suitable skills

C. No, because the 'specialist external consultancy' doing the development should be responsible for quality

D. No, because project assurance should decide on suitable quality reviewers for product descriptions

Correct Answer: *B*

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Question

In the quality management approach, it has been specified that the quality register will be part of an integrated project register for risks, issues and lessons. It will be stored in an electronic spreadsheet on a shared drive so that it can be accessed by any project team member. Each team member will update the quality register with their own quality activities, when they believe that progress has been made.
Is this an appropriate application of the quality register, and why?

A. Yes, because a quality register is most useful when part of an integrated project register for risks issues and lessons

B. Yes, because the quality register should provide procedures for every quality activity to be entered on the quality register

C. No, because a separate quality register is a minimum requirement for the 'quality' theme

D. No, because responsibility should be assigned for controlling the access to a spreadsheet on a shared drive

Correct Answer: *D*

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Question
DRAG DROP -

PLANS -
The project manager Is about to develop the stage 3 plan. As the 'e-learning course' is being delivered by an external consultancy, all steps of the 'recommended approach to product-based planning' will be used when planning stage 3.
Here are three actions undertaken by the project manager as part of the 'recommended approach to product-based planning'.
For each action in which step (A-F) does the action occur?
Choose only ONE step for each action. Each step can be used once, more than once, or not at all.
Select and Place:

Correct Answer:

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Question
The project manager is developing the stage 3 plan. The project manager is concerned that lots of new team members will join the project in stage 3. This risk to delivery has been recorded in the risk register. As a result, the stage 3 plan has been saved as a `draft` until this risk has been assessed. The project manager discusses the risk with project assurance before deciding what to do.
Is this an appropriate application of the 'plans' theme, and why?

A. Yes, because the stage plan should remain in "draft" status until It has been reviewed by project assurance

B. Yes, because the stage plan should remain in "draft" status until risks have been assessed and appropriate action taken

C. No, because once risks have been recorded in the risk register, the stage plan can be approved by the project board

D. No, because the stage plan should be modified to avoid the risk introduced by these new resources

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Question
The contract with the external consultancy for the 'e-learning course' states that payments will be made to the supplier on completion of specified milestones as defined in the stage 3 plan. The project manager is concerned that there is insufficient detail in the team plan to enable the milestone payments to be aligned with the stage plan. As a result, the project manager has asked the team manager to include this information in the team plan and discuss the revised plan with the senior supplier before resubmitting it.
Is this a correct application of the team plan, and why?

A. Yes, because the team plan should include the required contractual milestones

B. Yes, because the team plan should be reviewed by the senior supplier before they approve it

C. No, because confidential milestones should not be included in a supplier's team plan

D. No, because the team plan should be agreed between the project manager and team manager

Correct Answer: *A*

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End of the additional information.

Question
DRAG DROP -

RISK -
A risk event has been identified that the 'amended course booking procedures' may not be completed on time. The effect would be that the procedures would be too late to include in the pilot of the courses and they may not meet corporate quality standards.
Here are three actions relating to the risk.
Which role (A-F) should perform the action?
Choose only ONE role for each action. Each role may be used once, more than once, or not at all.
Select and Place:

Correct Answer:

Introductory Info

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End of the Project scenario.

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Question
During the initiation stage the Corporate Quality Manager advised the project manager that ABC Company's risk management tool should be used by the project.
The project manager prefers an alternative tool and has documented this in the projects risk management approach which has been approved by the project board.
Is this an appropriate application of the risk management approach, and why?

A. Yes, because the project board should approve the risk management approach in the 'directing a project' process

B. Yes, because the risk management approach should include the tools and techniques to be used for risk management

C. No, because the risk management approach should specify the use of the corporate risk management tool

D. No, because the risk management approach is approved by the project board in the 'directing a project' process

Correct Answer: *B*

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Question
The quality review of the 'training venue specifications' reported that no quality criteria had been decided for the geographical location of the venues. In a previous project, there was low attendance at the training events because delegates were required to travel a long distance, which caused a risk to the project. Therefore, the executive is concerned if project risk processes are being followed and has asked project assurance to audit the application of the Health and Safety Training

Project's risk -
management approach.
Is this an appropriate application of the 'risk' theme, and why?

A. Yes, because the identified risk is critical to the successful delivery of the pilot courses

B. Yes, because a review that the risk management approach has been property implemented is required

C. No, because reviewing the implementation of the risk management approach will not mitigate the identified risk

D. No, because a review of processes should be earned out by resources external to the project

Correct Answer: *A*

ameyaengg 11 months ago
Correct Answer : B
upvoted 1 times

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Question
DRAG DROP -

CHANGE -
The government accreditation agency has notified ABC Company that the accreditation requirements tor the health and safety training course have changed.
Here are three actions being taken as a result relating to the 'change' theme.
Which role (A-F) is responsible for the action.
Choose only ONE role for each action. Each role may be used once, more than once, or not at all.
Select and Place:

Correct Answer:

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Question
The product description for the 'classroom-based training materials' states that the classroom training should take no more than one day to deliver to attendees.
During stage 3 the Training Delivery Manager informed the project manager that it will take three days to deliver the training to attendees. Project assurance has confirmed that the project will still be delivered within project time, cost and quality tolerances. Therefore, the project manager has granted a concession for the product.
Is this an appropriate application of the 'change' theme, and why?

A. Yes, because no exception report is required as the project time cost and quality tolerances will not be exceeded

B. Yes, because the project manager is responsible for the day-to-day management of the project

C. No, because a concession for an off-specification needs to be approved by the project board

D. No, because a lessons report should be produced by the project manager when a concession is issued

Correct Answer: *C*

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Question
The 'classroom-based training materials' were delivered during stage 2. The Training Development Manager has since requested that the course is split into two parts: basic and advanced. This request has been recorded in the issue register and the Training Development Director has been asked to prepare an issue report including additional business justification for the request so that it can be considered by the project board.
Is this an appropriate application of the 'change' theme, and why?

A. Yes, because the proposal is a request for change that should be handled formally

B. Yes, because an issue report should be prepared if the issue register does not contain sufficient detail

C. No, because the business justification for the proposal should be recorded in an updated business case

D. No, because the project manager is responsible for recommending how an issue should be resolved

Correct Answer: *A*

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Question
DRAG DROP -

PROGRESS -
The delivery of the 'marketed courses' is expected to be one week late, which will be outside the agreed tolerance for the work package.
Here are three actions relating to the 'progress' theme for this late delivery.
Which role (A-F) is responsible for each action?
Choose only ONE role for each action. Each role may be used once, more than once, or not at all.
Select and Place:

Confirm the project manager's assessment that the late delivery of the 'marketed courses' will not impact stage progress	Executive
Update the quality register with the new date for the quality review of the 'marketed courses'	Senior user
Notify the project manager that the work package tolerances for 'marketed courses' is forecast to be exceeded	Senior supplier
	Project support
	Team manager
	Project assurance

Correct Answer:

Confirm the project manager's assessment that the late delivery of the 'marketed courses' will not impact stage progress: Executive	Executive
Update the quality register with the new date for the quality review of the 'marketed courses': Project support	Senior user
Notify the project manager that the work package tolerances for 'marketed courses' is forecast to be exceeded: Team manager	Senior supplier
	Project support
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MortenC 6 months, 1 week ago
Executive is probably not correct. Project Assurans according to table 12.2
upvoted 1 times

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Question
The 'capability to deliver health and safety training' has been delivered and accepted. The project manager has produced the end stage report and has recommended that the project should be closed because it is complete.
Is this an appropriate application of the 'progress' theme, and why?

A. Yes, because the project product has been accepted and therefore the project should be closed

B. Yes, because the end stage report should recommend the next steps to take to the project board

C. No, because the executive should be responsible for recommending project closure to ABC Company

D. No, because an end stage report is not required for the stage in which the project product is delivered

Correct Answer: *B*

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End of the additional information.

Question
During the planning for stage 2 the executive has asked the project manager to carry out a MoSCoW prioritization of the products to assist in setting scope tolerances.
Is this an appropriate application of the 'progress' theme, and why?

A. Yes, because the executive is responsible for advising ABC Company corporate management of appropriate project scope tolerances

B. Yes, because the executive is responsible for setting the permitted variation of the scope of the management stages

C. No, because ABC Company's corporate management should set the project scope tolerance in the project mandate

D. No, because scope tolerance at the stage level is used if applying an agile delivery approach

Correct Answer: *B*

Introductory Info

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

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End of the Project scenario.

Additional Information:

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End of the additional information.

Question
DRAG DROP -

STARTING UP A PROJECT -
Here are three actions that occurred during the 'starting up a project' process for the Health and Safety Training Project.
Which role (A-F) is responsible for undertaking the action?
Choose only ONE role for each action. Each role may be used once, more than once, or not at all.
Select and Place:

Correct Answer:

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Question
In the project mandate ABC Company identified a business opportunity in creating an accredited health and safety training course. However, it was unclear whether ABC Company would just create the course, enabling the course to be sold to other training companies, or whether they would deliver the courses to attendees as well. This was not resolved during the 'starting up the project process'. However, the project board did agree the need to have the 'capability to provide health and safety training' and that other decisions would be taken during the initiation stage.
Is this an appropriate application of the 'starting up a project process', and why?

A. Yes, because the 'management by exception' principle helps manage uncontrolled change

B. Yes, because the outcome to have the 'capability to provide health and safety training' is dear

C. No, because a project should not be initiated unless the project's outputs are clearly defined

D. No, because the 'starting up a project' process requires a justifiable reason for completing the project

Correct Answer: *D*

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End of the additional information.

Question
DRAG DROP -

DIRECTING A PROJECT -
Here are three actions taken during the 'directing a project' process.
Which role (A-F) is responsible for each action?
Choose only ONE role for each action. Each role may be used once, more than once, or not at all.
Select and Place:

Correct Answer:

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Question
During stage 3 the project manager asked the project board for advice on whether the 'updated corporate quality procedures' should include guidelines on how they might be used. The senior user and the senior supplier advised that they should. However, the executive disagreed. The project manager decided to follow the advice of the senior user and supplier.
Is this an appropriate application of the 'directing a project process', and why?

A. Yes, because the project manager should follow the advice of the majority of the project board

B. Yes, because the senior user is responsible for providing the customers quality expectations

C. No, because if contradictory advice is given, then the project manager should defer to the executive

D. No, because the project manager should wait for the project board to provide unified guidance

Correct Answer: *C*

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End of the additional information.

