

Exam Questions PRINCE2-Practitioner

PRINCE2 Practitioner exam

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NEW QUESTION 1

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.

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

The e-learning course will be developed by a specialist external consultancy. The materials for

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

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

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

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

End of the Project scenario. Additional Information:

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

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

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

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

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

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

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

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

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End of the additional information. ORGANIZATION

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

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

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

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

Introduction	Information relating to the health and safety training courses can be shared with third parties. This is an exception to normal policy.
Communication procedure	Signed non-disclosure agreements should be copied and stored with project documentation.
Tools and techniques	A list of the signed non-disclosure agreements will be provided to corporate management on a monthly basis.
Records	
Reporting	
Roles and responsibilities	

- A. Mastered
 B. Not Mastered

Answer: A

Explanation:

Information relating to the health and safety training courses can be shared with third parties. This is an exception to normal policy.	Introduction
Signed non-disclosure agreements should be copied and stored with project documentation.	Communication procedure
A list of the signed non-disclosure agreements will be provided to corporate management on a monthly basis.	Tools and techniques
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NEW QUESTION 2

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End of the additional information.

ABC Company uses a standard development model to develop courses and uses PRINCE2 to manage these projects. The objectives from the Health and Safety Training Project have been documented in the business plan of ABC Company. This business plan has triggered this project. As a result, to save time, the executive has decided to simplify the 'starting up a project' process. The project mandate will be adapted and becomes the project brief.

Is this appropriate, and why?

- A. Yes, because the business outcomes are clear, the project brief can be a sample statement elaborating the mandate.
- B. Yes, because the executive can initiate the project based on the project mandate by passing the 'starting up a project' process.
- C. No, because the project brief should be a statement which includes a fuller description of the project.
- D. No, because capturing lessons from previous projects identify lessons to be applied to this project.

Answer: C

NEW QUESTION 3

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information. RISK

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

Here are three responses to this risk. Which risk response type (A-F) are they?

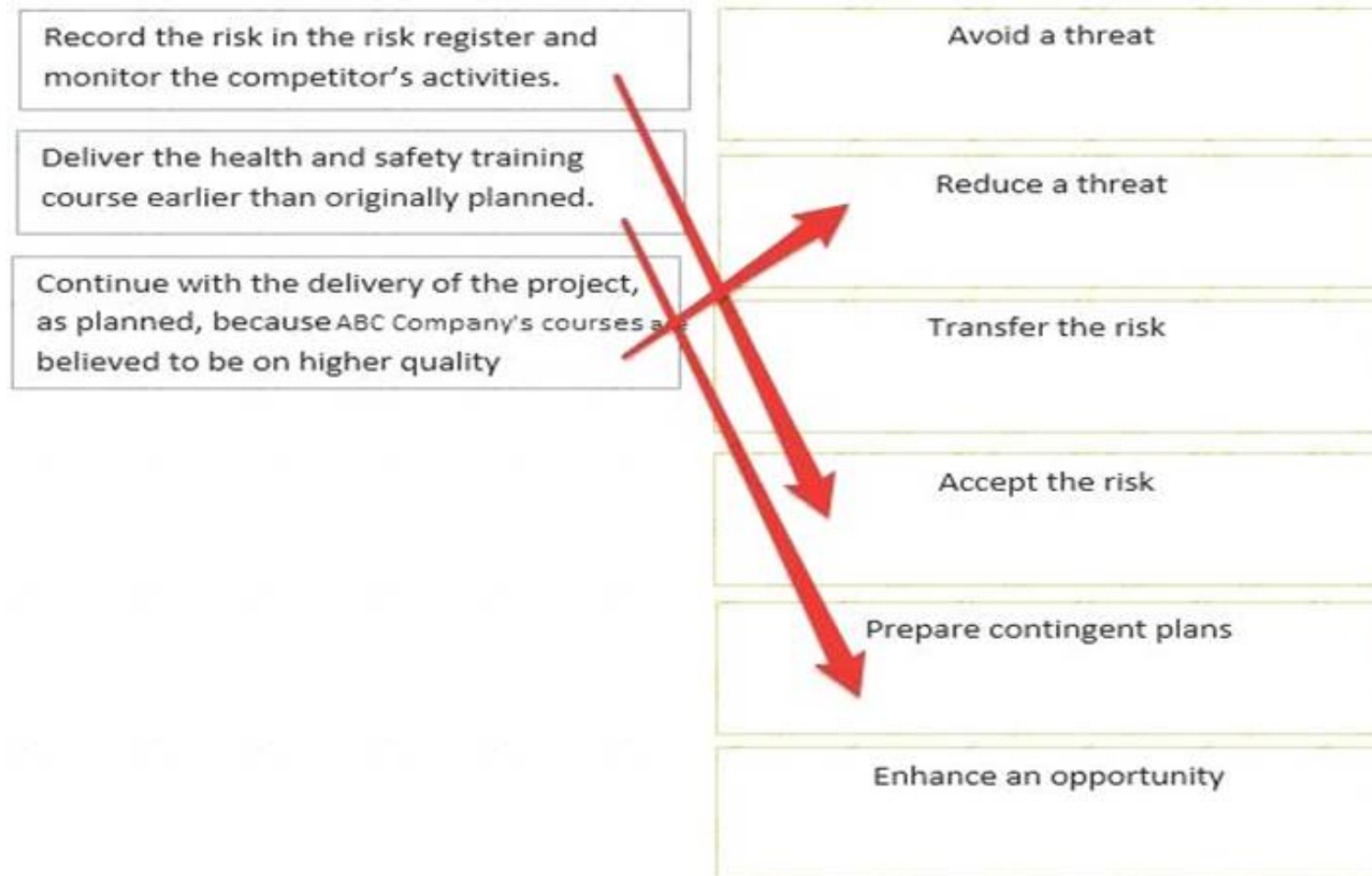
Choose only one response type for each risk response. Each response type can be used once, more than once, or not at all.

