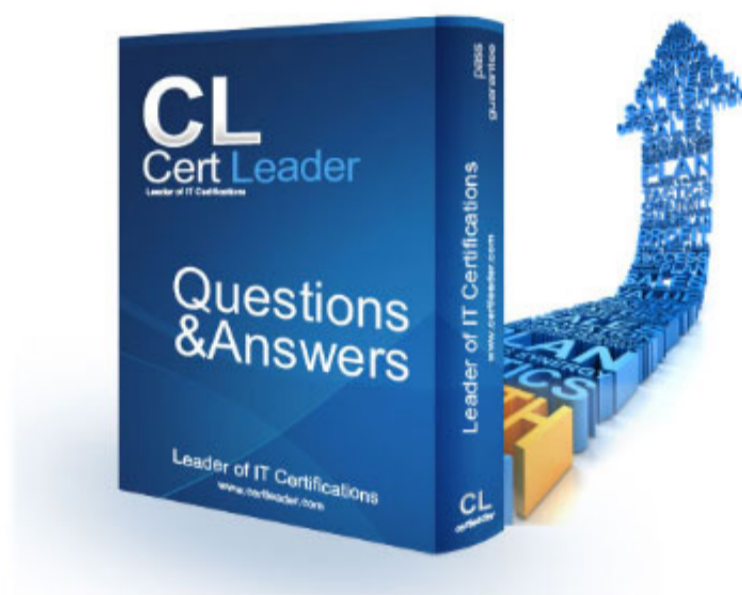


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NEW QUESTION 1

- (Topic 1)

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

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

Answer: D

NEW QUESTION 2

- (Topic 1)

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

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

Answer: B

NEW QUESTION 3

- (Topic 2)

Which of the following activities is the Executive responsible for?

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

Answer: B

NEW QUESTION 4

- (Topic 2)

Which of the following statements is TRUE with regard to expected benefits?

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

Answer: C

NEW QUESTION 5

- (Topic 2)

Which of the following statements describes an outcome?

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

Answer: B

NEW QUESTION 6

- (Topic 2)

Scenario

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to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology.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

Do nothing.

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

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

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

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

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

Use PRINCE2.

Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

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

provider.

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

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

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

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

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

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

Answer: CE

NEW QUESTION 7

- (Topic 2)

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

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

Answer: D

NEW QUESTION 8

- (Topic 2)

Scenario

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

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Which 2 statements should be recorded under the Business options heading?

- A. The re-engineering of selected business functions would not provide the required outcome.
- B. The lack of up-to-date technology in MFH means a re-engineering of existing services will not necessarily deliver the performance improvements required.
- C. Use external consultants to provide guidance on the detailed design of the outsourced services.
- D. Set up a PRINCE2 project to deliver the outsourced services.
- E. Review a list of service providers to determine a short-list of possible service providers.

Answer: CD

NEW QUESTION 9

- (Topic 2)

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

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

Answer: B

NEW QUESTION 10

- (Topic 2)

Scenario

Additional Information

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

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

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

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

A number of alternatives were explored, including:

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

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

? A series of television and press advertisements was too expensive

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

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

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

Which 2 statements should be recorded under the Reasons heading?

- A. The Marketing department believes that sending a promotional calendar to current and prospective customers will increase orders by at least 10%.
- B. 10% of customers have not re-ordered in this financial year.
- C. 1,500 orders are expected, each with an average profit of £2k.
- D. The Marketing department believes that the effect of a good company image, portrayed by a successful calendar, will last into a second year.
- E. MNO Manufacturing is experiencing a fall in orders due in part to the increased marketing activities of its competitors.

Answer: BE

NEW QUESTION 10

- (Topic 2)

Scenario

Additional Information

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

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Which 2 statements should be recorded under the Costs heading?

- A. The MNO marketing budget this year is £120k.
- B. The project will be funded from the business marketing budget
- C. 10 further orders with an average profit of £2k will deliver a benefit of £20k in the first year.
- D. The new company logo is estimated to cost £4k.
- E. Project costs are estimated to be a total of £26.5k.

Answer: BE

NEW QUESTION 15

- (Topic 2)

Scenario

Additional Information

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

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

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

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

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

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

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

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

Answer: BD

NEW QUESTION 16

- (Topic 2)

Scenario

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

Do nothing.

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

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Use PRINCE2.

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.

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

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

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

A. Due to market conditions a suitable service provider may not be found, possibly leading to premature closure of the project.

B. Owing to employment contract changes staff may resist outsourcing, which would make it difficult to transfer staff to the selected service provider.

C. MFH's operations may be reduced and the 1a-year contract may not achieve its estimated value of £80m, which would reduce the service provider's profit.

D. The initial estimates, taken from the feasibility study report, indicate that the project will take two years to complete, which means that the business problems would remain for this period.

E. The management stages recommended by the consultants may not be appropriate, resulting in confusion in planning.

Answer: BD

NEW QUESTION 20

- (Topic 2)

Scenario

Additional Information

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

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

Answer: CD

NEW QUESTION 23

- (Topic 2)

Scenario

Additional Information

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

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

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.