Question
DRAG DROP -

INITIATING A PROJECT -
Here are three actions that take place during the 'initiating a project' process.
Which theme (A-F) is being applied?
Choose only ONE theme for each action. Each theme can be used once, more than once, or not at all.
Select and Place:

Record the Sales Director's comment that there will definitely not be any specialists available to work on the 'marketing materials' during stage 2	
Identify that the 'classroom-based training materials' and marketing materials' will be delivered in stage 2	
Document how the Sales Director plans to sell the health and safety training course to existing clients	

- Business case
- Quality
- Plans
- Risk
- Change
- Progress

Correct Answer:

Record the Sales Director's comment that there will definitely not be any specialists available to work on the 'marketing materials' during stage 2	Change
Identify that the 'classroom-based training materials' and marketing materials' will be delivered in stage 2	Plans
Document how the Sales Director plans to sell the health and safety training course to existing clients	Business case

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Question
During the 'initiating a project' process the Corporate Document Manager agreed to allocate a Document Controller to support the implementation of the defined change control procedures. This role will support the change authority. The project manager documented this in the change control approach.
Is this action an appropriate application of the 'initiating a project' process, and why?

A. Yes, because the project manager and project assurance may act as the change authority

B. Yes, because the change control approach should be tailored as part of the 'initiating a project' process

C. No, because the Document Controller's role could conflict with the project manager's responsibilities

D. No, because project support roles should be agreed as part of the 'starting up a project' process

Correct Answer: *B*

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Question
DRAG DROP -

CONTROLLING A STAGE -
Here are three actions that are carried out as part of the 'controlling a stage' process.
Which theme (A-F) is being applied by the action?
Choose only ONE theme for each action. Each activity can be used once, more than once, or not at all.
Select and Place:

Project support updates the configuration item records when the completed work package containing 'finalized materials' is received	Business case
The 'marketing matenals' are updated to implement agreed corrective actions resulting from an issue raised about the format of the materials	Organization
The project manager responds to information from the Sales Director informing them that an advert in a trade magazine suggests it is now more likely that another training company may market similar training course's	Quality
	Plans
	Risk
	Change

Correct Answer:

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The 'marketing matenals' are updated to implement agreed corrective actions resulting from an issue raised about the format of the materials: Change	Organization
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MortenC 6 months, 1 week ago
First CHANGE should be QUALITY
upvoted 1 times

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Question
A work package has been authorized by the project manager for the 'classroom-based training materials' and the 'accredited classroom-based course'. The course developer (team manager) has provided an exception report to the Senior Supplier stating that the time tolerance for the work package will be exceeded and this will cause the stage 2 plan to go into exception. The Senior Supplier has instructed the course developer to produce an exception plan.
Is this an appropriate application of the 'controlling a stage process', and why?

A. Yes, because the project board is responsible for authorizing the production of an exception plan in response to an exception report

B. Yes, because the course developer has escalated the issue to the senior supplier as part of the 'escalate issues and risk' activity

C. No, because the course developer should have delivered the exception report to the project manager not the senior supplier

D. No, because the course developer should have raised the issue with the project manager as part of the 'execute a work package' activity

Correct Answer: *D*

Introductory Info

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Question
MANAGING PRODUCT ACTIVITY -
The product description for the 'marketing materials' states that the Sales Director will approve this product. It has been decided that there will be a presentation of the 'marketing materials' to the Sales Director in order to gain this approval.
In which activity should the team manager agree this approach?

A. Authorize a work package

B. Accept a work package

C. Execute a work package

D. Denver a work package

Correct Answer: *B*

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Question
The delivery team has produced the amended course booking procedures' produced in accordance with the requirements documented in the appropriator work package. Which role should review the procedures as part of the 'execute a work package' activity to ensure that they meet the quality criteria included in the product description?

A. Senior user

B. Project manager

C. Team manager

D. Project assurance

Correct Answer: *D*

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Question
A single work package has been created for the products of stage 2 and a team manager appointed for the whole work package. The team manager has split the work package into multiple smaller work packages for each product to be delivered in stage 2. The 'managing product delivery' process activities have been tailored so that the lower-level team managers report to the higher-level team manager.
Is this an appropriate application of the 'managing product delivery' process, and why?

A. Yes, because for large work packages, a team manager may create a hierarchy of smaller work packages to allocate to the team members

B. Yes, because activities in the 'managing product delivery' process may be split or run concurrently independent of the 'controlling a stage' process

C. No, because there should be a single team manager who is responsible for the delivery of the whole work package

D. No, because creating a single work package for all stage products will lead to conflicting responsibilities between the project manager and team manager

Correct Answer: *A*

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Question
MANAGING A STAGE BOUNDARY -
During the 'managing a stage boundary' process at the end of stage 2, the project manager is updating the business case and needs to confirm that the aggregated risk exposure for the delivery or the stage a plan remains within the risk tolerances.
Which role should confirm that the risk exposure is acceptable as part of the 'update the business case' activity?

A. Executive

B. Senior user

C. Senior supplier

D. Project assurance

Correct Answer: *A*

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Question
During the planning of stage 3. queries are identified that need to be resolved by the Corporate Document Manager who took over responsibility for maintaining the 'amended course booking procedures' during stage 2.
Which role is responsible for documenting the actions required as a result of the identification of these queries?

A. Senior user

B. Senior supplier

C. Project manager

D. Team manager

Correct Answer: *C*

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Question
The project manager has decided to combine the activities of 'update the project plan' and 'update the business case' into a single activity. This has been agreed this with the project board, including how this will impact the 'directing a project' process. This was documented in the approved project initiation documentation.
Is this an appropriate application of the 'managing a stage boundary' process, and why?

A. Yes, because the project manager is responsible for most activities in the managing a stage boundary' process

B. Yes, because the activities of this process may be combined if the correct interface with other processes is maintained

C. No, because the activities of this process may only be split when tolerances are exceeded and an exception plan is needed

D. No, because the proposed tailoring of this process should be approved by ABC Company's corporate board not the project board

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Question
CLOSING A PROJECT -
A product status account needs to be produced to identify if any concessions have been granted to support project closure at the end of stage 3 instead of stage
4.
During which activity of the 'closing a project' process should it be created?

A. Prepare planned closure

B. Prepare premature closure

C. Evaluate the products

D. Recommend project closure

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

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

Manager.

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

The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and

material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information.

Question
As part of the 'closing a project' process, an announcement is to be made that ABC Company's 'capability to deliver health and safety training' is now ready for launch and the project has been closed.
Which role should prepare the draft of the announcement?

A. Corporate, programme management or the customer

B. Executive

C. Senior user

D. Project manager

Correct Answer: *D*

Introductory Info

Project Scenario - Health and Safety Training Project

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers. ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver `capability to provide health and safety training`, including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

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

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

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

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

End of the Project scenario.

Additional Information:

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

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

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

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

Director.

The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations

Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

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

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

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

Manager.

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

The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and

material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information.

Question
The Business Development Director is the senior user. She has agreed a plan for post-project benefit reviews as part of the 'evaluate the project' activity.
Is this an appropriate application of the 'closing a project' process, and why?

A. Yes, because there should be a review of the successes and failures of the project, with recommendations for future projects to consider

B. Yes, because there should be an assessment of the benefits achieved compared with those defined in the business case

C. No, because the senior user should check how benefits of operational products win be measured in the 'hand over products' activity

D. No, because it is the executive that should approve the follow-on action recommendations identified by the project manager

Correct Answer: *D*

Introductory Info

Project Scenario - Health and Safety Training Project

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers. ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver `capability to provide health and safety training`, including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

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

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

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

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

End of the Project scenario.

Additional Information:

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

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

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

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

Director.

The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations

Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

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

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

Manager.

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

The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and

material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information.

Question
ABC Company has implemented its own project management method based on PRINCE2. This method requires that a benefits realization manager (BRM) is appointed. The BRM takes on the senior user's responsibility for delivering the expected benefits.
Is this appropriate application of the principles, and why?

A. Yes, because the tailoring of a project may be based on an organization's own project management method

B. Yes, because the PRINCE2 principles should be tailored to align with a corporate project management method

C. No, because the senior user's accountability for ensuring delivery of the expected benefits cannot be delegated

D. No, because the appointment of a BRM will not provide an appropriate level of governance at an acceptable level of risk

Correct Answer: *A*

Topic 19 - Testlet 2

Question #1 *Topic 19*

Introductory Info

Scenario -

Additional Information -

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

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

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

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

A number of alternatives were explored, including:

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

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

A series of television and press advertisements was too expensive

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

Creation of an internet website - would not suit all customers

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

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

Question

Which 2 statements should be recorded under the Reasons heading?

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

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

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

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

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

Correct Answer: *BE*

Question #2 *Topic 19*

Introductory Info

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:

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

A series of television and press advertisements was too expensive

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

Creation of an internet website - would not suit all customers

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

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

Question

Which 2 statements should be recorded under the Business options heading?

A. Produce a promotional calendar as a free Christmas gift to current and prospective customers.

B. Use a professional photographer to create the photographs for the calendar.

C. Create the photographs for the calendar internally.

D. Outsource the creation of the calendar to a professional marketing company.

E. Do nothing.

Correct Answer: *AE*

Question #3 *Topic 19*

Introductory Info

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:

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A series of television and press advertisements was too expensive

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

Creation of an internet website - would not suit all customers

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

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

Question

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.

Correct Answer: *AC*

Introductory Info

Scenario -

Additional Information -

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

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

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

A number of alternatives were explored, including:

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

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

A series of television and press advertisements was too expensive

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

Creation of an internet website - would not suit all customers

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

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

Question

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.

Correct Answer: *BD*

Question #5 *Topic 19*

Introductory Info

Scenario -

Additional Information -

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

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

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

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

A number of alternatives were explored, including:

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

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

A series of television and press advertisements was too expensive

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

Creation of an internet website - would not suit all customers

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

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

Question

Which 2 statements should be recorded under the Timescale heading?

A. Benefits will be lost if the project is not completed on time.

B. A recruitment campaign to fill the existing staff vacancies will need to take place in the next 12 months.

C. Additional 10% increase in orders in year two.

D. The prepared calendar pack must be delivered by the first week in December.

E. The print company requires a 2 week notification period of the calendar pack delivery.

Correct Answer: *CD*

Introductory Info

Scenario -

Additional Information -

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

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

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

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

Creation of an internet website - would not suit all customers

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

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

Question

Which 2 statements should be recorded under the Costs heading?