Avoid a threat	Record the risk in the risk register and monitor the competitor's activities.
Reduce a threat	Deliver the health and safety training course earlier than originally planned.
Transfer the risk	Continue with the delivery of the project, as planned, because ABC Company's courses are believed to be on higher quality.
Accept the risk	
Prepare contingent plans	
Enhance an opportunity	

- A. Mastered
 B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 4

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information. STARTING UP A PROJECT

Here are three actions carried out during the 'starting up a project' process. As part of which activity (A-F) should each action occur?

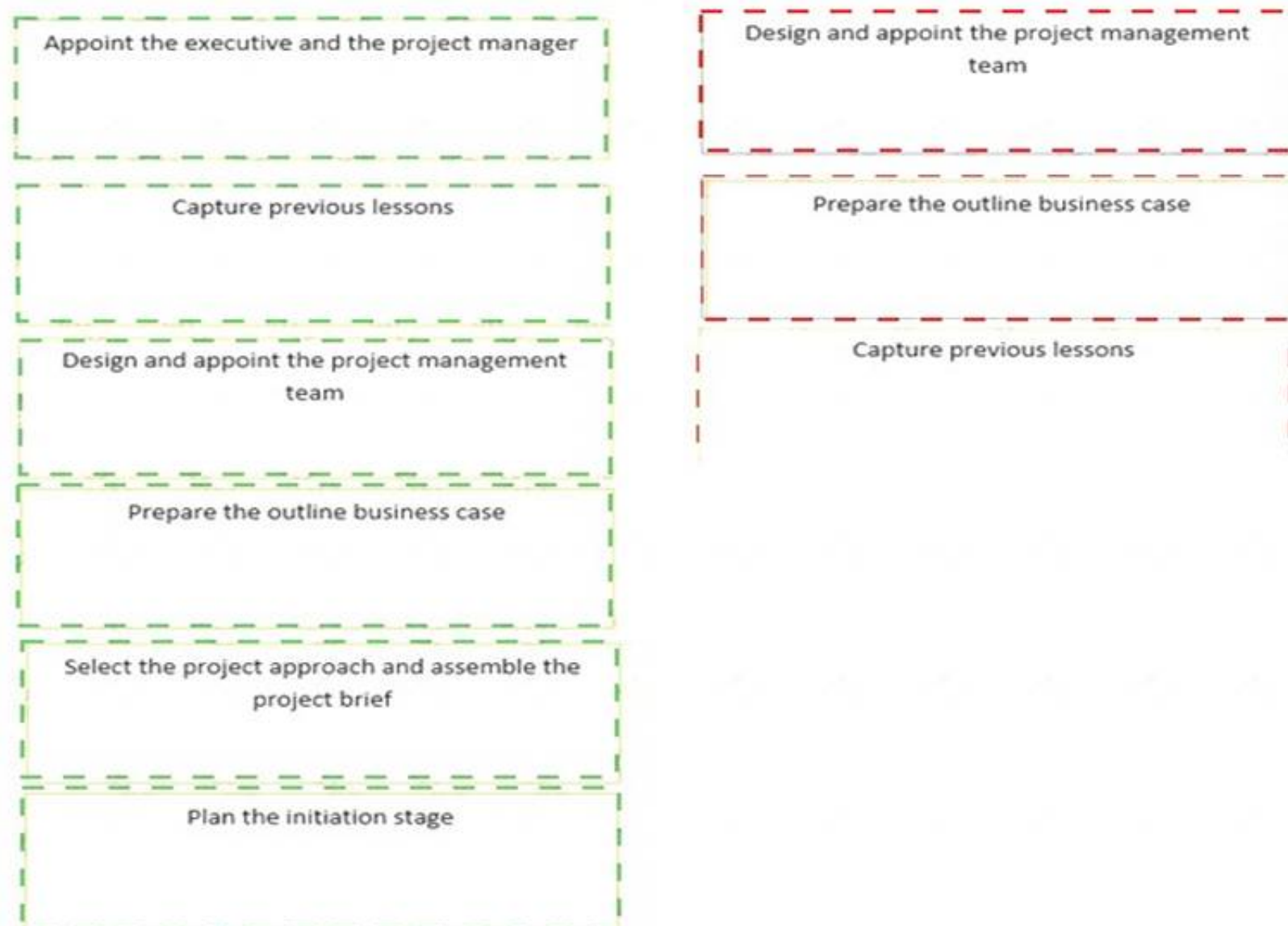
Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

<div>Appoint the executive and the project manager</div>	<div>Agree whether IT department of ABC Company has the skills and capacity to deliver the 'e-learning course' or whether it should be delivered by an external supplier.</div>
<div>Capture previous lessons</div>	<div>Discuss the need for the health and safety training, in order to identify who would be a suitable candidate to manage the Health and Safety Training Project.</div>
<div>Design and appoint the project management team</div>	<div>Define the reporting and control arrangements based on the lessons from the most recently completed training design and delivery project.</div>
<div>Prepare the outline business case</div>	
<div>Select the project approach and assemble the project brief</div>	
<div>Plan the initiation stage</div>	

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 5

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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End of the Project scenario. Additional Information:

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End of the additional information.

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

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

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

Answer: B

NEW QUESTION 6

- (Exam Topic 1)

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End of the additional information. CLOSING A PROJECT

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

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

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

Answer: D

NEW QUESTION 7

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End of the additional information.

Based on lessons from previous projects that used the ABC Company standard development model, the project board has set low cost and time tolerances for stage 2. As a result, the project manager plans to set very low tolerances for time and cost for all work packages to be carried out during stage 2.

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

- A. Yes, because the project manager should set tolerance equally for all work packages in a stage.
- B. Yes, because setting appropriate tolerances for work packages will help keep the stage within tolerances.
- C. No, because tolerances set by the project manager should be the same as those set by the project board.
- D. No, because the project manager should divide the stage tolerances between the team managers.

Answer: B

NEW QUESTION 8

- (Exam Topic 1)

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

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

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

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

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

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

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

End of the additional information.

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

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

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

Answer: D

NEW QUESTION 9

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.

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

The e-learning course will be developed by a specialist external consultancy. The materials for

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

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

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

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

End of the Project scenario. Additional Information:

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

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

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

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

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

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

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

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

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

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

End of the additional information.