Answer: AE

NEW QUESTION 25

- (Topic 3)

Additional Information

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

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

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

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

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

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

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

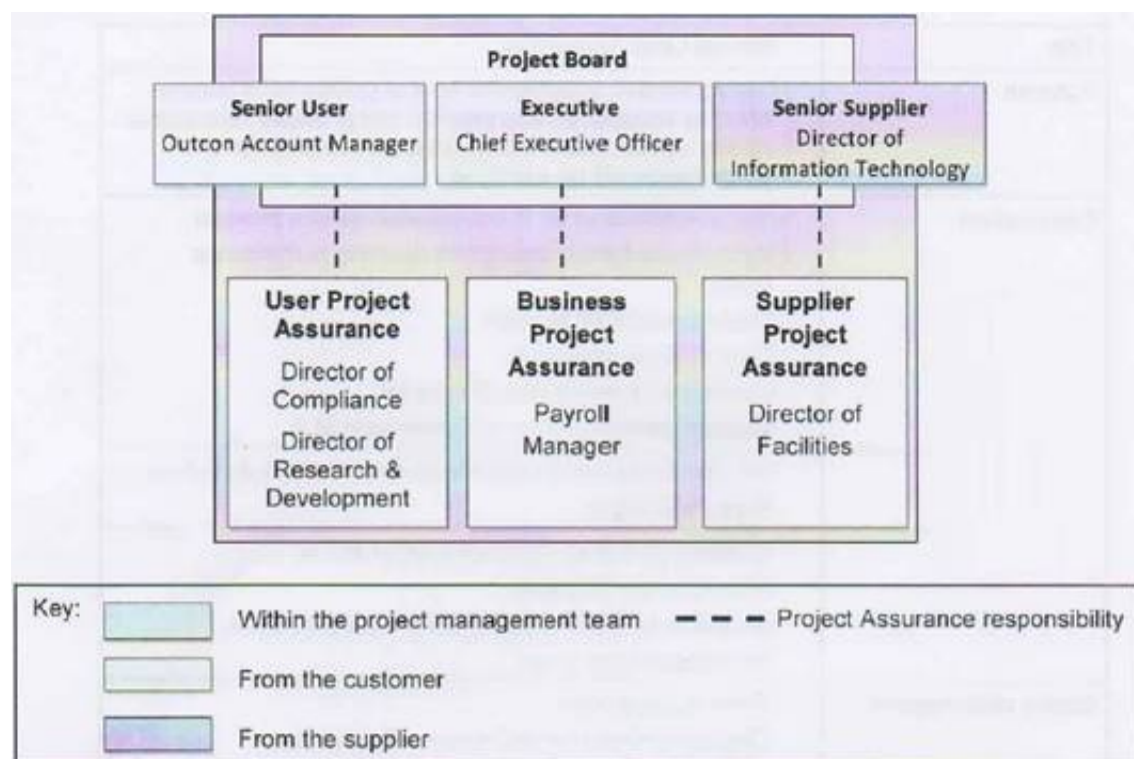
- A. She has been with the company for three years.
- B. She previously had a successful career in publicity.
- C. She is able to represent the business needs of MNO Manufacturing.
- D. She has authority to commit the marketing budget, from which the project will be funded.
- E. She requires more experience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

Answer: CD

NEW QUESTION 30

- (Topic 3)

Additional Information



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

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

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

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

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

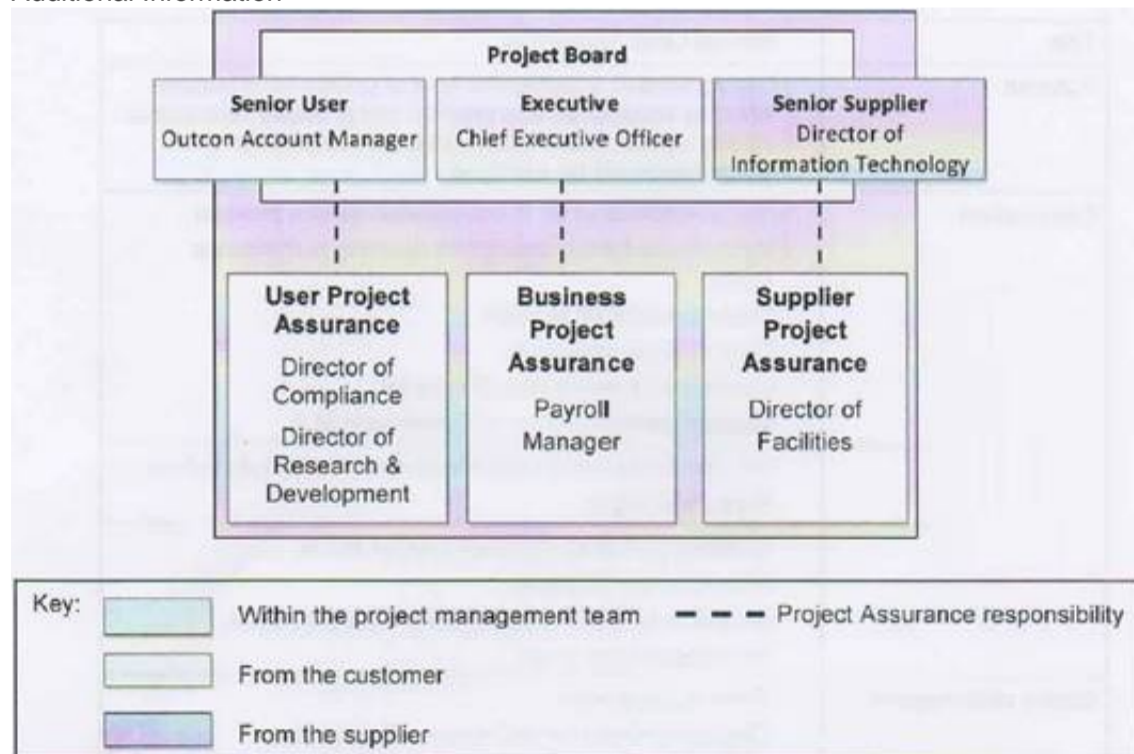
- A. Retain because she is responsible for the design of the future Information Technology organization and working practices.
- B. Add 'Director of Facilities' because he is responsible for the design of the future organization, processes, systems and operation models for Facilities.
- C. Add 'Hardware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

Answer: AB

NEW QUESTION 31

- (Topic 3)