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

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

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

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

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

Correct Answer: *BE*

Introductory Info

Scenario -

Additional Information -

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

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

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

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

Creation of an internet website - would not suit all customers

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

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

Question

Which 2 statements correctly define a Business Case risk which should be recorded under the Major risks heading?

A. Operational costs will increase as a result of the recruitment campaign.

B. The prepared calendar pack is to be delivered to the printers by the first week in December.

C. If the calendar quality is poor customers will not use it, creating the reverse effect and reducing orders further.

D. If any competitors launch a calendar at the same time this will reduce the impact of the MNO calendar and benefits will be reduced.

E. Staff morale will improve as a result of the promotional calendar.

Correct Answer: *CD*

Question #8 *Topic 19*

Introductory Info

Scenario -

Additional Information -

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

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

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

A number of alternatives were explored, including:

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A series of television and press advertisements was too expensive

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

Creation of an internet website - would not suit all customers

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

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

Question

HOTSPOT -

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.

Hot Area:

	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

Correct Answer:

	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

timedout 1 year, 11 months ago

Why does the Business Case "not" include Delivery Options?

upvoted 1 times

timedout 1 year, 11 months ago

My bad, this is specifically "Business" options, Delivery Options might be documented in a Plan maybe?

upvoted 1 times

pollon 2 years ago

The scenario says that the calendar must be printed by 30 November to have enough time to be ready for Christmas. Thus if the calendar is ready for printing by first week of December, the project will fail and business case is no longer viable (project is not able to deliver the products)

upvoted 1 times

timedout 1 year, 11 months ago

I cant see a reference to the 30/11 in the question atm, maybe it was removed?

upvoted 1 times

Topic 20 - Testlet 3

Question #1 *Topic 20*

Introductory Info

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:

ƛ— Do nothing.

ƛ— Re-engineer selected business functions.

ƛ— 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:

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

ƛ— 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:

ƛ— Use PRINCE2.

ƛ— 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.

Question

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.

Correct Answer: *CD*

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

RajPathak Highly Voted 2 years, 7 months ago

C and E

upvoted 9 times

chancol Most Recent 1 year, 5 months ago

I think the question is trying to lead to the point that there is no absolute need to address the technology issues within the organization. Outsourcing means that they don't need to fix it. It is the reduction of the confusion that needs to be addressed. Hence, E is not correct.

And the only remaining logical choice is D if E is ruled out. I know this is not intuitive but just how I try to make sense of the model answer.
upvoted 1 times

SolarPRINCE2 1 year, 9 months ago
It should be C & E
upvoted 1 times

Alex_28 2 years, 4 months ago
no idea why "D" is correct one
upvoted 2 times

Ciluba 2 years, 8 months ago
C & E are correct
upvoted 3 times

TM_ 2 years, 10 months ago
Should be C & E
upvoted 2 times

Pauly 2 years, 11 months ago
C&E is the most logical choice and matches the text. The explanation of D is nowhere mentioned and is more a consequence than a reason.
upvoted 2 times

danyo 2 years, 11 months ago
C and E are the best ones
upvoted 2 times

Tocky 3 years ago
Puzzled why D instead of E would go under Reason heading of the business case - can someone explain please?
upvoted 1 times

Siddharth_Kr 3 years ago
definitely C and E.
upvoted 2 times

Chickey 3 years, 1 month ago
C & E would be the most relevant answers for this I bleive.
upvoted 3 times

rkahb 3 years, 3 months ago
I believe it is C and E
upvoted 1 times

Obi83 3 years, 3 months ago
why is D part of a reason in this scenario. there is no mention of staff transfer to selected service provide as a reason for starting the project
upvoted 4 times

Introductory Info

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:

ƛ– Do nothing.

ƛ– Re-engineer selected business functions.

ƛ– Outsource selected business functions.

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Question

Which 2 statements should be recorded under the Business options heading?

A. The re-engineering of selected business functions would not provide the required outcome.

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

C. Use external consultants to provide guidance on the detailed design of the outsourced services.

D. Set up a PRINCE2 project to deliver the outsourced services.

E. Review a list of service providers to determine a short-list of possible service providers.

Correct Answer: *CD*

Reference:

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

kuku1789 10 months ago

It is not A, because of this "would not provide the required outcome".
Correct answer is C and D. "Outsource selected business functions" and "Use PRINCE2".

upvoted 1 times

chancol 1 year, 5 months ago

C and D seem to be Project Approach rather than Business Options to me.

upvoted 1 times

chancol 1 year, 5 months ago

I agree with Kanduur. So, only A is the right answer. E is not correct either as the other option is to outsource, not to review a shortlist of service provider.

upvoted 1 times

KANDUUR 1 year, 6 months ago

Business options in this case:
The following options were considered:

Do nothing.
Re-engineer selected business functions.
Outsource selected business functions.

upvoted 2 times

SolarPRINCE2 1 year, 9 months ago

I am not very comfortable with the answers!!!

upvoted 1 times

timedout 1 year, 11 months ago

Can someone else confirm the answers here please?

upvoted 1 times

timedout 1 year, 11 months ago

Specifically E, reading again I guess this is an "option", but sounded like a more granular task, than a high level option. Im still a little confused here

upvoted 1 times

Assima 2 years ago

A and E should be the best answers...

upvoted 1 times

Introductory Info

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:

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

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

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ƛ– Set up the project with 4 management stages:

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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.

Question

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.

Correct Answer: *CD*

Reference:

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

KANDUUR 1 year, 6 months ago

Correct.
2 expected benefit has been marked as answer: financial and non financial benefits.

upvoted 1 times

timedout 1 year, 11 months ago

Can someone elaborate on this one please? Thanks

upvoted 1 times

Ciluba 2 years, 8 months ago

I believe A & D are best ones.
A shows the option and assessment.
While C statement includes the option of outsourcing services, but it is mainly talking about how to do it instead of what it is. Also, using external consultants is something already decided and implemented, it is not an option anymore.

upvoted 1 times

Question #4 *Topic 20*

Introductory Info

Scenario -

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ƛ– Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

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

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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

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Question

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

A. An investment of £2.5m is required.

B. Staff morale will be negatively affected.

C. The project will take two years to deliver.

D. Staff may lose the opportunity to work in Information Technology.

E. MFH will lose direct control over the outsourced business functions.

Correct Answer: *CE*

Reference:

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

SolarPRINCE2 1 year, 9 months ago

B & E should be the correct answer.

upvoted 2 times

Assima 2 years ago

C is related to tilmescale, not disbenefit. The correct answer should be D & E.

upvoted 1 times

Alex_28 2 years, 4 months ago

why "C" is dis-benefit if it is planned and agreed by stakeholders?

upvoted 1 times

hohako 2 years, 7 months ago

B and E. A is cost, C is timescale and D is risk.

upvoted 2 times

Ciluba 2 years, 8 months ago

B and E are expected dis-benefits.
B says something will happen not may happen. it is a expected dis-benefit.
D is something may happen, it is a Risk.

upvoted 1 times

PrincessPenguin 2 years, 8 months ago

I expected D&E. Why C? B is a risk, not a dis-benefit.

upvoted 1 times

TM_ 2 years, 10 months ago

A is cost and C is timescale.
Correct answer should be D & E.

upvoted 1 times

danyo 2 years, 11 months ago

if we opt for "The 2 year delivery time" why not for"An investment of £2.5m is required" one is project duration and the other is project budget not a dis-benefit

upvoted 1 times

danyo 2 years, 11 months ago

B and E are the best ones to select, I believe

upvoted 2 times

PeterE 3 years, 2 months ago

The answer C is not correct! The 2 year delivery time, is not a dis-benefit but a timescale. B (and E) must be the answer.

upvoted 4 times

Question #5 *Topic 20*

Introductory Info

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:

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

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ƛ– Use PRINCE2.

ƛ– Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

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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.

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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

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Question

Which 2 statements should be recorded under the Timescale heading?

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

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

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

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

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

Correct Answer: *AB*

Ciluba Highly Voted 2 years, 8 months ago

I believe B and E are correct. The end of Stage 4 is not a time scale. The stage 4 may take a couple of weeks, or month. Who knows...

upvoted 6 times

Assima 2 years ago

Agreed...

upvoted 1 times

timedout Most Recent 1 year, 11 months ago

I think B & E, E because it it telling us the timeline for part of Stage 4. Whereas B is telling us the timeline of the expected benefits.

upvoted 1 times

timedout 1 year, 11 months ago

I think D is incorrect because the expected benefits will not be realised for 10 years "There is an expected saving of 20m over 10 years". Please correct me if wrong

upvoted 1 times

RajPathak 2 years, 7 months ago

B And D

upvoted 2 times

hohako 2 years, 7 months ago

A and E. B and D are benefits, C is a risk.

upvoted 1 times

Panzerknacker 2 years, 9 months ago

Agree, B, D seems more reasonable

upvoted 1 times

TM_ 2 years, 10 months ago

Should be B & D

upvoted 2 times

Question #6 *Topic 20*

Introductory Info

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:

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

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Question

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

A. Due to market conditions a suitable service provider may not be found, possibly leading to premature closure of the project.

B. Owing to employment contract changes staff may resist outsourcing, which would make it difficult to transfer staff to the selected service provider.

C. MFH's operations may be reduced and the 1a-year contract may not achieve its estimated value of £80m, which would reduce the service provider's profit.

D. The initial estimates, taken from the feasibility study report, indicate that the project will take two years to complete, which means that the business problems would remain for this period.

E. The management stages recommended by the consultants may not be appropriate, resulting in confusion in planning.

Correct Answer: *BD*

hohako Highly Voted 2 years, 7 months ago

I also believe A & B are the best answers.
C is a risk but not for the customer organization
D is not a risk as it'll happen for sure
E sounds more like a concern than a risk

upvoted 7 times

Ciluba Highly Voted 2 years, 8 months ago

I believe A & B are best answers.
D is not a Risk at all. As it is something that definitely will happen.

upvoted 5 times

Introductory Info

Scenario -

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Question

HOTSPOT -

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.

Hot Area:

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

Correct Answer:

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

timedout 1 year, 11 months ago

Can someone explain why 3B is false? Thanks

upvoted 2 times

timedout 1 year, 11 months ago

5A should be False? the end project report cant know if the benefits have been achieved as they will materialise over 10 years.

upvoted 2 times

YaraL 2 years, 3 months ago

Line 6 Box B should be true?! - The benefits review plan is created by the project manager during the initiations stage.

upvoted 3 times

windy1 2 years, 7 months ago

Line 2 Box B should be True

upvoted 2 times

MEHREEN1985 5 months, 1 week ago

not just benefit but also including dis benefits

upvoted 1 times

Topic 21 - Testlet 4

Question #1 *Topic 21*

Introductory Info

Project Scenario `" Health and Safety Training Project:

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers. ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver `capability to provide health and safety training`, including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

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

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

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

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

End of the Project scenario.