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

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

Is this proposed appointment appropriate, and why?

- A. Yes, because the course developer is responsible for ensuring that trainers deliver courses to the required standard.
- B. Yes, because the course developer is likely to have the project management and specialist knowledge required.
- C. No, because the course developer's team reports to the Business Development Director, not the Operations Director.
- D. No, because there is a conflict of interest as the Training Development Manager is responsible for gaining accreditation.

Answer: A

NEW QUESTION 10

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.

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

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

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

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

End of the Project scenario. Additional Information:

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

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

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

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

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

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

End of the additional information.

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

will submit the detailed team plan to the senior supplier to review and approve. Is the team manager's response appropriate, and why?

- A. Yes, because a supplier may want to keep the details of the specialist work confidential.
- B. Yes, because team plans are mandatory on a project of this size and complexity.
- C. No, because the project manager needs detailed plans to manage the work of several teams.
- D. No, because the team plan must be submitted to project assurance to check it is viable.

Answer: C

NEW QUESTION 10

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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

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

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

End of the Project scenario. Additional Information:

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

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

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

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

End of the additional information.

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

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

- A. Creating time and cost tolerances for the delivery of the magazine advertisements.
- B. Creating the product description, with detailed quality criteria, for the magazine advertisements.
- C. Recording the effect of implementing the magazine advertisements on the overall time and cost of the project.
- D. Recording changes to ABC Company risk appetite as a result of using the magazine advertisements.

Answer: A

NEW QUESTION 11

- (Exam Topic 2)

Scenario

Additional Information

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

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

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

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

A number of alternatives were explored, including:

- > 20% discount for all repeat customers - not cost-effective and very short term
- > A promotional calendar as a free Christmas gift - would target current and prospective customers and the benefits would last into a second year
- > A series of television and press advertisements was too expensive
- > A direct mail shot to all customers - benefit would be short term
- > Creation of an internet website - would not suit all customers

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

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

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 14

- (Exam 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 17

- (Exam Topic 2)

Scenario

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

Do nothing.

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

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

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

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

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

Use PRINCE2.

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

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

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

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

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

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

Which 2 statements should be recorded under the 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 22

- (Exam Topic 2)

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

- A. Business Assurance
- B. Senior User
- C. Corporate or Programme Management
- D. Reject Support

Answer: A

NEW QUESTION 24

- (Exam Topic 2)

Scenario

Additional Information

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

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

In financial terms, there were a total of 1,500 orders in the last financial year, each with an average profit of

£2k. The Marketing department believes that sending a promotional calendar to our current and prospective customers would increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months from the date of distribution.

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

A number of alternatives were explored, including:

- 20% discount for all repeat customers - not cost-effective and very short term
- A promotional calendar as a free Christmas gift - would target current and prospective customers and the benefits would last into a second year
- A series of television and press advertisements was too expensive
- A direct mail shot to all customers - benefit would be short term
- Creation of an internet website - would not suit all customers

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

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

Which 2 statements should be recorded under the Timescale heading?

- A. Benefits will be lost if the project is not completed on time.
- B. A recruitment campaign to fill the existing staff vacancies will need to take place in the next 12 months.
- C. Additional 10% increase in orders in year two.
- D. The prepared calendar pack must be delivered by the first week in December.
- E. The print company requires a 2 week notification period of the calendar pack delivery.

Answer: CD

NEW QUESTION 26

- (Exam Topic 3)

Scenario

Additional Information

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

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

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

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

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

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

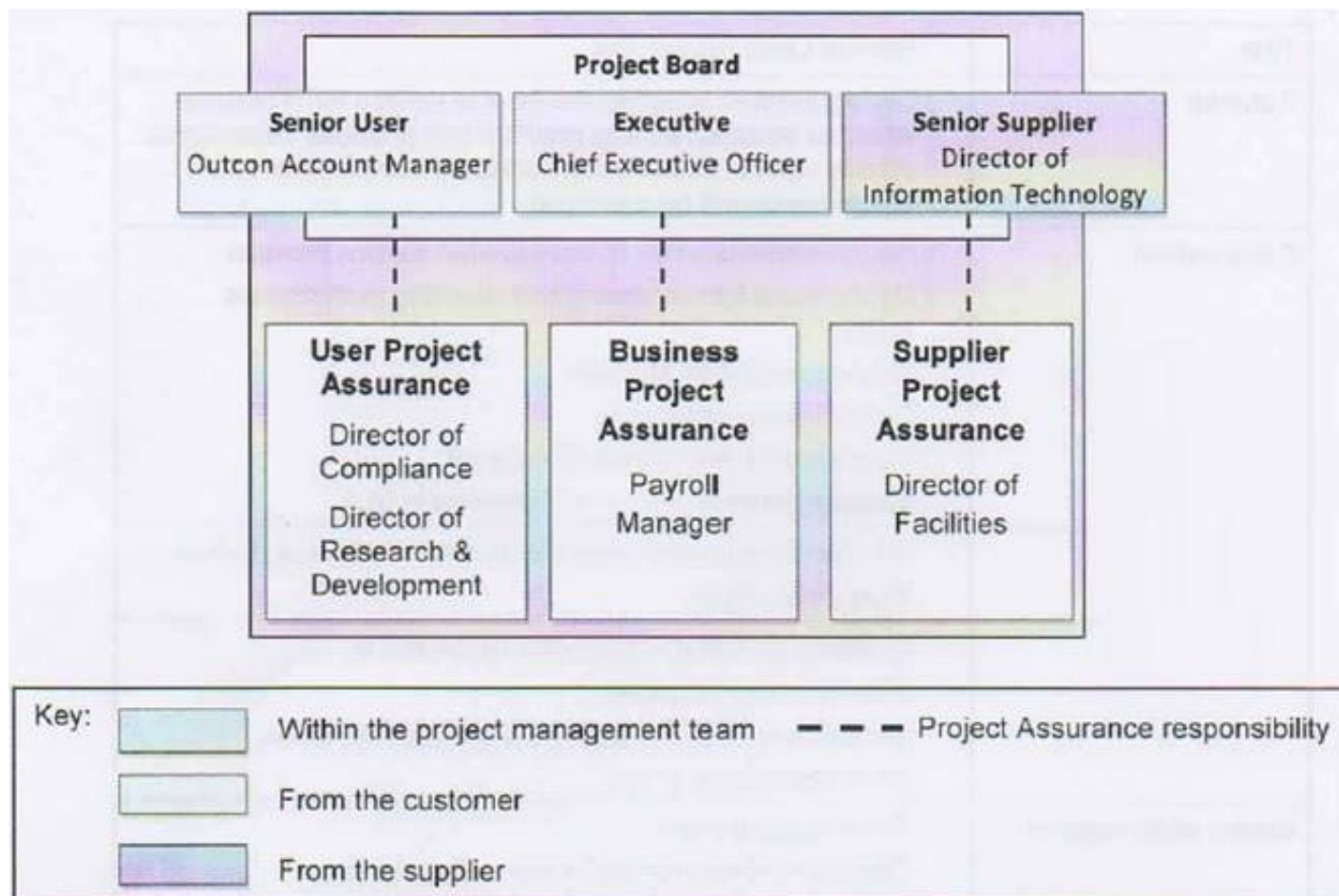
- A. She can represent the Marketing department.
- B. She previously had a successful career in publicity.
- C. The Marketing department will help to deliver the benefits of this project.
- D. The project will be funded from the business marketing budget.
- E. A number of the products will be produced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