Additional Information



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

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

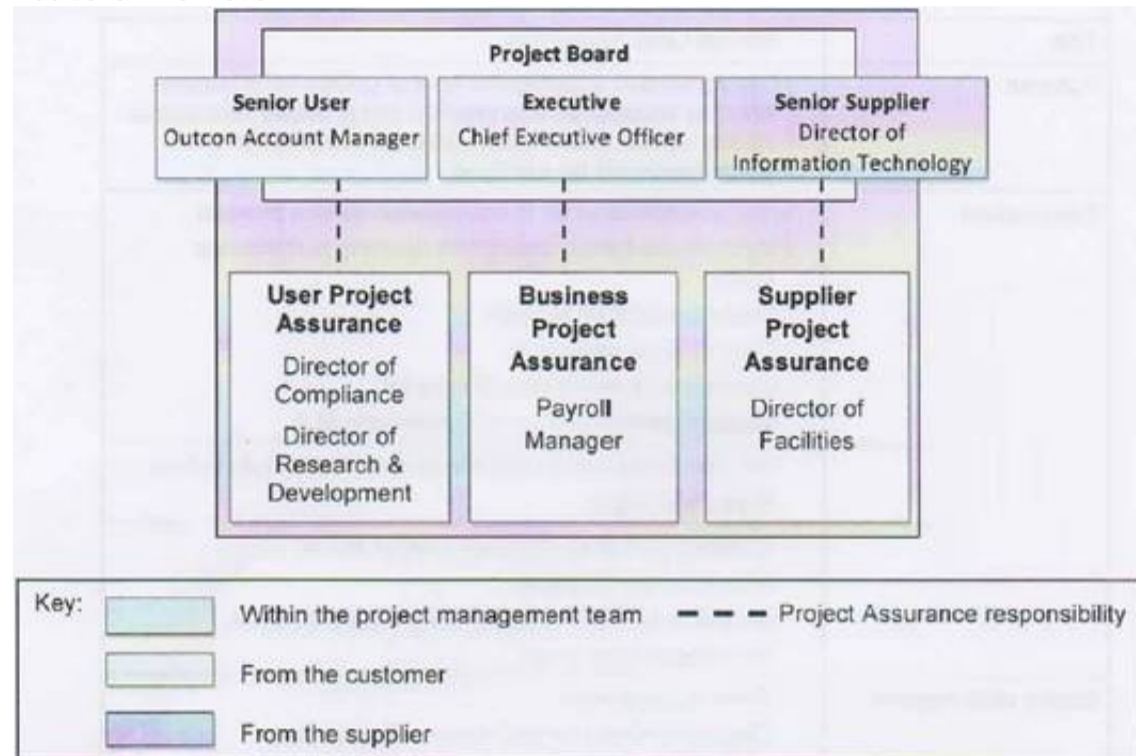
- C. Retain because he is well-regarded within the Ministry because of the efficiencies, superb service and savings he has achieved in the Facilities Division.
D. Add 'Outcome Account Manager' because he will advise on potential changes and their impact on the integrity of the project's products.
E. Remove because he is involved with the project and is therefore NOT independent.

Answer: BD

NEW QUESTION 35

- (Topic 3)

Additional Information



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

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

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

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

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

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

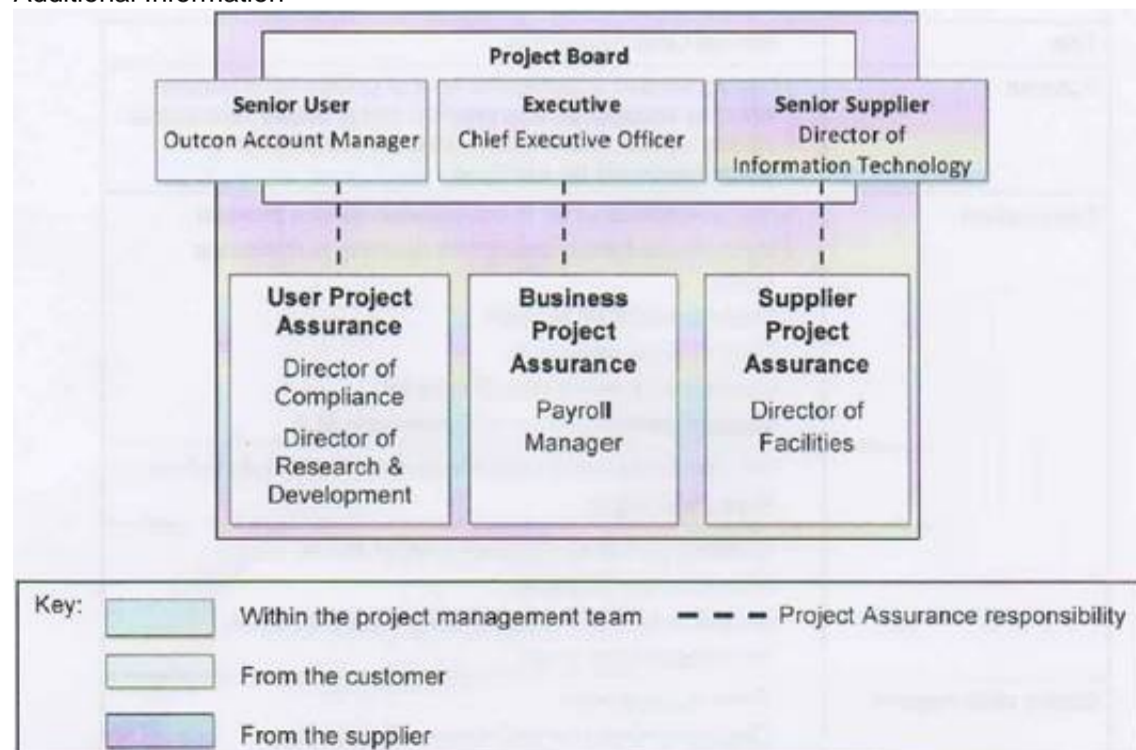
- A. Retain because they are both very positive about outsourcing the selected business functions.
B. Retain because their divisions will be the major users of the outsourced services and they can provide the user perspective on the impact of any proposed changes.
C. Remove because neither of these individuals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

Answer: BE

NEW QUESTION 40

- (Topic 3)

Additional Information



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

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

teams during the project.