Additional Information:

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

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

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

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

Director.

The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations

Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

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

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

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

Manager.

The Corporate Document Manager reports to the Central Services Director. She helped establish the company's document management system and now operates it across the business. She manages a team of administrators and contracts staff when workload is high.
The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.
End of the additional information.

Question
ABC Company's centre of excellence (COE) has asked the project manager for the Health and Safety Training Project to trial a new standard course development model using an agile approach. The model recommends several shorter management stages, running in parallel, to enable more feedback and faster delivery to the market with reduced risk.
Is this an appropriate recommendation, and why?

A. Yes, because shorter stages bring greater project board control to reduce risk

B. Yes, because delivery steps and management stages can occur at different times

C. No, because management stages should be sequential to allow commitment of resources

D. No, because delivery steps and management stages need to be aligned

Correct Answer: *A*

MEHREEN1985 5 months, 1 week ago
managment stages dont run parallel, answer should be C
upvoted 1 times

Introductory Info

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End of the Project scenario.

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Question
The Health and Safety Training Project is following ABC Company's standard course development model. This model is updated regularly by the company's centre of excellence based on feedback from projects at key stages throughout the project lifecycle. During the 'starting up a project' process, the centre of excellence provided the Health and Safety Training project manager with the latest version of the model.
Which principle is being applied, and why?

A. 'Manage by stages', because the course development model is updated by the centre of excellence at key stages

B. 'Manage by stages', because the 'starting up a project' process is a key input to the initiation stage

C. 'Learn from experience', because the Health and Safety Training project manager should communicate lessons to cause change

D. 'Learn from experience', because lessons from previous similar projects are applied throughout the standard course development model

Correct Answer: *D*

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Question
The Finance Director has been appointed as the executive of the Health and Safety Training Project. She likes to be involved personally in all projects and authorize all large contracts. She has therefore asked the project manager to provide daily updates on project progress so that she can make decisions throughout each stage.
Is this an appropriate action, and why?

A. Yes, because the executive should be senior enough within the corporate organization to make funding decisions

B. Yes, because the executive should be available to make decisions and provide direction to the project manager

C. No, because the executive should maintain credibility within the corporate organization by operating at the project board level

D. No, because the executive should give the project manager enough space to manage the project day-to-day

Correct Answer: *A*

Peterko 6 months, 4 weeks ago
D is correct
upvoted 3 times

kuku1789 10 months ago
I think it is D
upvoted 1 times

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Question
MANAGING A STAGE BOUNDARY -
At the end of stage 3, the pilot courses have been planned and this work revealed that sales of the health and safety training course were expected to be higher than originally expected. Therefore, the project manager revised the sales forecast for the course. This revised forecast needs to be both reviewed and approved.
Who should review this forecast after it has been updated as part of the 'update the business case' activity?

A. ABC Company's board of directors including the Chief Executive Officer

B. The Business Development Director who is the executive

C. The Operations Director who is the senior user

D. The team manager for the 'delivered pilot courses' work package

Correct Answer: *A*
Reference:
https://www.prince2.com/uk/prince2-business-case#:~:text=During%20the%20project%2C%20a%20PRINCE2,it%20should%20be%20done%20now

kuku1789 10 months ago
it is B
upvoted 3 times

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Question
DRAG DROP -

PLANS -
The project manager is preparing the stage 3 plan and has asked the team manager for the 'amended course booking procedures' work package to prepare the team plan at the same time.
Here are three actions that will need to be carried out when preparing these plans.
Which role (A-F) should be responsible for each action?
Choose only ONE role for each action. Each role can be used once, more than once, or not at all.
Select and Place:

Provide assistance with using the planning software package when the plan for the 'amended course booking procedures' is being prepared	Executive
Provide an expert from the Sales Team to identify the impact that the 'amended course booking procedures' will have on sales staff	Senior user
Timetable the tasks to deliver the 'amended course booking procedures' and allocate them to specific individuals	Project manager
	Team manager
	Project assurance
	Project support

Correct Answer:

Team manager	Executive
Project manager	Senior user
Project support	Project manager
	Team manager
	Project assurance
	Project support

MortenC 6 months, 1 week ago
First:Project support 7.2.1.9
Second: Senior User?
Third: Team Manager?
upvoted 1 times

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Question
When planning the project during the initiation stage, the project manager recommended that there should be a stage boundary before starting work on the e- learning course. This would allow the project board to approve the 'accredited classroom-based course', and understand its impact on the sales before work on the e-learning course begins.
Which reason explains why this is a good application of the 'manage by stages' principle?

A. Every PRINCE2 project must have at least two management stages, including the initiation stage

B. Stage boundaries are decision points allowing the opportunity for the project's viability to be assessed

C. The project needs to be properly initiated before work starts on delivery of the e-learning course

D. The project manager should be able to manage the project on a day-to-day basis during the project

Correct Answer: *B*
Reference:
https://www.prince2.com/eur/prince2-processes

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Question
The Health and Safety Training Project is following ABC Company's standard course development model. This model requires that the project initiation documentation (PID) should include an additional section that shows how different learning styles will be accommodated in the classroom-based and e-learning courses. The executive has agreed that this section should be included in this project's PID.
Is this an appropriate application of the 'tailor to suit the project' principle, and why?

A. Yes, because management products should be tailored to ensure PRINCE2 is used appropriately

B. Yes, because the PID should describe how PRINCE2 has been tailored to meet the needs of a particular project

C. No, because PRINCE2 management products can be combined or split, but should not include additional sections

D. No, because the project manager and project board should make proactive choices about tailoring

Correct Answer: *B*

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Question
DRAG DROP -

INITIATING A PROJECT -
Here are three actions that are carried out as part of the 'initiating a project' process.
During which activity (A-F) should the action occur?
Choose only ONE activity for each action. Each activity can be used once, more than once, or not at all.
Select and Place:

Review the following entry in the daily log: "a delay to the accreditation of the 'classroom-based training materials' could lead to a delay in the 'e-learning course' being delivered", and record it appropriately	Agree the tailoring requirements
Ensure that the information needs of existing ABC Company customers are understood and are met	Prepare the risk management approach
Decide that stage 2 will include the delivery of the 'accredited classroom-based course' and stage 3 will include 'accredited trainers'	Prepare the change control approach
	Prepare the quality management approach
	Prepare the communication management approach
	Create the project plan

Correct Answer:

Prepare the quality management approach	Agree the tailoring requirements
Prepare the communication management approach	Prepare the risk management approach
Create the project plan	Prepare the change control approach
	Prepare the quality management approach
	Prepare the communication management approach
	Create the project plan

Reference:
https://www.whatisprince2.net/prince2-processes/prince2-process-initiating-a-project

MEHREEN1985 5 months, 1 week ago
sorry, Risk, communication and plan
upvoted 1 times

MEHREEN1985 5 months, 1 week ago
Is it Risk,quality, plan
upvoted 1 times

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Question
During the 'accept a work package' activity, the team manager for the marketed courses' asked project assurance for advice on reviewers. The team manager was unsure who from the sales team should be involved in reviewing the advertisements to ensure that they will deliver the required sales. The team manager then added the new reviewers and their responsibilities to the team plan.
Which theme is being applied by consulting project assurance?

A. Business case

B. Organization

C. Quality

D. Plans

Correct Answer: *D*

MEHREEN1985 5 months, 1 week ago
why plan, not organisation?
upvoted 1 times

Introductory Info

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Question
The 'e-learning course' is being delivered by an external consultancy. The consultancy completed work on the 'accredited e-learning course' during stage 3.
However, the 'delivered pilot courses' includes piloting of the e-learning course. As a result, the external consultancy is required to do further work as part of the
'finalized materials'.
When should the external consultancy close their project, and why?

A. When ABC Company closes the Health and Safety Training Project, because ABC Company's project manager should recommend project closure

B. When ABC Company closes the Health and Safety Training Project, because project closure should be planned by ABC Company's project manager

C. When the 'finalized materials' have been approved, because the external consultancy's business case is separate from ABC Company's business case

D. When the 'finalized materials' have been approved, because the external consultancy should complete its contractual activities before closing

Correct Answer: *D*

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Question
DRAG DROP -

CHANGE -
A request for change has been raised to increase the number of advertisements published as part of the 'marketed courses' work package.
Here are three actions that will be carried out when managing this change.
In which management product (A-F) should they be recorded?
Choose only ONE management product for each action. Each product can be used once, more than once, or not at all.
Select and Place:

Produce a report on the version numbers of all products, and their stage of development, within the 'marketed courses' work package	Change control approach
Identify that the agreed increase in the number of advertisements could lead to higher-than-expected sales of the health and safety training course, with additional trainers being required to meet that need	Configuration item record
Recommend that this change is approved, which will require a change to all products within the 'marketed courses' work package, and an increase in the cost of the work package, if it is approved	Issue register
	Issue report
	Risk register
	Product status account

Correct Answer:

Product status account	Change control approach
Issue report	Configuration item record
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Question
The 'e-learning course' is being delivered by an external consultancy. The team manager has advised the project manager that their plan is confidential and will be displayed on their team board as a list of requirements. The project manager has requested that the team manager share a milestone plan with the project management team instead for them to view.
Is this an appropriate action, and why?

A. Yes, because the project manager needs enough information to be able to monitor the plan

B. Yes, because the contract should specify rights of inspection on the e-learning course being delivered

C. No, because the supplier's plans are typically confidential as they include details of other clients' projects

D. No, because team plans can be in any format to meet the team's needs, including being presented as a list on team boards

Correct Answer: *B*

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Question
PRINCIPLES -
The Health and Safety Training project is following ABC Company's standard course development model. The executive wants start the project as quickly as possible to exploit the market opportunities offered by the new legislation. Therefore, the executive has advised the project manager that a project brief is not required, and that the project can proceed to the initiation stage.
Is this an appropriate action for the 'continued business justification' principle, and why?