Answer: AC

NEW QUESTION 31

- (Exam 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.

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following question about roles on the Outsourcing project.

	Assertion		Reason	
1	The Outcome Account Manager should be appointed as a Senior Supplier for the project.	True-False	Senior Suppliers are responsible for the provision of supplier resources.	True-False
2	The Director of Finance would be an appropriate choice for the role of a Senior Supplier.	True-False	The Senior Supplier must demonstrate that the forecast benefits are realized.	True-False
3	After being selected in stage 3, a representative from the selected service provider should join the Project Board as a Senior Supplier in stage 4.	True-False	The Senior Supplier is responsible for assessing the viability of the project approach.	True-False
4	A specialist outsourcing consultant from Outcome would be an appropriate choice to provide supplier assurance during stage 2.	True-False	Supplier assurance ensures that supplier standards are met and used effectively.	True-False
5	The Hardware Manager would be an appropriate choice for the role of Senior Supplier.	True-False	The Senior Supplier is accountable for the quality of the products delivered by the supplier(s).	True-False
6	The Payroll Manager is an appropriate choice to provide business assurance.	True-False	Business assurance should be undertaken by someone with an accountancy qualification.	True-False

- A. Mastered
B. Not Mastered

Answer: A

Explanation:

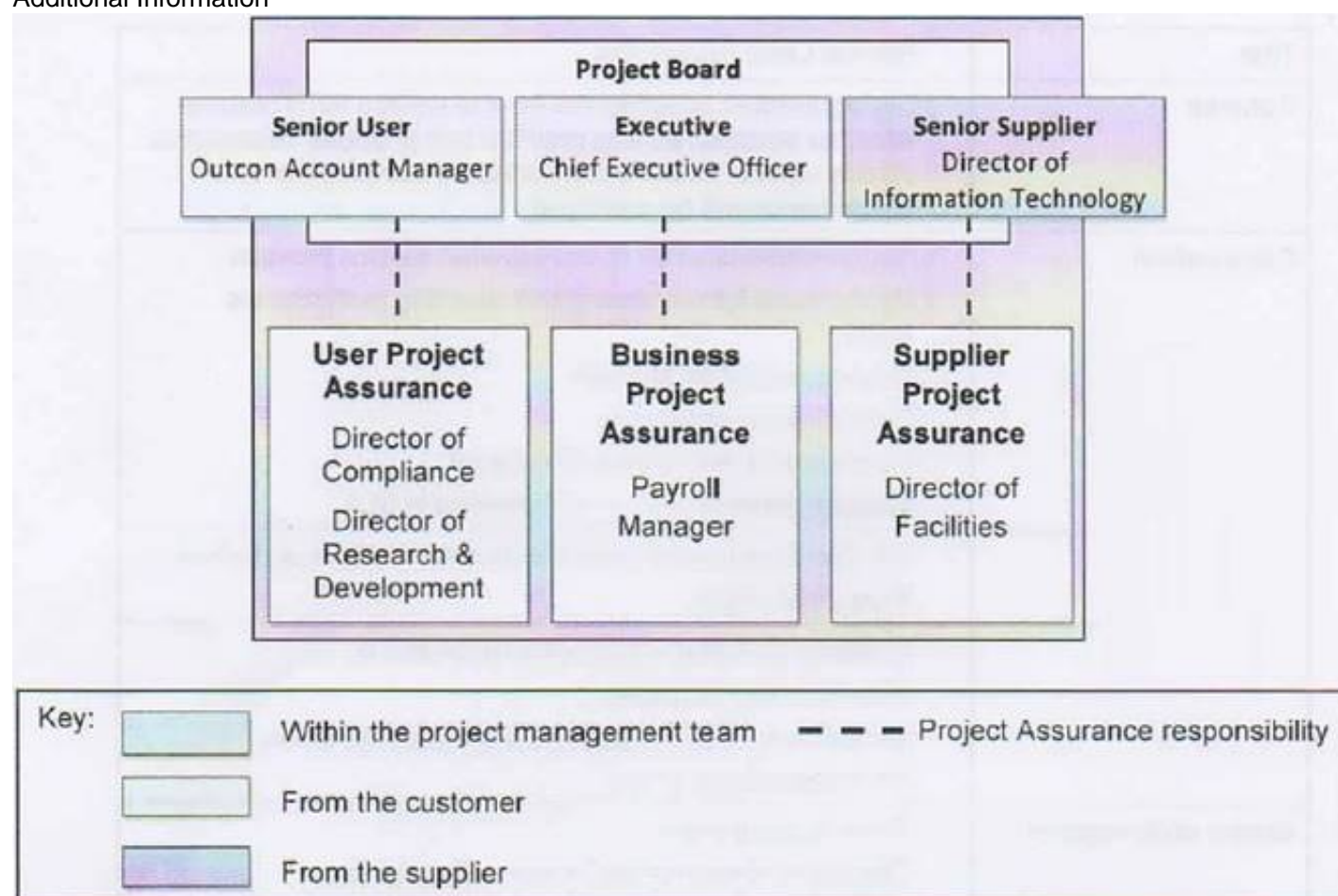
	Assertion		Reason	
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5	The Hardware Manager would be an appropriate choice for the role of Senior Supplier.	True-False	The Senior Supplier is accountable for the quality of the products delivered by the supplier(s).	True-False
6	The Payroll Manager is an appropriate choice to provide business assurance.	True-False	Business assurance should be undertaken by someone with an accountancy qualification.	True-False