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

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

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

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

Answer: BC

NEW QUESTION 44

- (Topic 3)

Which of the following roles cannot be combined?

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

Answer: C

NEW QUESTION 47

- (Topic 3)

Additional Information

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

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

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

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

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

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

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

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

Answer: AC

NEW QUESTION 50

- (Topic 4)

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

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

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

Answer: D

NEW QUESTION 54

- (Topic 4)

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

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

Answer: D

NEW QUESTION 57

- (Topic 4)

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

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

Quality management procedure - Quality standards

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

Records

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

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.

Answer: C

NEW QUESTION 58

- (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

Answer: A

NEW QUESTION 60

- (Topic 4)

Extract from the Project Product Description (with errors)

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

Which 2 statements apply to the Acceptance criteria section?

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

Answer: AC**NEW QUESTION 64**

- (Topic 4)

Extract from the Project Product Description (with errors)

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

Which 2 statements apply to the Composition section?

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

Answer: AB

NEW QUESTION 66

HOTSPOT - (Topic 4)

Extract from the Project Product Description (with errors)

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

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

Drop down the right answer

Column 1

Half the size of the selected envelope.

Attractive large font.

Project Board.

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

Column 2

Column 1

Column 2

Half the size of the selected envelope.

▼

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

Attractive large font.

▼

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

Project Board.

▼

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

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

▼

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1

Half the size of the selected envelope.

Attractive large font.

Project Board.

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

Column 2

▼

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

▼

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

▼

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

▼

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

NEW QUESTION 69

- (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

Answer: C

NEW QUESTION 72

- (Topic 4)

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

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

Answer: B

NEW QUESTION 77

- (Topic 5)

PRINCE2 proposes 3 levels of Plan, which are they?

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

Answer: D

NEW QUESTION 78

- (Topic 5)

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

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

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

Answer: D

NEW QUESTION 83

HOTSPOT - (Topic 5)

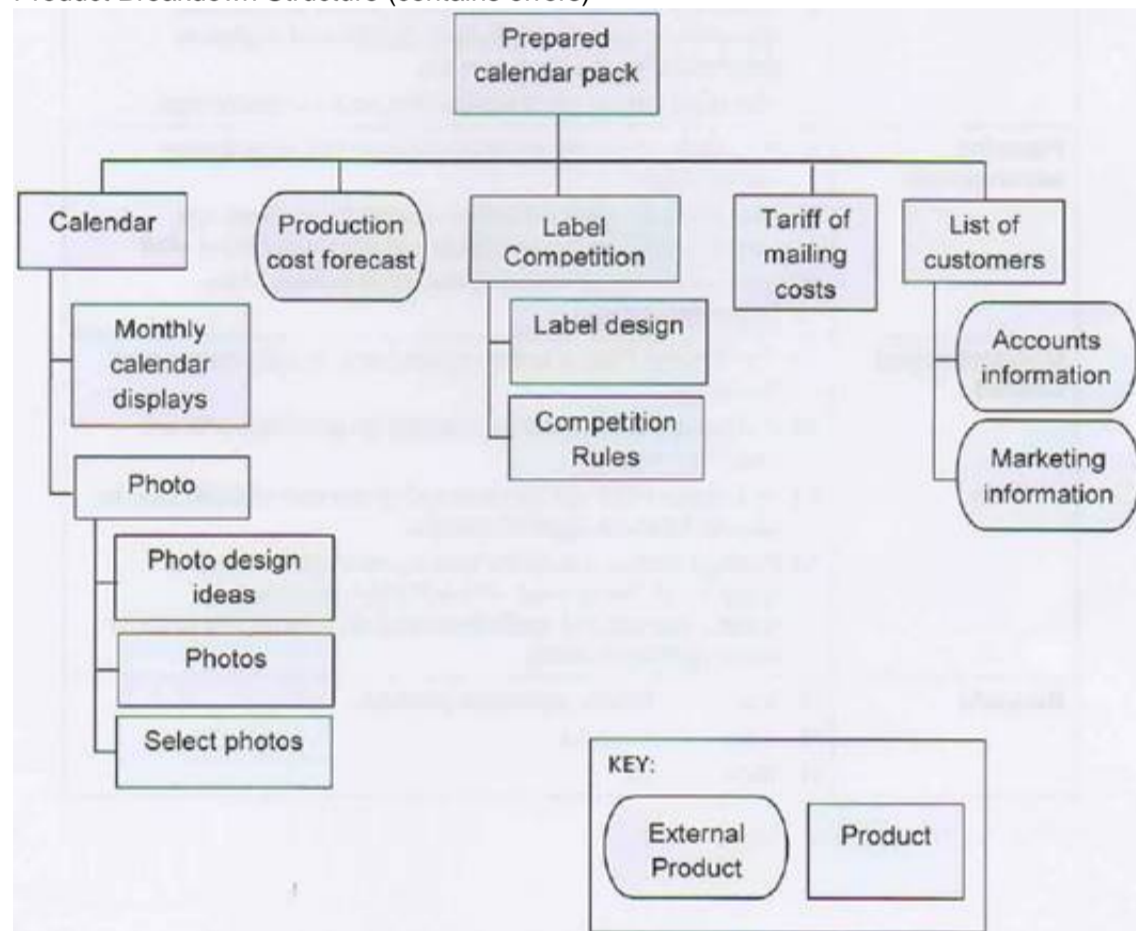
Product Summary

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

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

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

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

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

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

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

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

Column 1	Column 2
Production cost forecast	<input type="text"/>
Tariff of mailing costs	<input type="text"/>
Photo design ideas	<input type="text"/>
Accounts information	<input type="text"/>
Monthly calendar displays	<input type="text"/>
Label design	<input type="text"/>
Select photos	<input type="text"/>