A. Yes, because the project is following the company's standard course development model

B. Yes, because the recent government legislation means there is a market opportunity to exploit

C. No, because every project needs some form of documented and approved business justification

D. No, because compulsory projects that are driven by legislation must show that the chosen option is value for money

Correct Answer: *C*

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Question
The e-learning course is being delivered by an external consultancy. The consultancy wants to grow its e-learning business and use this project as an opportunity to demonstrate its skills in this area. They have asked ABC Company if they can publish a testimonial from ABC Company on their website following successful completion of the Health and Safety Training Project. A representative from the external consultancy has been invited to act as senior supplier on the Health and
Safety Training project board.
Is this an appropriate action for the 'defined roles and responsibilities' principle, and why?

A. Yes, because the supplier interest needs to be represented on the Health and Safety Training project board

B. Yes, because the supplier needs to demonstrate its skills in e-learning to grow its business

C. No, because the supplier needs to demonstrate its skills in e-learning to grow its business

D. No. because the supplier needs to publicize the success of the project on their website

Correct Answer: *A*

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Question
During stage 3 the project manager authorizes the work package for the 'marketed courses'. The project manager and internal marketing team manager agreed that the course should be marketed in a minimum of three trade magazines, and a maximum of five, by the end of stage 3. Which principle is being applied, and why?

A. 'Manage by exception', because the project manager should set tolerances for the scope of the products to be delivered

B. 'Manage by exception', because the project manager should set tolerances for the quality of the products to be delivered

C. 'Defined roles and responsibilities', because the internal marketing team need to understand what they need to deliver and when

D. 'Defined roles and responsibilities', because suppliers can be either internal or external to ABC Company

Correct Answer: *C*

kuku1789 10 months ago
it is A
upvoted 2 times

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Question
DRAG DROP -

BUSINESS CASE -
The project product is the 'capability to provide health and safety training'. The benefits management approach needs to include activities post-project to ensure that the benefits are measured. The executive wants to focus on selling the new health and safety training course to other training companies.
Here are three items of information that will be included in the benefits management approach.
Under which heading (A-F) should they be recorded?
Choose only ONE heading for each item of information. Each heading can be used once, more than once, or not at all.
Select and Place:

ABC Company does not currently sell any courses to other training companies as part of its operational business	The scope of the benefits management approach covering what benefits are to be managed and measured
Sales agents will need to be trained on the benefits of the health and safety training course and how it can help other training companies expand their business	Who is accountable for the expected benefits
Sales to other training companies will be calculated monthly from launch by identifying the number of contracts signed, and the number of health and safety training courses that have been sold	What management actions are required in order to ensure that the project outcomes are achieved
	How to measure achievement of expected benefits, and when they can be measured
	What resources are needed
	Baseline measures from which the improvement will be calculated

Correct Answer:

Baseline measures from which the improvement will be calculated	The scope of the benefits management approach covering what benefits are to be managed and measured
What resources are needed	Who is accountable for the expected benefits
What management actions are required in order to ensure that the project outcomes are achieved	What management actions are required in order to ensure that the project outcomes are achieved
	How to measure achievement of expected benefits, and when they can be measured
	What resources are needed
	Baseline measures from which the improvement will be calculated

Introductory Info

Project Scenario `" Health and Safety Training Project:

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End of the Project scenario.

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End of the additional information.

Question
DRAG DROP -

RISK -
The following risk has been identified during a risk identification workshop:
"Because the project is reliant on the government agency accrediting the 'classroom-based training materials' before work can continue on the project, there is a risk that the accreditation will either be withheld or delayed, leading to a delay in the overall project with associated cost implications."
Here are three items of information that will be included in the risk register about this risk.
Under which heading (A-F) should they be recorded?
Choose only ONE heading for each item of information. Each heading can be used once, more than once, or not at all.
Select and Place:

The accrediting agency will be involved throughout stage 2 by having ongoing discussions and releasing of early drafts to ensure a smooth accreditation	Probability, impact and expected value
The Business Development Director will be responsible for monitoring and reporting on the progress of accreditation and the impact this might have on costs	Proximity
This risk could occur in the last few weeks of stage 3	Risk response
	Risk status
	Risk owner
	Risk actionee

Correct Answer:

Risk response	Probability, impact and expected value
Risk owner	Proximity
Proximity	Risk response
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Question
Following discussions with the senior user, benefits tolerance in the business case has been set for the first year, with a minimum benefits tolerance specified. The project manager is authorizing the work package for the 'marketed courses' which will need to generate sales, and has set this benefits tolerance within the work package.
Is this an appropriate action, and why?

A. Yes, because the 'marketed courses' need to generate the sales to achieve the business case

B. Yes, because it is the senior user that is accountable for specifying the benefits to be realized

C. No, because benefits tolerance should only be set at the project-level within the business case

D. No, because it is the senior user that should ensure that the expected benefits are realized

Correct Answer: *A*

MEHREEN1985 5 months, 1 week ago
isnt it C?
upvoted 1 times

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Question
DRAG DROP -

STARTING UP A PROJECT -
Here are three decisions that have been made as part of the 'starting up a project' process.
During which activity (A-F) should the decision be made?
Choose only ONE activity for each action. Each activity can be used once, more than once, or not at all.
Select and Place:

The 'e-learning course' will be delivered by a specialist external consultancy	Appoint the executive and project manager
The PID needs to be presented to ABC Company's board of directors for approval before the financial year end in four weeks' time	Capture previous lessons
The 'capability to deliver health and safety training' will include both an 'accredited classroom-based course' and an 'accredited e-learning course'	Design and appoint the project management team
	Prepare the outline business case
	Select the project approach and assemble the project brief
	Plan the initiation management stage

Correct Answer:

Design and appoint the project management team	Appoint the executive and project manager
Select the project approach and assemble the project brief	Capture previous lessons
Prepare the outline business case	Design and appoint the project management team
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Question
The Health and Safety Training Project is a critical project within a programme. Due to resource constraints within the programme, the programme manager has been appointed as both executive and project manager of the Health and Safety Training Project.
Is this an appropriate action, and why?

A. Yes, because the programme manager can ensure that the project is aligned to the programme outcomes

B. Yes, because the programme manager can be appointed as executive of the programme's projects

C. No, because the programme manager's role should remain separate from that of the project's executive

D. No, because the role of executive and project manager should remain separate for governance reasons

Correct Answer: *D*

kuku1789 10 months ago
it is B (The programme manager may be the executive for one or more of the projects)
upvoted 1 times

kuku1789 10 months ago
D is correct
upvoted 2 times

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Question
During the 'initiating a project' process the Training Delivery Manager identified that there would be additional work in auditing the delivery of the classroom-based health and safety training course. This work will have to be carried out by existing staff members. The project manager recorded this information as a dis-benefit in the benefits management approach and asked the Training Delivery Manager to capture the team's current workload.
Is this an appropriate action for the prepare the 'benefits management approach' activity, and why?

A. Yes, because the baseline for the current workload needs to be captured in order to measure the dis-benefit

B. Yes, because the Training Delivery Manager perceives the additional workload as a negative outcome

C. No, because the additional workload is an additional cost that should be included in the business case

D. No, because the additional workload is an issue that should be recorded in the issue register for resolution

Correct Answer: *C*

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Question
During the 'update the project plan' activity at the end of stage 3, the project manager identified that any delay in completing the 'delivered pilot courses' could lead to a delay in the 'finalized materials'. The project manager noted this information in the daily log immediately, with a note to transfer it to the appropriate record when it was accessible.
Which theme is being applied?

A. Plans

B. Risk

C. Change

D. Progress

Correct Answer: *B*
Reference:
https://prince2.wiki/management-products/risk-register/#:~:text=The%20Risk%20Register%20captures%20and,and%20relate%20to%20the%20project.&text=It%20is%20used%20to%20capture,help%20with%20the%20Risk%20theme

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Question
The Health and Safety Training Project has been commissioned in response to recent government legislation relating to health and safety on construction sites.
While the legislation has been finalized, it will only become clear how the governments accrediting agency will interpret the legislation in key areas as they accredit the products and trainers.
How should the project manager respond to this situation when preparing the project product description, and why?

A. By prioritizing the acceptance criteria, because it may not be possible to meet all acceptance criteria

B. By prioritizing the acceptance criteria, because the acceptance criteria should form a list of measurable attributes

C. By allowing the acceptance criteria to evolve, because the project manager should include information through change control when it is known

D. By allowing the acceptance criteria to evolve, because the executive should approve the finalized project product description

Correct Answer: *B*

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End of the additional information.

Question
During stage 3 work on the 'planned pilot courses' is underway. The costs of the 'delivered pilot courses' have been re-estimated as part of this work. The costs are significantly higher than originally estimated.
Who should review how these costs will affect the business case, and why?

A. Project assurance, because they should ensure continued alignment of the project with corporate standards

B. Project assurance, because they should be involved in assessing the impact of changes on the business case

C. Project support, because they should ensure that the business case is baselined and kept under change control

D. Project support, because they should advise the project manager of any changes that will affect the business case

Correct Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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Question
DRAG DROP -

QUALITY -
The 'training venue specification' is a key product in the project. It includes the need to specify the size of training rooms.
Here are three facts that need to be identified during activities of the 'quality' theme for the 'training venue specification'.
During which activity (A-E) should these facts FIRST be identified?
Choose only ONE heading for each item of information. Each heading can be used once, more than once, or not at all.
Select and Place:

The 'training venue specification' must define the maximum and minimum size of the training rooms	Planning quality
ABC Company's Corporate Quality Manager advised the executive that the corporate quality system requires an independent review of the test plans for the 'training venue specification'	Controlling quality
The 'training venue specification' has passed its quality review and is now approved by the Training Delivery Manager	Planning project assurance
	Understanding quality assurance
	Defining quality responsibilities

Correct Answer:

Planning quality	Planning quality
Controlling quality	Controlling quality
Defining quality responsibilities	Planning project assurance
	Understanding quality assurance
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Question
During the initiation stage, ABC Company's project manager contacted a specialist external consultancy and asked them to provide a quotation for the 'e-learning course'. This triggered the 'starting up a project' process for the external consultancy. As a result, the consultancy's project manager responded to the request for proposal stating that the 'e-learning course' work package will be a simple project from their perspective.
Is this an appropriate response to the request for a proposal by the external consultancy, and why?

A. Yes, because the consultancy's project manager should be appointed during the 'starting up a project' process

B. Yes, because the supplier's 'starting up a project' process should happen before the contract is agreed

C. No, because the supplier's 'starting up a project' process should happen at the same time as the customer's pre-project activities

D. No, because the 'starting up a project' process can be handled less formally in a simple project with acceptable risks

Correct Answer: *B*

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Question
MANAGING PRODUCT DELIVERY -
During the 'execute a work package' activity, the team manager for the 'training venue specifications' needs to obtain sign off for completed products.
Who should review these sign off records within the 'execute a work package' activity?