NEW QUESTION 35

- (Exam Topic 3)

Scenario

Additional Information



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

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

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

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

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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 38

- (Exam Topic 4)

Scenario

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 42

- (Exam Topic 4)

Scenario

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

- * 1. This document defines the approach to be taken to achieve the required quality levels during the project.
- * 2. The Project Board will have overall responsibility for the Quality Management Strategy.
- * 3. Project Assurance will provide assurance on the implementation of the Quality Management Strategy. Quality management procedure - Quality standards
- * 4. The selected service provider will operate to industry standards for providing outsourced services.
- * 5. MFH document standards will be used. Records
- * 6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
- * 7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
- * 8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
- * 9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
- * 10. Team Managers will provide details of quality checks that have been carried out.
- * 11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
- * 12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

None of the reviewers have proof-reading skills.

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

Answer: A

NEW QUESTION 44

- (Exam Topic 4)

Scenario

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 48

- (Exam Topic 4)

Scenario

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 Introduction section?

- A. Delete entry 1 because the project approach is defined in the Project Brief.
- B. Delete entry 2 because this is the Project Manager's responsibility.
- C. Delete entry 3 because it is the Project Manager's responsibility to implement the Quality Management Strategy.
- D. Move entry 3 to the Roles and responsibilities section because this is a quality responsibility.

Answer: D

NEW QUESTION 53

- (Exam Topic 4)

Extract from the Project Product Description (with errors)

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

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

Drop down the right answer.

Column 1

Half the size of the selected envelope.

Column 2

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

Attractive large font.

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

Project Board.

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

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

Not included
Quality criteria
Quality tolerance
Quality skills required
Quality responsibilities

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 58
- (Exam Topic 4)
Scenario
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 Roles and responsibilities section?

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

Answer: D

NEW QUESTION 62

- (Exam Topic 4)

Scenario

Extract from the Project Product Description (with errors)

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

Which 2 statements apply to the Development skills required section?

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

Answer: DE

NEW QUESTION 63

- (Exam Topic 4)

Scenario

Additional Information Product Description

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

Quality notes from the Daily Log

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

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

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

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

- * 1. This document defines the approach to be taken to achieve the required quality levels during the project.
- * 2. The Project Board will have overall responsibility for the Quality Management Strategy.
- * 3. Project Assurance will provide assurance on the implementation of the Quality Management Strategy. Quality management procedure - Quality standards
- * 4. The selected service provider will operate to industry standards for providing outsourced services.
- * 5. MFH document standards will be used. Records
- * 6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
- * 7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
- * 8. Approval records for products that require them will be stored in the quality database. Roles and responsibilities
- * 9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
- * 10. Team Managers will provide details of quality checks that have been carried out.
- * 11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
- * 12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which is a correctly defined acceptance criterion for the transferred staff?

- A. No staff are to be left behind.
- B. Staff should be transferred as soon as possible.
- C. All legal requirements are adhered to for the transfer of staff.
- D. Retained staff should be of reasonable competence to maintain the SLA.

Answer: C

NEW QUESTION 66

- (Exam Topic 5)

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

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

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

- A. Mastered
 B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 71

- (Exam Topic 5)