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 88

- (Topic 5)

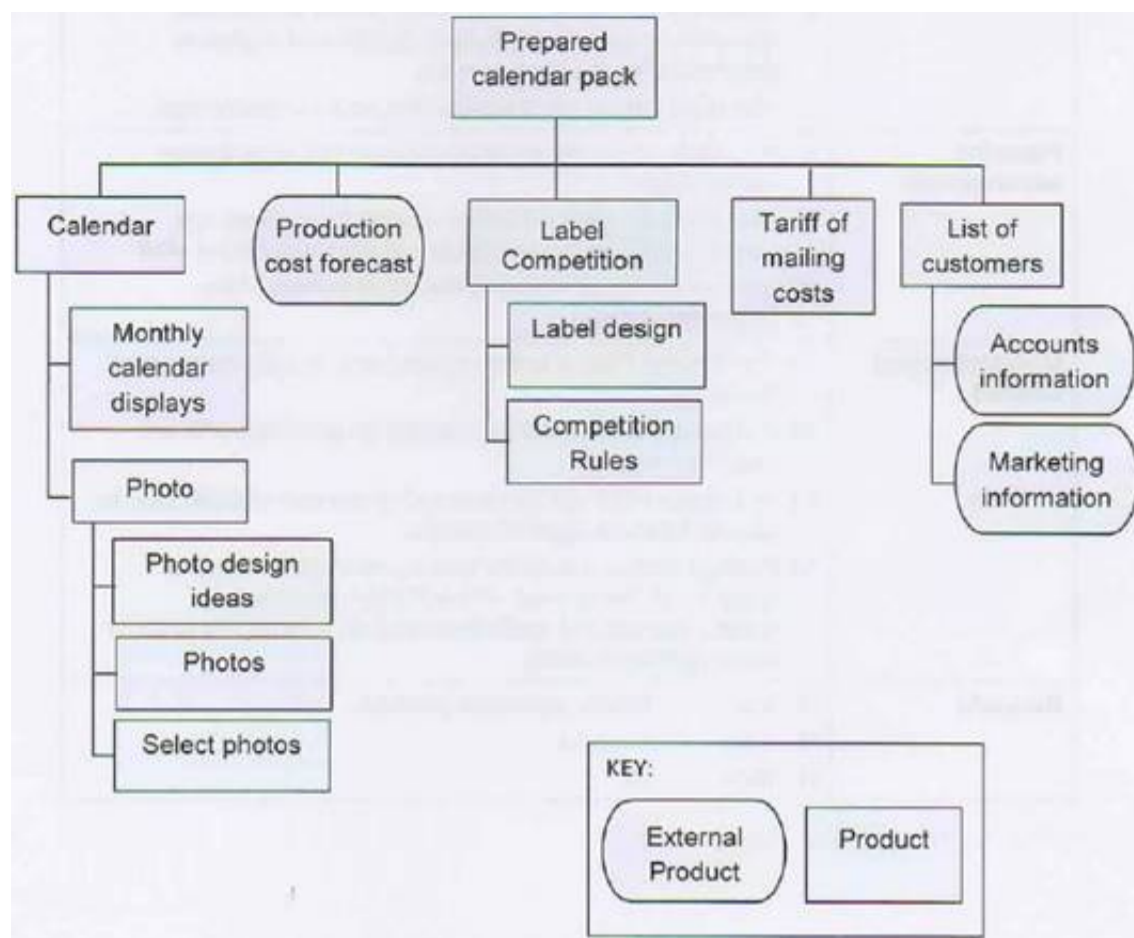
Product Summary

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

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

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

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

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

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

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

The Stage Plan for stage 3 has been produced.

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

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

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

Answer: DE

NEW QUESTION 90

- (Topic 5)

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

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

Answer: C

NEW QUESTION 94

- (Topic 5)

Who sets the tolerances for a work package?

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

Answer: B

NEW QUESTION 95

- (Topic 5)