A. Executive

B. Training Delivery Manager

C. Project manager

D. Project assurance

Correct Answer: *C*

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Question
The project is now in the 'closing a project' process and the project manager is evaluating the project. The project manager has asked the team manager for the
'delivered pilot courses' to identify how many errors were found in the 'accredited classroom-based training course' during the piloting of the course. In addition, the team manager of the 'finalized materials' was asked to state how many of these errors had been fixed.
Which theme is being applied?

A. Quality

B. Progress

C. Change

D. Plans

Correct Answer: *A*
Reference:
https://prince2.wiki/theme/quality/

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Question
During the initiation stage the project management team have reviewed and updated the project product description. They have created a project plan, which separates the project into management stages.
Which reason explains why this is a good application of the 'focus on products' principle?

A. The project manager needs to plan the work so the products can be delivered

B. Products should be agreed collaboratively with the users to ensure user acceptance

C. A project needs to be delivered management stage by management stage

D. Projects should focus on what is going to be delivered including the acceptance criteria

Correct Answer: *D*

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The e-learning course is being delivered by an external consultancy. The project manager has included a warranty period in the contract with the consultancy to ensure that any faults in the course can be fixed after the course is in operational use. This means that the work of the external consultancy will continue post- project. The project manager has suggested that an additional step be added to the standard course development model to be used for future projects to accommodate this additional work after the project has closed.
Is this an appropriate application of the 'tailor to suit the project' principle, and why?

A. Yes, because the project management method used should be appropriate to the customer/supplier environment

B. Yes, because the project controls should be appropriate to the complexity and risk of the project

C. No, because the PRINCE2 project lifecycle should not include project work after the project has closed

D. No, because the project should be following ABC Company's standard course development model

Correct Answer: *B*
Reference:
https://www.prince2primer.com/set-up-the-project-controls/

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Question
DRAG DROP -

ORGANIZATION -
When preparing the communication management approach, the project manager considered how best to communicate with the internal marketing department.
The marketing department is currently focused on promoting other existing ABC Company courses.
Here are three items of information that will be included in the communication management approach.
Under which heading (A-F) should they be recorded?
Choose only ONE heading for each item of information. Each heading can be used once, more than once, or not at all.
Select and Place:

Regular demonstrations of the course will be used to engage the marketing department and keep them informed of updates to the course content	Tools and techniques
The marketing department is currently focused on promoting ABC Company's current range of courses	Records
Feedback from the demonstrations of the course content will be captured in the lessons log	Reporting
	Timing of communication activities
	Roles and responsibilities
	Stakeholder analysis

Correct Answer:

Timing of communication activities	Tools and techniques
Stakeholder analysis	Records
Records	Reporting
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End of the additional information.

Question
ABC Company's development team are using an agile delivery approach to produce the 'classroom-based training materials'. They have asked if their existing product owner can also act as team manager for their work package, although the team will continue to organize its own work within delegated limits of authority.
The project manager has agreed to this request.
Is this an appropriate action, and why?

A. Yes, because the product owner can also act as team manager while allowing the team to self-organize

B. Yes, because agile teams need to be empowered by the use of management by exception

C. No, because the team manager is responsible for managing the work of project team members

D. No, because the product owner should represent the wider view of the customer in cross-functional projects

Correct Answer: *B*
Reference:
https://prince2agile.wiki/principles/manage-by-exception/

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End of the Project scenario.

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Question
The e-learning course is being delivered by an external consultancy. The external consultancy has their own business case that justifies their involvement in the project. As a result, the project manager has refused to show the supplier any information related to ABC Company's benefits. This means that the external team manager has not seen any information relating to ABC Company's business justification for the project. Therefore, the external consultancy does not understand how the e-learning course contributes to the project's benefits.
Is this an appropriate action for the project manager to take, and why?

A. Yes, because the supplier should have their own business case that justifies their involvement in the project, separate from the customer's business case

B. Yes, because ABC Company should ensure that the project is viable from their perspective and the supplier should not be involved in this

C. No, because the supplier needs to understand the link between the outputs they are producing and the project benefits

D. No, because the expected benefits from the health and safety training course sales will benefit the customer, not the supplier

Correct Answer: *A*
Reference:
https://prince2.wiki/theme/business-case/

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Question
The following risk description has been recorded in the risk register: "Because the 'delivered pilot courses' takes place during stage 4, there is a risk that some of the feedback from the pilot could contradict feedback received from other participants."
Is this an appropriate risk description, and why?

A. Yes, because the risk effect on the project objectives is clear

B. Yes, because the risk cause is clearly defined

C. No, because the risk cause is an issue not a risk

D. No, because the risk effect on the project objectives is unclear

Correct Answer: *C*

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Question

The 'e-learning course' is being delivered by an external consultancy. The testing of the e-learning has been completed by ABC Company's testers and some faults have been found that still need to be fixed. The team manager for the 'e-learning course' work package believes the faults can be fixed within existing work package tolerances and has raised a request for change with the project manager.
Is this an appropriate action, and why?

A. Yes, because the testers have authority to request changes to the way the e-learning works

B. Yes, because team managers should raise issues to the project manager for capture and analyse

C. No, because the team manager should raise an off-specification for the faults, rather than a request for change

D. No, because the faults can be fixed within existing work package tolerances and do not need to be recorded

Correct Answer: *C*

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Question
As part of the 'authorize a work package' activity, the project manager is preparing the work package for the marketing materials. The project manager has asked the team manager for this work package to draft some specialist sections of the work package. The project manager and project assurance will review these sections before the work package is authorized.
Is this an appropriate action, and why?

A. Yes, because project assurance is responsible for the work package being correctly authorized

B. Yes, because the project manager is responsible for authorizing the work package even if its preparation is delegated

C. No, because the project manager should produce the work package as part of the 'authorize a work package' activity

D. No, because the team manager should approve the work package once authorized by the project manager

Correct Answer: *B*

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Question
CLOSING A PROJECT -
The project is in the 'closing a project' process and the pilot courses have been delivered. The project manager has updated the sales forecast for the health and safety training course based on the results from the 'delivered pilot courses'.
Who should approve the revised sales forecast?

A. The executive

B. The senior user

C. The senior supplier

D. ABC Company's board of directors including the Chief Executive Officer (CEO)

Correct Answer: *D*

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Question
DRAG DROP -

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

Approve the request for a communications expert to help with the preparation of the communication management approach to ensure that ABC Company's existing customers are engaged throughout the project	Authorize initiation
Review whether the project delivered the 'capability to deliver health and safety training' within the cost and time tolerances originally specified in the PID	Authorize the project
Advise the project manager of a change in ABC Company's approach to course delivery that will affect the 'classroom-based training materials'	Authorize a stage or exception plan
	Give ad-hoc direction
	Authorize project closure

Correct Answer:

Authorize a stage or exception plan	Authorize initiation
Authorize project closure	Authorize the project
Give ad-hoc direction	Authorize a stage or exception plan
	Give ad-hoc direction
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Question
DRAG DROP -

PROGRESS -
Stage 3 is nearly finished and the end stage report is being produced.
Here are three items of information that will be included in the end stage report for stage 3.
Under which heading (A-F) should they be recorded?
Choose only ONE heading for each item of information. Each heading can be used once, more than once, or not at all.
Select and Place:

The 'marketing materials' and 'training venue specifications' work packages were completed within the time tolerances set for stage 3	Review of the business case
The 'e-learning course' will be demonstrated to users more regularly than the 'classroom-based training materials' were, to get earlier feedback	Review of the management stage objectives
The project manager is confident that the remaining accreditation activities will be completed in stage 4, without affecting any of the existing stage and project tolerances	Review of team performance
	Lessons
	Issues and risks
	Forecast

Correct Answer:

Review of the management stage objectives	Review of the business case
Forecast	Review of the management stage objectives
Issues and risks	Review of team performance
	Lessons
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Question
The following risk has been recorded in the risk register:
"Because the 'e-learning course' is based on the 'classroom-based training materials', there is a risk that the materials may not be suitable for an e-learning environment, which could lead to a significant rewrite of the materials, increasing cost and time."
The risk has a high probability and impact. An appropriate 'reduce' response has been approved that aims to develop the 'classroom-based training materials' so that they are more likely to be suitable for e-learning.
What is the NEXT step to ensure effective management of the risk, and why?

A. Appoint a risk actionee on the team plan, because the risk response needs to be implemented when delivering the work package

B. Appoint a risk actionee on the team plan, because risk responses should balance the cost of the response against the impact of the risk occurring

C. Monitor the risk on the risk register, because the risk owner should be responsible for monitoring and controlling the risk

D. Monitor the risk on the risk register, because the team manager should report on risks via checkpoint reports

Correct Answer: *B*

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Question
DRAG DROP -

CONTROLLING A STAGE -
The project is now in stage 2 and work on the 'training venue specifications' work package is underway. This work package includes a phased handover of any completed products to the Training Delivery Manager. The work is running behind schedule and over budget.
Here are three actions that are carried out as part of the 'controlling a stage' process.
During which activity (A-F) should the action occur?
Choose only ONE activity for each action. Each activity can be used once, more than once, or not at all.
Select and Place:

Consult the communications management approach and advise the Operations Director how work on the 'training venue specifications' and other stage 2 products is progressing	Authorize a work package
Agree to increase the budget and cost tolerance in the 'training venue specifications' work package so that the team can to continue work	Review work package status
Hand over approved products within the 'training venue specifications' work package to the Training Delivery Manager who will keep these products up to date	Receive completed work package
	Review management stage status
	Report highlights
	Capture and examine issues and risks

Correct Answer:

Report highlights	Authorize a work package
Capture and examine issues and risks	Review work package status
Receive completed work package	Receive completed work package
	Review management stage status
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Question
The 'training venue specifications' work package is now complete. All products have been approved by the Training Delivery Manager, as specified. The work package noted that the Training Delivery Manager should be sent the completed products. Therefore, the team manager sent the products to the Training Delivery
Manager without notifying the project manager, and updated the team plan to reflect that the work package has been delivered and no further work is required.
Has the team manager completed the required actions for the 'deliver a work package' activity, and why?