Scenario

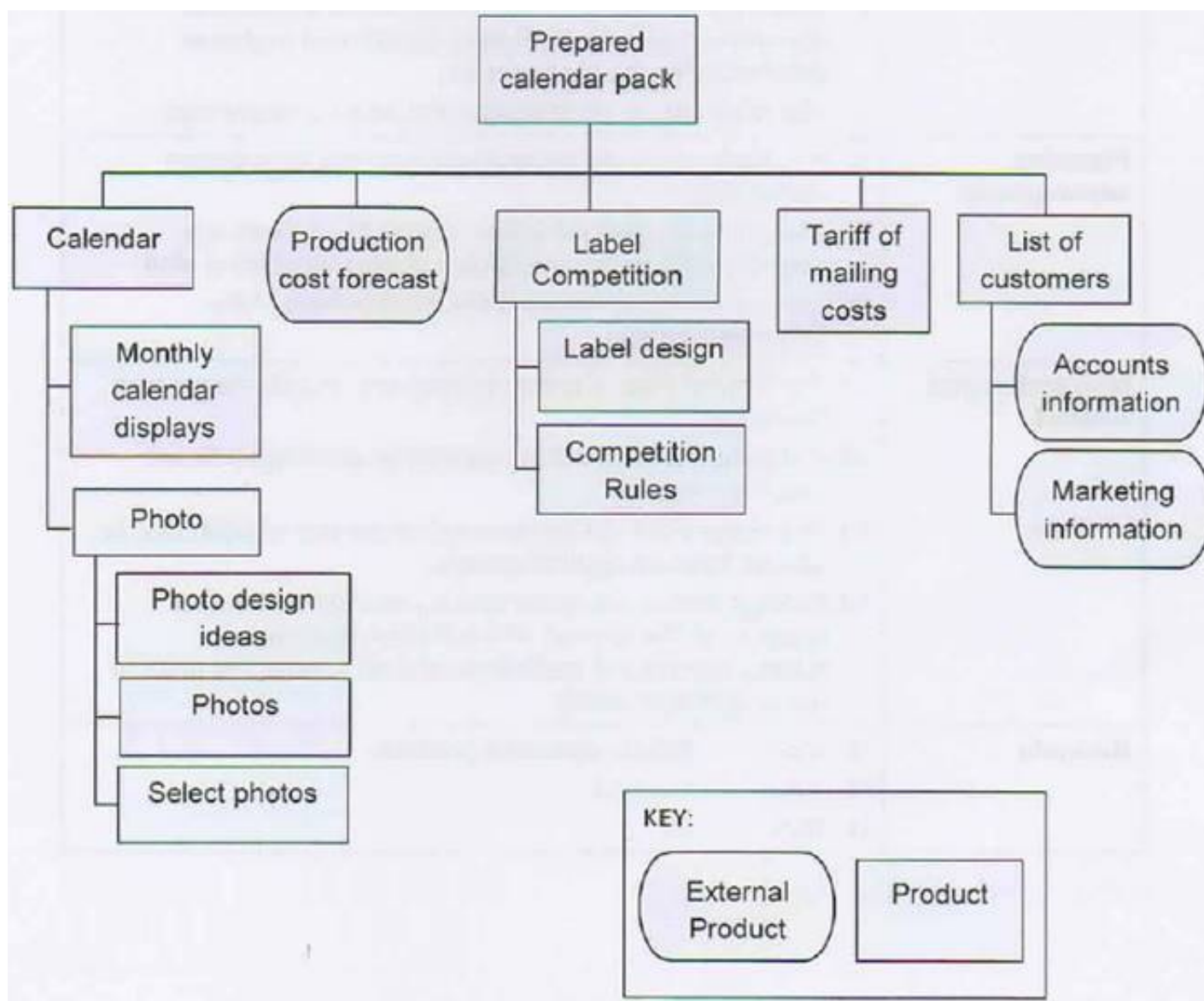
Product Summary

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

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

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

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

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

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

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

The Stage Plan for stage 3 has been produced.

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

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

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

Answer: AB

NEW QUESTION 76

- (Exam Topic 5)

Scenario

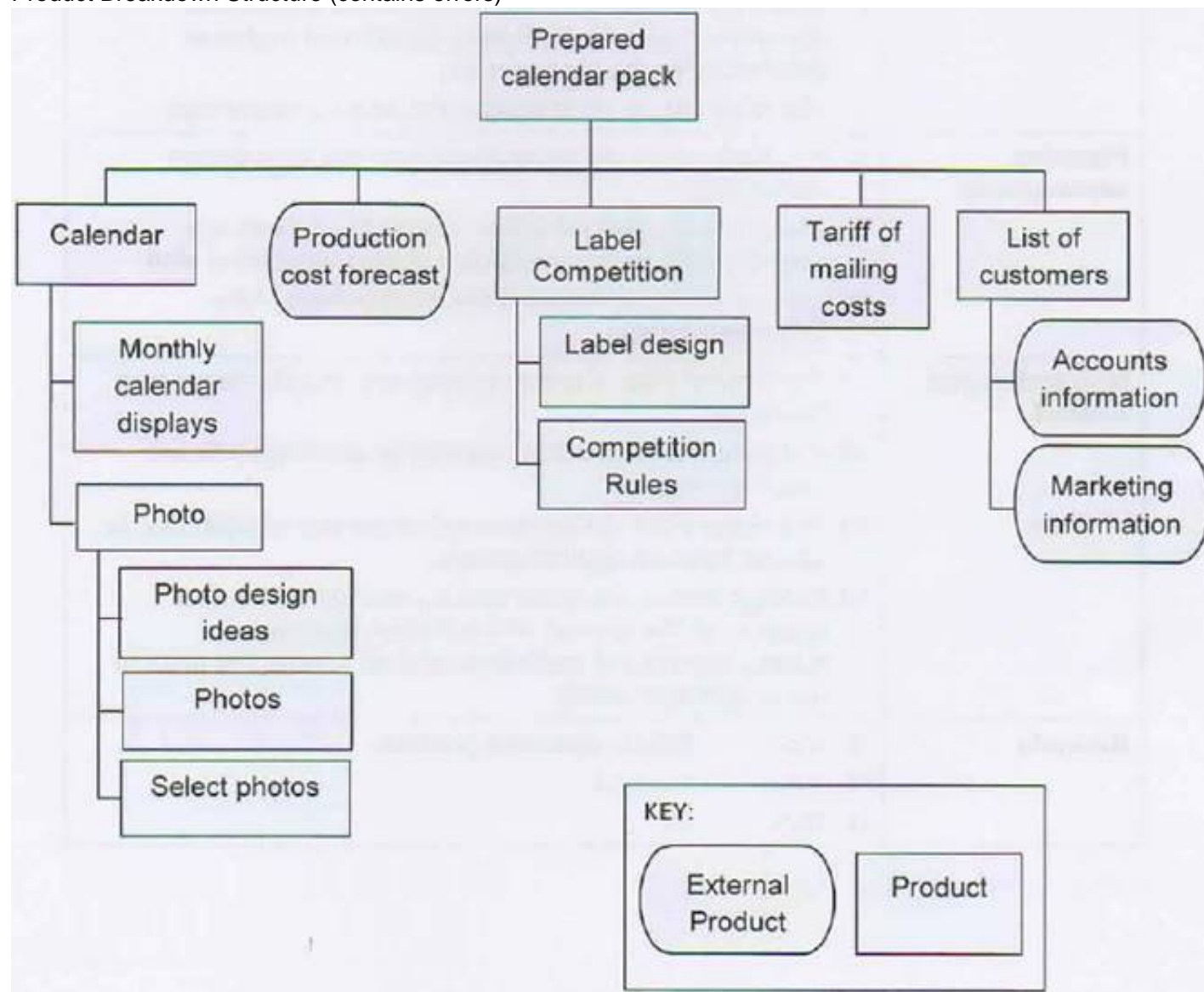
Product Summary

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

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

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

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

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

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

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

The Stage Plan for stage 3 has been produced.