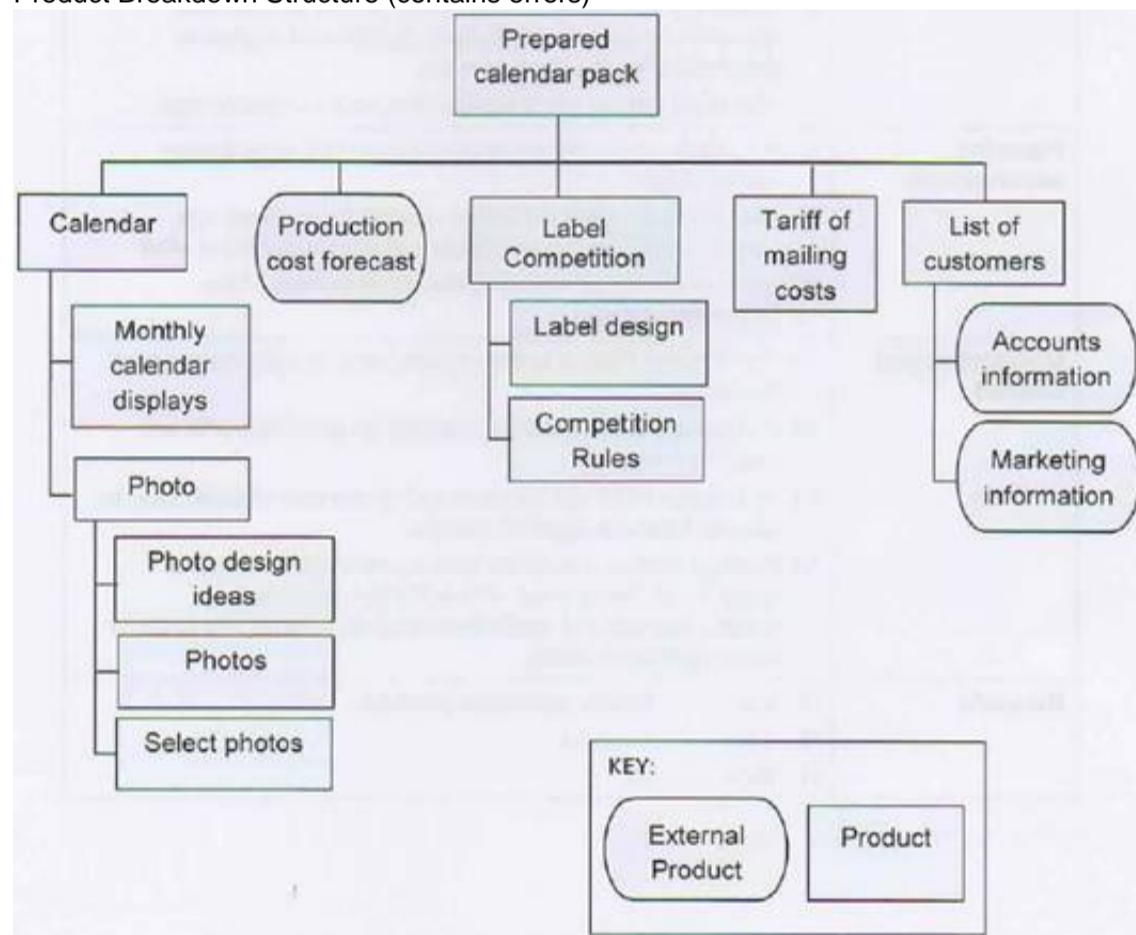
Product Summary

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

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

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

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

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

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Budgets	15. Cost £5k for specialist products 16. Time 4 weeks 17. Risk £0

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

The Stage Plan for stage 3 has been produced.

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

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

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

Answer: AB

NEW QUESTION 98

- (Topic 5)

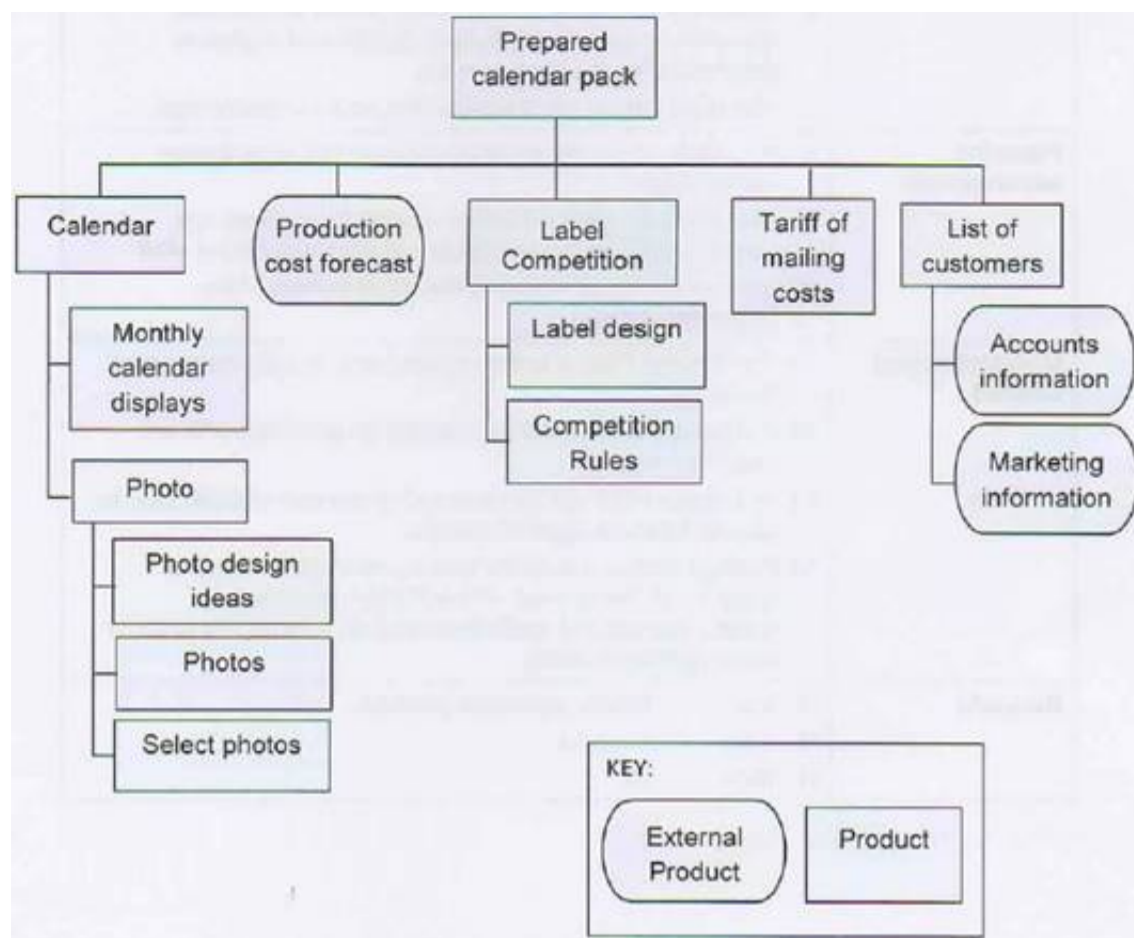
Product Summary

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

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

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

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

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

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

The Stage Plan for stage 3 has been produced.