A. Yes, because the team manager followed the procedure for completed products defined in the work package

B. Yes, because the Training Delivery Manager was the named approver in the product descriptions

C. No, because the team manager should update the configuration item records before the work package is complete

D. No, because the project manager should be notified in order to update the configuration item records

Correct Answer: *D*

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Question
During stage 3 the 'amended course booking procedures' are being delivered using an agile delivery approach. The work package has a fixed time and cost.
There are three sprints during the stage and the prioritized products will be handed over in a phased manner throughout the stage. As part of the 'report management stage end' activity, the project manager identified some follow-on action recommendations relating to the maintenance of the booking procedures that had been handed over.
Is this an appropriate action, why?

A. Yes, because time and cost are fixed therefore scope should be prioritized and flexed

B. Yes, because the users have taken on ongoing ownership of the products handed over

C. No, because the project manager should ensure that all planned products have been created

D. No, because the user acceptance should have been obtained at the end of each of the sprints

Correct Answer: *D*

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Question
The Health and Safety Training Project is part of a programme within ABC Company to move into legislative training courses. The programme has specified that it wants members of the programme office to participate in the pilot of the health and safety training course in the capacity of project assurance. The executive of the
Health and Safety Training Project has rejected the request for the programme office to be involved in the pilot as they have appointed their own project assurance to provide advice. This has been documented in the quality management approach.
Is this an appropriate action by the executive, and why?

A. Yes, because the executive's project assurance should advise how to implement the quality management approach

B. Yes, because it is the executive's responsibility to approve the quality management approach

C. No, because the quality management approach should be tailored to suit each project's environment

D. No, because the quality management approach should be influenced by the programme's approach and needs

Correct Answer: *A*

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Question
ABC Company has set an overall budget for the Health and Safety Training Project. During stage 3, there was a delay in delivering the 'e-learning course' by the external consultancy and the cost and time tolerance for the work package was exceeded. This led to additional costs in running the 'planned pilot courses'.
Therefore, the project cost will exceed the agreed overall project budget, so the project board requested additional funding from ABC Company's board of directors.
Is this an appropriate action, and why?

A. Yes, because project cost tolerances are forecast to exceed the limits set out by corporate management

B. Yes, because the delay to the 'e-learning course' has caused the work package time tolerances to be exceeded

C. No, because the external supplier should fund the overspend on the 'planned pilot courses' work package

D. No, because the project board should request an exception plan and reset the tolerances for the remainder of the project

Correct Answer: *D*

MortenC 6 months, 1 week ago

Selected Answer: A

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Question
During the initiation stage, the executive decided to appoint a change authority because a large number of small changes were expected. The executive wanted to restrict the cost of any single change that the change authority will be allowed to authorize. As a result, the change authority will only be allowed to authorize requests for change that require no more than 2 days of effort with the associated cost.
Is this an appropriate action, and why?

A. Yes, because there are typically limits for any single change applied within the change budget

B. Yes, because the change budget should be agreed when setting up the project controls

C. No, because it is the project board that is responsible for approving requests for change

D. No, because cost tolerance should be used to fund work that costs a small amount more than expected

Correct Answer: *B*

Topic 22 - Testlet 5

Question #1 *Topic 22*

Introductory Info

Scenario -

Additional Information -

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

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

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started.

VVhilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

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

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

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

Question

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.

Correct Answer: *CD*

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Question

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

A. He started the company 25 years ago.

B. He knows his job very well.

C. He restricts his visits to the engineering area.

D. He has the authority to commit resources as required.

E. He has an overall perspective of the business's strategic requirements.

Correct Answer: *DE*

Introductory Info

Scenario -

Additional Information -

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

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

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started.

VVhilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

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

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

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

Question

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.

Correct Answer: *AC*

Introductory Info

Scenario -

Additional Information -

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

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

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started.

VVhilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

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

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

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

Question

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

A. He joined the company last year with huge enthusiasm.

B. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.

C. The launch of a company calendar will impact the Sales department.

D. He reports directly to the Marketing Director.

E. He is able to represent current and prospective customer interests.

Correct Answer: *CE*

Introductory Info

Scenario -

Additional Information -

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

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

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started.

VVhilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

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

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

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

Question

Which 2 statements explain why the Purchasing Manager should be appointed as a Senior Supplier for this project?

A. He is responsible for the organization's procurement activates.

B. He is responsible for the performance of supplier contracts.

C. He was an engineer and worked in that area before taking up his current position.

D. He can influence the external supplier's Business Case.

E. He is not appropriate for the role of Executive or Senior User.

Correct Answer: *AB*

Question #6 *Topic 22*

Introductory Info

Scenario -

Additional Information -

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

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

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started.

VVhilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

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

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

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

Question

Which 2 statements explain why the Sales Manager should be appointed as User Assurance for this project?

A. He joined the company last year with huge enthusiasm and is keen to increase sales.

B. He can provide an evaluation of the potential impact the calendar will have on sales.

C. He is able to advise on suitable stakeholder engagement of current and prospective customers.

D. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.

E. He can resolve any conflict in requirements between the Sales department and the Marketing department.

Correct Answer: *BC*

Pauly 2 years, 10 months ago

The Sales Manager isn't mentioned in the additional information.

upvoted 2 times

Introductory Info

Scenario -

Additional Information -

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

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

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started.

VVhilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

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

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

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

Question

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.

Correct Answer: *AE*

Introductory Info

Scenario -

Additional Information -

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

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

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started.

VVhilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

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

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

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

Question

HOTSPOT -

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

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

Hot Area:

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

Correct Answer:

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

Topic 23 - Testlet 6

Question #1 *Topic 23*

Introductory Info

Scenario -

Additional Information -

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

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

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

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

Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the

Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Question

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

A. Retain because he accepts that outsourcing is the best solution.

B. Replace with 'Director of Finance Division' because she can ensure a cost-conscious approach to the project that gives value for money.

C. Retain because he has the right level of authority to be able to control the strategic nature of the Outsourcing project.

D. Add 'Director of Finance' because she understands the operation of the Information Technology Division and the Facilities Division.

E. Replace with 'Payroll Manager' because he is a very experienced and efficient qualified accountant.

Correct Answer: *BC*

Pauly 2 years, 10 months ago

Owing to 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 restructured will work with the external consultants who conducted the feasibility study to create the detailed design and specification.

upvoted 1 times

Question #2 *Topic 23*

Introductory Info

Scenario -

Additional Information -

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

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

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

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

Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the

Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Question

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.

Correct Answer: *BC*

Introductory Info

Scenario -

Additional Information -

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

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

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

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

Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the

Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Question

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.

Correct Answer: *AB*

Introductory Info

Scenario -

Additional Information -

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

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

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

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

Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the

Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Question

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

A. Remove because he will be impacted by the project and therefore represents a user.

B. Replace with 'Project Manager' because this is a simple project that does not require additional business assurance.

C. Add Outcome Consultants' because they carried out the feasibility study.

D. Add 'Director of Finance Division' because she is responsible for checking that any supplier and contractor payments are authorized.

E. Retain because he is familiar with the Ministry of Food Hygiene business strategy, the business level risk assessment and the Business Case standards.

Correct Answer: *DE*

Introductory Info

Scenario -

Additional Information -

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

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

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

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

Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the

Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Question

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.

Correct Answer: *BD*

Introductory Info

Scenario -

Additional Information -

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

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

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

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

Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the

Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Question

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.

Correct Answer: *BE*

Introductory Info

Scenario -

Additional Information -

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

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

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

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

Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the

Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Question

HOTSPOT -

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following question about roles on the

Outsourcing project.

Hot Area:

	Assertion		Reason	
1	The Outcome Account Manager should be appointed as a Senior Supplier for the project.	True-False	Senior Suppliers are responsible for the provision of supplier resources.	True-False
2	The Director of Finance would be an appropriate choice for the role of a Senior Supplier.	True-False	The Senior Supplier must demonstrate that the forecast benefits are realized.	True-False
3	After being selected in stage 3, a representative from the selected service provider should join the Project Board as a Senior Supplier in stage 4.	True-False	The Senior Supplier is responsible for assessing the viability of the project approach.	True-False
4	A specialist outsourcing consultant from Outcome would be an appropriate choice to provide supplier assurance during stage 2.	True-False	Supplier assurance ensures that supplier staf1dards are met and used effectively.	True-False
5	The Hardware Manager would be an appropriate choice for the role of Senior Supplier.	True-False	The Senior Supplier is accountable for the quality of the products delivered by the supplier(s).	True-False
6	The Payroll Manager is an appropriate choice to provide business assurance.	True-False	Business assurance should be undertaken by someone with an accountancy qualification.	True-False

Correct Answer:

	Assertion		Reason	
1	The Outcome Account Manager should be appointed as a Senior Supplier for the project.	True-False	Senior Suppliers are responsible for the provision of supplier resources.	True-False
2	The Director of Finance would be an appropriate choice for the role of a Senior Supplier.	True-False	The Senior Supplier must demonstrate that the forecast benefits are realized.	True-False
3	After being selected in stage 3, a representative from the selected service provider should join the Project Board as a Senior Supplier in stage 4.	True-False	The Senior Supplier is responsible for assessing the viability of the project approach.	True-False
4	A specialist outsourcing consultant from Outcome would be an appropriate choice to provide supplier assurance during stage 2.	True-False	Supplier assurance ensures that supplier staf1dards are met and used effectively.	True-False
5	The Hardware Manager would be an appropriate choice for the role of Senior Supplier.	True-False	The Senior Supplier is accountable for the quality of the products delivered by the supplier(s).	True-False
6	The Payroll Manager is an appropriate choice to provide business assurance.	True-False	Business assurance should be undertaken by someone with an accountancy qualification.	True-False

Topic 24 - Testlet 7

Question #1 *Topic 24*

Introductory Info

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

Question

HOTSPOT -

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.

Hot Area:

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

Correct Answer:

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

Introductory Info

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

Question

HOTSPOT -

The information in Column 1 may be entered in the Product Description for the chosen label design. Column 2 is a list of the quality headings (excluding Quality

Method) in a Product Description. For each entry in Column 1 decide if it should be included in the Product Description headings shown and select the heading from Column 2 under which it should be recorded.

Drop down the right answer.

Hot Area:

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

Correct Answer:

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

Introductory Info

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

Question

Which 2 statements apply to the Composition section?

A. Amend entry 2 to 'Selected paper'.

B. Delete entry 3 because this is NOT a major product to be delivered by this project.

C. Move entry 6 to Derivation because this product already exists.

D. Delete entry 7 because these will be produced by the photographer.

E. Add 'Calendars distributed to customers'.

Correct Answer: *AB*

chancol 1 year, 5 months ago

E sounds very important too.

upvoted 1 times

Introductory Info

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

Question

Which 2 statements apply to the Derivation section?