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

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

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

Answer: AD

NEW QUESTION 79

- (Exam Topic 5)

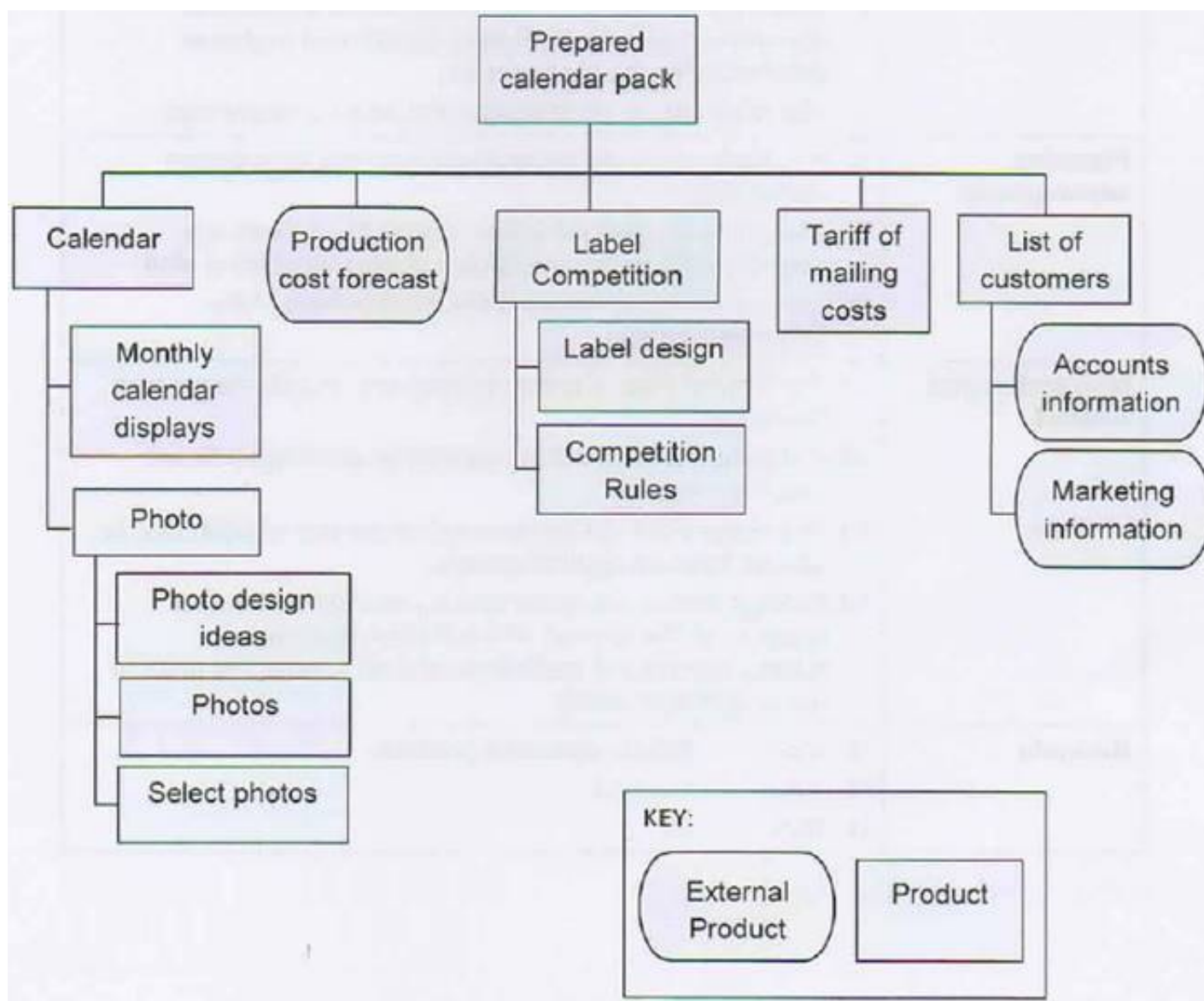
Product Summary

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1	Column 2
Production cost forecast	<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>
Tariff of mailing costs	<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>
Photo design ideas	<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>
Accounts information	<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>
Monthly calendar displays	<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>
Label design	<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>
Select photos	<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>

NEW QUESTION 80

- (Exam Topic 5)

Who is responsible for committing user resources to the project?

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

Answer: A

NEW QUESTION 81

- (Exam 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.

Column 1 contains a number of risk responses identified by the Project Manager following an assessment of this risk. Column 2 contains a list of threat response types. For each risk response in Column 1, select from Column 2 the type of response it represents. Each option from Column 2 can be used once, more than once or not at all.

Column 1 contains a number of possible risk responses to the above risk. For each risk response, select from Column 2 the appropriate risk threat response type that it represents. Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
Contract an outsourcing specialist to take an assurance role in the project, and provide advice to the Project Board and Project Manager.	<input type="text"/>
Include a clause in the contract with the selected service provider stating that, if the expected savings are not achieved, the selected service provider will reduce their fees accordingly.	<input type="text"/>
Hire experienced outsourcing contractors to assist in-house staff throughout the project.	<input type="text"/>
Rely on the selected service provider to act in a reliable and conscientious manner to provide the support and advice that will protect MFH's interests.	<input type="text"/>
Request assistance from central government if difficulties arise in understanding what is happening.	<input type="text"/>
Identify MFH employees with knowledge or experience in outsourcing and include them in the project team.	<input type="text"/>
Column 1	Column 2
Contract an outsourcing specialist to take an assurance role in the project, and provide advice to the Project Board and Project Manager.	<input type="text"/> <div> Avoid Reduce Fallback Transfer Accept Share </div>
Include a clause in the contract with the selected service provider stating that, if the expected savings are not achieved, the selected service provider will reduce their fees accordingly.	<input type="text"/> <div> Avoid Reduce Fallback Transfer Accept Share </div>
Hire experienced outsourcing contractors to assist in-house staff throughout the project.	<input type="text"/> <div> Avoid Reduce Fallback Transfer Accept Share </div>
Rely on the selected service provider to act in a reliable and conscientious manner to provide the support and advice that will protect MFH's interests.	<input type="text"/> <div> Avoid Reduce Fallback Transfer Accept Share </div>
Request assistance from central government if difficulties arise in understanding what is happening.	<input type="text"/> <div> Avoid Reduce Fallback Transfer Accept Share </div>
Identify MFH employees with knowledge or experience in outsourcing and include them in the project team.	<input type="text"/> <div> Avoid Reduce Fallback Transfer Accept Share </div>

- A. Mastered
B. Not Mastered

Answer: A

Explanation:

- 1 – Accept
2 – Fallback
3 – Share
4 – Accept
5 – Fallback
6 - Avoid

NEW QUESTION 86

- (Exam Topic 6)

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

- A. Project Support
B. Project Manager

- C. Team Manager
- D. Project Assurance

Answer: D

NEW QUESTION 87

- (Exam 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.