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

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

Answer: AC

NEW QUESTION 100

- (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

Answer: A

NEW QUESTION 103

- (Topic 6)

Scenario

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

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

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

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

Which 2 statements should be recorded under 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.

Answer: BC

NEW QUESTION 105

- (Topic 6)

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

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

Answer: A

NEW QUESTION 108

- (Topic 6)

Scenario

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

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

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

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

Which 2 statements should be recorded under the Proximity heading?

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

Answer: CD

NEW QUESTION 113

HOTSPOT - (Topic 6)

Additional Information

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

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

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

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 116

- (Topic 6)

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

- A. Reduce
- B. Share
- C. Reject
- D. Enhance

Answer: B

NEW QUESTION 118

- (Topic 7)

Scenario:

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

Answer: A

NEW QUESTION 121

- (Topic 7)

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

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

Answer: B

NEW QUESTION 123

- (Topic 7)

Scenario:

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

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.

What 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.

Answer: A

NEW QUESTION 126

HOTSPOT - (Topic 7)

Scenario

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

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

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

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

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.

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.	<input type="text"/>
Both current and previous versions of the photo session schedule are in circulation.	<input type="text"/>
A revised list of customers has been issued but it is not clear what was wrong with the previous one.	<input type="text"/>
The Marketing department has lost the chosen label design and no copy was made.	<input type="text"/>
The Marketing department staff cannot say with any certainty which photos were approved and which still require work.	<input type="text"/>
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.	<input type="text"/>

Column 1

As a number of people are involved in the project it is becoming increasingly difficult to keep track of what documentation each person has.

Both current and previous versions of the photo session schedule are in circulation.

A revised list of customers has been issued but it is not clear what was wrong with the previous one.

The Marketing department has lost the chosen label design and no copy was made.

The Marketing department staff cannot say with any certainty which photos were approved and which still require work.

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.

Column 2

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.

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.
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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. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1

As a number of people are involved in the project it is becoming increasingly difficult to keep track of what documentation each person has.

Both current and previous versions of the photo session schedule are in circulation.

A revised list of customers has been issued but it is not clear what was wrong with the previous one.

The Marketing department has lost the chosen label design and no copy was made.

The Marketing department staff cannot say with any certainty which photos were approved and which still require work.

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.

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Maintain a record of relationships between products.

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.

NEW QUESTION 128

- (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

Answer: C

NEW QUESTION 130

- (Topic 8)

Scenario:

Techniques, processes and procedures

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

Joint agreements

2. Work is to start at the beginning of week 2 (Stage 4).
3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances
4. None.

Constraints

5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
6. Installation work must take place during MFH normal working hours. 7. +£10,000 / -£25,000.

Reporting arrangements

8. Highlight Report every Monday by 10.00 am.
9. The report must contain a summary of all products worked on during the previous week.
10. Project Manager must be notified of any issues immediately by telephone.

Problem handling and escalation

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

Extracts or references

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

Approval method

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

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

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

Answer: DF

NEW QUESTION 132

- (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

Answer: D

NEW QUESTION 137

- (Topic 8)

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

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

Answer: C

NEW QUESTION 142

- (Topic 8)

Project Scenario

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

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

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

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

Stage 2 will include the activities to:

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

Stage 3 will include the activities to:

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

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

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

There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is

no risk budget.

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.

Answer: D

NEW QUESTION 144

HOTSPOT - (Topic 8)

Project Scenario

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

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

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

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

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

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

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

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

Stage 2 will include the activities to:

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

? Confirm compliance with the Data Protection Legislation

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

? Select and appoint a professional photographer

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

? Prepare a production cost forecast

? Select paper and envelope.

Stage 3 will include the activities to:

? Produce and select the professionally-taken photographs

? Hold the label design competition and choose the label design

? Assemble the prepared calendar pack.

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

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

project management activities are estimated to be £20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

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.

	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 /-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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

	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

NEW QUESTION 147

- (Topic 8)

Project Scenario

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

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

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

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

Stage 2 will include the activities to:

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

Stage 3 will include the activities to:

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

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

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

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

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

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

Answer: C

NEW QUESTION 151

HOTSPOT - (Topic 8)

Scenario:

Techniques, processes and procedures

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

Joint agreements

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

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

4. None.
- Constraints
5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
6. Installation work must take place during MFH normal working hours. 7. +£10,000 / -£25,000.
- Reporting arrangements
8. Highlight Report every Monday by 10.00 am.
9. The report must contain a summary of all products worked on during the previous week.
10. Project Manager must be notified of any issues immediately by telephone.

Problem handling and escalation

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

Extracts or references

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

Approval method

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

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

Drop down the answer from column 1 to column 2.

Column 1

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

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

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

Column 2

Column 1

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

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

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

Column 2

Business Case
Organization
Quality
Plans
Risk
Change
Progress
Business Case
Organization
Quality
Plans
Risk
Change
Progress
Business Case
Organization
Quality
Plans
Risk
Change
Progress

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1

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

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

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

Column 2

Business Case

Organization

Quality

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Risk

Change

Progress

Business Case

Organization

Quality

Plans

Risk

Change

Progress

Business Case

Organization

Quality

Plans

Risk

Change

Progress

NEW QUESTION 155

- (Topic 8)

Scenario:

Techniques, processes and procedures

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

Joint agreements

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

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

4. None.

Constraints

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

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

Reporting arrangements

8. Highlight Report every Monday by 10.00 am.

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

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

Problem handling and escalation

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

Extracts or references

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

Approval method

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

Which 2 statements apply to either the 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.