A. Move entry 9 to Composition because this is within the scope of the project.

B. Delete entry 10 because this is NOT a source product for this project.

C. Delete entry 11 as this is already correctly shown under Development Skills required.

D. Move entry 12 to Composition, because this is within the scope of this project.

E. Add 'Professional photographer'.

Correct Answer: *CD*

Introductory Info

Extract from the Project Product Description (with errors)

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Derivation	9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
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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

Question

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.

Correct Answer: *DE*

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Question

Which 2 statements apply to the Customer's quality expectations section?

A. Delete entry 16 because this should be shown on the Product Description for the photos.

B. Delete entry 17 because this is beyond the scope of this project.

C. Delete entry 18 because standards should NOT be shown here.

D. Delete entry 19 because this should appear in the Product Description for the calendar and not the Project Product Description.

E. Delete entry 20 because this is an expected benefit and should be recorded in the Business Case.

Correct Answer: *BE*

Ciluba 2 years, 8 months ago

17 is not beyond of the scope, it is just not a quality expectation

upvoted 3 times

Introductory Info

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Question

Which 2 statements apply to the Acceptance criteria section?

A. Amend entry 21 to 'Appearance - 12 photos each showing different members of staff.

B. Move entry 21 to Composition because the photos are part of the final product.

C. Delete entry 22 because the development of the new company logo is not within the scope of the Calendar project.

D. Move entry 23 to Derivation because the Data Protection Act already exists.

E. Delete entry 24 because this is NOT a suitable acceptance criteria for this project.

Correct Answer: *AC*

timedout 1 year, 11 months ago

A - Because the original entry is not measurable?

upvoted 1 times

timedout 1 year, 11 months ago

Can anyone confirm here please?

upvoted 1 times

Topic 25 - Testlet 8

Question #1 *Topic 25*

Introductory Info

Scenario -

Additional Information -

Product Description -

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

Quality notes from the Daily Log

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

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

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

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

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

Introduction -

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

Quality management procedure - Quality standards

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

Records -

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
7. Configuration Item Records will be maintained for each product to describe its status, version and variant.

8. Approval records for products that require them will be stored in the quality database.

Roles and responsibilities -
9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
10. Team Managers will provide details of quality checks that have been carried out.
11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Question
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.

Correct Answer: *A*

Introductory Info

Scenario -

Additional Information -

Product Description -

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Question
Which is a correctly defined acceptance criterion for the transferred facilities computer system?

A. Must be subject to regular back-ups.

B. Planned periods of shutdowns of the computer system must be kept to a minimum.

C. No (zero) loss of system functionality.

D. Back-up of data must be kept until the data is no longer needed.

Correct Answer: *C*

timedout 1 year, 11 months ago
C is measurable
upvoted 2 times

Introductory Info

Scenario -

Additional Information -

Product Description -

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

Question
Which is a correctly defined acceptance criterion for the transferred staff?

A. No staff are to be left behind.

B. Staff should be transferred as soon as possible.

C. All legal requirements are adhered to for the transfer of staff.

D. Retained staff should be of reasonable competence to maintain the SLA.

Correct Answer: *C*

Introductory Info

Scenario -

Additional Information -

Product Description -

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Question

Which is a correctly defined acceptance criterion for the running cost of the outsourced service?

A. Must be kept to a minimum.

B. Must be kept to a level acceptable to the Ministry of Food Hygiene.

C. Subject to market conditions.

D. The annual increase to be less than half the rate of inflation.

Correct Answer: *D*

Introductory Info

Scenario -

Additional Information -

Product Description -

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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.

Question
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.

Correct Answer: *C*

Introductory Info

Scenario -

Additional Information -

Product Description -

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

Question
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.

Correct Answer: *D*

Introductory Info

Scenario -

Additional Information -

Product Description -

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Question
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.

Correct Answer: *A*

Introductory Info

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Question
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.

Correct Answer: *A*

pollon 2 years ago
Why is it A not C?
upvoted 1 times

timedout 1 year, 9 months ago
I think its because they are "missing" it will not be a change, as it was previously planned.
upvoted 1 times

timedout 1 year, 9 months ago
Also I dont think this is classed as an off-specification just yet as the product can at this stage be delivered as planned if more time is given.
upvoted 1 times

Introductory Info

Scenario -

Additional Information -

Product Description -

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

Quality notes from the Daily Log

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

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

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

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

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

Introduction -

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

Quality management procedure - Quality standards

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

Records -

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
8. Approval records for products that require them will be stored in the quality database.

Roles and responsibilities -

9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
10. Team Managers will provide details of quality checks that have been carried out.
11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Question
Which statement applies to the Introduction section?

A. Delete entry 1 because the project approach is defined in the Project Brief.

B. Delete entry 2 because this is the Project Manager's responsibility.

C. Delete entry 3 because it is the Project Manager's responsibility to implement the Quality Management Strategy.

D. Move entry 3 to the Roles and responsibilities section because this is a quality responsibility.

Correct Answer: *D*

Panthagani 1 week, 1 day ago
Make the right question or information available. The question and the information given are not in line
upvoted 1 times

Introductory Info

Scenario -

Additional Information -

Product Description -

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Question
Which statement applies to the Quality standards section?

A. Delete entry 4 because external suppliers are responsible for applying any relevant standards to their work.

B. Delete entry 5 because the lack of a change management procedure makes the MFH document standards unsuitable.

C. Add 'All contracts must conform to current employment laws".

D. Add 'PRINCE2 change control procedures will be used to manage any changes to baselined products'.

Correct Answer: *C*

Introductory Info

Scenario -

Additional Information -

Product Description -

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

Question
Which statement applies to the Records section?

A. Delete entry 6 because this information should be included in Stage or Team Plans.

B. Move entry 6 to the Reporting section because the information should be used to report on quality activities.

C. Delete entry 7 because this should be included in the Configuration Management Strategy.

D. Delete entry 8 because the results of quality reviews are recorded in the Quality Register.

Correct Answer: *C*

Introductory Info

Scenario -

Additional Information -

Product Description -

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8. Approval records for products that require them will be stored in the quality database.

Roles and responsibilities -

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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.

Question
Which statement applies to the Roles and responsibilities section?

A. Delete entry 9 because this should only be recorded in the Product Description.

B. Delete entry 10 because this is the responsibility of the quality review chair.

C. Delete entry 11 because only the Project Manager can update the Quality Register.

D. Amend entry 12 because this is the responsibility of supplier assurance.

Correct Answer: *D*

Topic 26 - Testlet 9

Question #1 *Topic 26*

Introductory Info

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

Question

HOTSPOT -

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.

Hot Area:

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

Correct Answer:

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

Introductory Info

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

Question

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 Plan prerequisites section?

A. Delete entry 2 because these are project benefits not prerequisites of the stage.

B. Delete entry 3 because the production cost forecast is a deliverable of stage 2, not a prerequisite for stage 3.

C. Delete entry 4 because the customer list is a deliverable of stage 2, not a prerequisite for stage 3.

D. Add 'Engineering team must be made available for photos'.

E. Add 'Compliance with the Data Protection Act'.

Correct Answer: *AC*

pollon 2 years ago

A Correct: Whilst the Project Board would, in Directing a Project, assess whether the planned benefits could still be achieved, the actual benefits themselves are clearly not a prerequisite for the stage. Ref. A16.2.
B Incorrect: Whilst this is a deliverable of stage 2, the Project Board must agree to this in their decision to progress to stage 3. It is a major product of this project and the reason for the stage boundary. It is a pre-requisite of stage 3. Ref. A.16.2.
C Correct: This is not a plan prerequisite for stage 3. As a product of stage 2 this should have been quality-checked and signed-off, but work can commence on stage 3 even if this product is incomplete. Ref. A.16.2.
D Incorrect: This is not a prerequisite of the stage. The stage can commence without the engineering staff, but may be delayed if they are not available when required. This may be identified as a risk. Ref. A.16.2.

E Incorrect: This is confirmed during stage 2. The results of this check are not a prerequisite for stage 3. Work can commence without this. Ref. A.16.2

upvoted 2 times

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Product Breakdown Structure (contains errors)

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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.

Correct Answer: *DE*

Pauly 2 years, 11 months ago

Description of stages missing for this scenario.

upvoted 2 times

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None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Planning assumptions section?

A. No change to entry 8 because this cannot be confirmed until all of the label designs entries have been received and an assessment made.

B. Move entry 8 to External dependencies because the label designs are created outside of the scope of the project.

C. Delete entry 9 because the photo session schedule should have been approved as part of stage 2.

D. Move entry 9 to External dependencies because the photo session schedule is created by the professional photographer.

E. Delete entry 10 because the inclusion of different members from the Engineering team in each photo should be shown in the Product Description for the photos.

Correct Answer: *AE*

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None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Monitoring and control section?

A. Delete entry 11 because this relates to the monitoring and controlling of the Project Plan, not the Stage Plan.

B. No change to entry 12 because this describes how the Project Board will control the stage.

C. Move entry 12 because the Highlight Reports are deliverables of this stage and should be shown under Product descriptions.

D. Delete entry 13 because this is part of the Controlling a Stage process.

E. Delete entry 14 because the Product Status Account is NOT an ad-hoc report. 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.

Correct Answer: *AB*

pollon 2 years ago

A Correct: It is the Stage Plan that is updated with actuals throughout the stage. Ref. 15.4.4.
The Project Plan is updated at the end of each stage. Ref. 17.4.2.
B Correct: The Stage Plan covers the products, resources, activities and controls specific to the stage and is used as a baseline against which to monitor stage progress.
The Highlight Report is a control for the Project Board. Ref. A.16.2
C Incorrect: The Highlight Report is a management product and should be included as a deliverable within the stage, but it is also a control for the Project Board and should be identified here. Ref. A.16.2.
D Incorrect: The frequency at which the stage will be reviewed should be recorded here. Ref. A.16.2.

E Incorrect: A Product Status Account can be requested by the Project Manager at any time.
This is likely to be required to support the Highlight Report. Ref. 15.4.5.

upvoted 2 times

Introductory Info

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

Question

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

Correct Answer: *AD*

timedout 1 year, 10 months ago

Would this not be B and D?

upvoted 2 times

timedout 1 year, 9 months ago

Ok its a time budget..

upvoted 1 times

timedout 1 year, 9 months ago

And page 207 states "The budget should include:
costs of the activities to develop and verify the specialist products, and the cost of the project management activities"

upvoted 1 times