Using the Project Scenario answer the following question. The Plan for stage 3 has been approved and work has commenced.

Column 1 contains a number of issues for this project. Select from Column 2 the appropriate category for each issue. Each selection from Column 2 can be used once, more than once or not at all.

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

Column 1

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

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

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

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

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

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

Column 2

Problem or concern
Request for change
Off - specification

Problem or concern
Request for change
Off - specification

Problem or concern
Request for change
Off - specification

Problem or concern
Request for change
Off - specification

Problem or concern
Request for change
Off - specification

Problem or concern
Request for change
Off - specification

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1

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

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

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

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

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

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

Column 2

▼

Problem or concern

Request for change

Off - specification

▼

Problem or concern

Request for change

Off - specification

▼

Problem or concern

Request for change

Off - specification

▼

Problem or concern

Request for change

Off - specification

▼

Problem or concern

Request for change

Off - specification

▼

Problem or concern

Request for change

Off - specification

NEW QUESTION 92

- (Exam 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.

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

Column 1 contains a number of risk responses identified by the Project Manager following an assessment of this risk. Column 2 contains a list of threat response types. For each risk response in Column 1, select from Column 2 the type of response it represents. Each option from Column 2 can be used once, more than once or not at all.

Drop down the right answer.

Column 1	Column 2
Record the risk in the Risk Register and monitor the situation.	<div><div></div><div>Avoid</div><div>Reduce</div><div>Fallback</div><div>Transfer</div><div>Accept</div><div>Share</div></div>
Decide not to compete and cancel the project.	<div><div></div><div>Avoid</div><div>Reduce</div><div>Fallback</div><div>Transfer</div><div>Accept</div><div>Share</div></div>
Bring the target date of this project forward.	<div><div></div><div>Avoid</div><div>Reduce</div><div>Fallback</div><div>Transfer</div><div>Accept</div><div>Share</div></div>
Wait for confirmation of the rival's calendar and, if required, include additional gifts with the calendar as an extra incentive.	<div><div></div><div>Avoid</div><div>Reduce</div><div>Fallback</div><div>Transfer</div><div>Accept</div><div>Share</div></div>
Carry on with the project as planned on the basis that the MNO Manufacturing Company calendar is believed to be of better quality.	<div><div></div><div>Avoid</div><div>Reduce</div><div>Fallback</div><div>Transfer</div><div>Accept</div><div>Share</div></div>
Add a unique reference number to every calendar and hold a prize draw each month.	<div><div></div><div>Avoid</div><div>Reduce</div><div>Fallback</div><div>Transfer</div><div>Accept</div><div>Share</div></div>

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Column 1	Column 2
Record the risk in the Risk Register and monitor the situation.	<div> <div></div> <div> Avoid Reduce Fallback Transfer Accept Share </div> </div>
Decide not to compete and cancel the project.	<div> <div></div> <div> Avoid Reduce Fallback Transfer Accept Share </div> </div>
Bring the target date of this project forward.	<div> <div></div> <div> Avoid Reduce Fallback Transfer Accept Share </div> </div>
Wait for confirmation of the rival's calendar and, if required, include additional gifts with the calendar as an extra incentive.	<div> <div></div> <div> Avoid Reduce Fallback Transfer Accept Share </div> </div>
Carry on with the project as planned on the basis that the MNO Manufacturing Company calendar is believed to be of better quality.	<div> <div></div> <div> Avoid Reduce Fallback Transfer Accept Share </div> </div>
Add a unique reference number to every calendar and hold a prize draw each month.	<div> <div></div> <div> Avoid Reduce Fallback Transfer Accept Share </div> </div>

NEW QUESTION 93

- (Exam Topic 7)

What is the purpose of a Product Status Account?

- A. A set of records that describe information about the project
- B. A log used to record problems or concerns about products
- C. An audit or review to compare actual status of products
- D. A report covering the status about the state of the projects products within

Answer: D

NEW QUESTION 97

- (Exam 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 102

- (Exam Topic 7)

Scenario:

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

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

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

Answer: A

NEW QUESTION 107

- (Exam 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 112

- (Exam 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 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 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 117

- (Exam 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 121

- (Exam Topic 8)

Scenario:

Techniques, processes and procedures

- * 1. Any threat that may result in a loss of MFH data must be escalated immediately. Joint agreements
- * 2. Work is to start at the beginning of week 2 (Stage 4).
- * 3. The project will take two years to complete, at an estimated cost of £2.5m. Tolerances
- * 4. None.

Constraints

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

Reporting arrangements

- * 8. Highlight Report every Monday by 10.00 am.
- * 9. The report must contain a summary of all products worked on during the previous week.
- * 10. Project Manager must be notified of any issues immediately by telephone. Problem handling and escalation
- * 11. Impact analysis of all issues must be completed within 24 hours. Extracts or references
- * 12. The Stage Plan for stage 4 is available from Project Support. Approval method
- * 13. Project Assurance will review the completed Work Package and confirm completion

At the end of stage 3, the service provider will be selected and the contract awarded. During stage 4, the Account Manager for the selected service provider will work with the Project Manager to complete the transition of the services to the selected service provider.

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 126

- (Exam Topic 8)

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

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

Answer: C

NEW QUESTION 131

- (Exam Topic 8)

Project Scenario

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

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

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

The project is currently in initiation and will have two further stages: Stage 2 will include the activities to:

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

Stage 3 will include the activities to:

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

A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of the project. The product cost forecast will be reviewed by the Project Board to determine whether 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 135

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