Answer: DE

NEW QUESTION 157

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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

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

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

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

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

What statement applies to the Records section?

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

Answer: A

NEW QUESTION 162

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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

Which statement applies to the 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.

Answer: B

NEW QUESTION 165

- (Topic 9)

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

- A. Legislation
- B. Corporate Strategy
- C. Risks
- D. Mandate

Answer: D

NEW QUESTION 170

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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

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.

Answer: B

NEW QUESTION 174

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

Introduction	1. This document contains details of how the project management team will send information to individuals working on the Calendar project, and receive information from them.
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Using the Project Scenario, select the appropriate response to each of the following 5 questions which have been raised by the Project Board.

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

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

Which statement applies to the Introduction section?

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

Answer: A

NEW QUESTION 179

- (Topic 9)

While planning the initiation stage, the Project Manager reviewed some threats that had been recorded in the Daily Log.

Which threat should have been assessed for possible risk responses to be included in the Initiation Stage Plan?

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

Answer: C

NEW QUESTION 184

- (Topic 9)

Which statement is an appropriate entry for the Lessons Log?

- A. This is the first time that the Ministry of Food Hygiene (MFH) has been involved in outsourcing.
- B. Based on feedback from other government departments, the Ministry of Trade and Industry has provided the names of two outsourcing companies that are unreliable and should not be included as potential service providers.
- C. The feasibility study estimated that the outsourcing project would take two years to complete.
- D. Only the Information Technology Division and Facilities Division will be outsourced.

Answer: B

NEW QUESTION 185

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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

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

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

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

Answer: A

NEW QUESTION 190

- (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.

Answer: C

NEW QUESTION 192

- (Topic 9)

Additional Information

Extract from the Communication Management Strategy.

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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 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.

Answer: B

NEW QUESTION 197

- (Topic 9)

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

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

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

Answer: C

NEW QUESTION 202

- (Topic 9)

Which project controls should be established for the Outsourcing project?

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

Answer: C

NEW QUESTION 206

- (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

Answer: D

NEW QUESTION 209

- (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.

Answer: BD

NEW QUESTION 213

- (Topic 10)

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

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

- A. Ask the reviewers to work overtime to prevent the delay.
- B. Ensure that the situation is included in the next Highlight Report.
- C. Raise an issue explaining that tolerances are forecast to be exceeded.
- D. Advise the Project Manager of the risk that there may be a two-week delay in the delivery of one of the products.
- E. Ensure that the Quality Register is updated with the quality review result.

Answer: CE

NEW QUESTION 217

HOTSPOT - (Topic 10)

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.

Column 1

The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.

Staff communication was very useful in getting support from MFH staff who will be using the outsourced services.

The Facilities Team Manager requires formal instructions to begin the planned work to transfer the Facilities equipment and staff to the selected service provider.

The selected service provider highlighted that there are likely to be delays with Government departments getting work signed-off after completion.

Column 2

Column 1

The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.

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The Facilities Team Manager requires formal instructions to begin the planned work to transfer the Facilities equipment and staff to the selected service provider.

The selected service provider highlighted that there are likely to be delays with Government departments getting work signed-off after completion.

Column 2

Risk Register
Team Plan
Issue Register
Stage Plan for stage 4
Lessons Log
Project Plan

Risk Register
Team Plan
Issue Register
Stage Plan for stage 4
Lessons Log
Project Plan

Risk Register
Team Plan
Issue Register
Stage Plan for stage 4
Lessons Log
Project Plan

Risk Register
Team Plan
Issue Register
Stage Plan for stage 4
Lessons Log
Project Plan

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1

The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.

Staff communication was very useful in getting support from MFH staff who will be using the outsourced services.

The Facilities Team Manager requires formal instructions to begin the planned work to transfer the Facilities equipment and staff to the selected service provider.

The selected service provider highlighted that there are likely to be delays with Government departments getting work signed-off after completion.

Column 2

Risk Register
Team Plan
Issue Register
Stage Plan for stage 4
Lessons Log
Project Plan

Risk Register
Team Plan
Issue Register
Stage Plan for stage 4
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Project Plan

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Issue Register
Stage Plan for stage 4
Lessons Log
Project Plan

Risk Register
Team Plan
Issue Register
Stage Plan for stage 4
Lessons Log
Project Plan

NEW QUESTION 221

- (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

Answer: C

NEW QUESTION 226

- (Topic 10)

Two weeks after starting work the Team Manager noticed that each completed product had exceeded its estimated effort by around 10%. If this trend continues the Work Package will exceed its agreed cost tolerance of 5%.

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

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

Answer: AE

NEW QUESTION 228

- (Topic 11)

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

Answer: C

NEW QUESTION 230

- (Topic 11)

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

Answer: B

NEW QUESTION 231

- (Topic 11)

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

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

Answer: B

NEW QUESTION 232

- (Topic 11)

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

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

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

Answer: A

NEW QUESTION 233

- (Topic 11)

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

Answer: B

NEW QUESTION 238

- (Topic 11)

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

Answer: A

NEW QUESTION 242

- (Topic 11)

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

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

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

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

Answer: C

NEW QUESTION 244

HOTSPOT - (Topic 11)

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

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

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

	Assertion		Reason	
A	Whether the calendar achieves its objective of countering the decline in orders will be confirmed in the Closing a Project process.	True-False	The Benefits Review Plan is created in the Closing a Project process.	True-False
B	A formal quality review meeting, chaired by the Project Manager, should be held for the Project Board to compare the final deliverable against the Project Product Description.	True-False	The Project Product Description is used by the Closing a Project process to verify that the project has delivered what was expected of it.	True-False
C	The End Project Report must be completed before 30 November.	True-False	An End Project Report should be produced before a project closes.	True-False
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

NEW QUESTION 245

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