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Exam : **PRINCE2Practitioner**

Title : **PRINCE2 Practitioner Exam**

Vendor : **PRINCE2**

Version : **DEMO**

QUESTION NO: 1

ORGANIZATION

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

Here are three individuals who work for ABC Company.

Which project management team role (A-F) would be the most appropriate for each individual?

Choose only one role for each individual. Each role can be used ONCE, or not at all.

Training Delivery Manager.
Corporate Document Manager.
Operations Director.

Executive
Delegated business assurance
Senior supplier
Delegated supplier assurance
Delegated user assurance
Project support

Answer:

Training Delivery Manager.
Corporate Document Manager.
Operations Director.

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

Explanation:

Training Delivery Manager.
Corporate Document Manager.
Operations Director.

Executive
Delegated business assurance
Senior supplier
Delegated supplier assurance
Delegated user assurance
Project support



QUESTION NO: 2

Scenario:

Techniques, processes and procedures

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

Joint agreements

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

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

Tolerances

4. None.

Constraints

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

6. Installation work must take place during MFH normal working hours.

7. +£10,000 / -£25,000.

Reporting arrangements

8. Highlight Report every Monday by 10.00 am.

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

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

Problem handling and escalation

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

Extracts or references

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

Approval method

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

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

Drop down the answer from column 1 to column 2.

Column 1

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

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

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

Column 2

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

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

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

Answer:

Column 1

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

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

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

Column 2

Business Case
 Organization
 Quality
 Plans
 Risk
 Change
 Progress

Business Case
 Organization
 Quality
 Plans
 Risk
 Change
 Progress

Business Case
 Organization
 Quality
 Plans
 Risk
 Change
 Progress

Explanation:

- 1 - Organization
- 2 - Progress
- 3 - Risk

QUESTION NO: 3

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:

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.

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

Is this appropriate, and why?

- A. Yes, because people with delegated project assurance roles may act as the change authority.
- B. Yes, because projects that are likely to have many changes should delegate the change authority.
- C. No, because the decision to have a change authority should be made before the project is authorized.
- D. No, because the project manager identifies the level of tailoring that is relevant for the project.

Answer: A

QUESTION NO: 4

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

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

Answer: A

QUESTION NO: 5

Which of the following statements describes an outcome?

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

Answer: B

QUESTION NO: 6

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.

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

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

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

ABC Company is planning to deliver pilot courses within five months of starting the project. The ABC Company standard development model for new courses recommends the following stages:

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

End of the Project scenario.

Additional Information:

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

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

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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.

PLANS

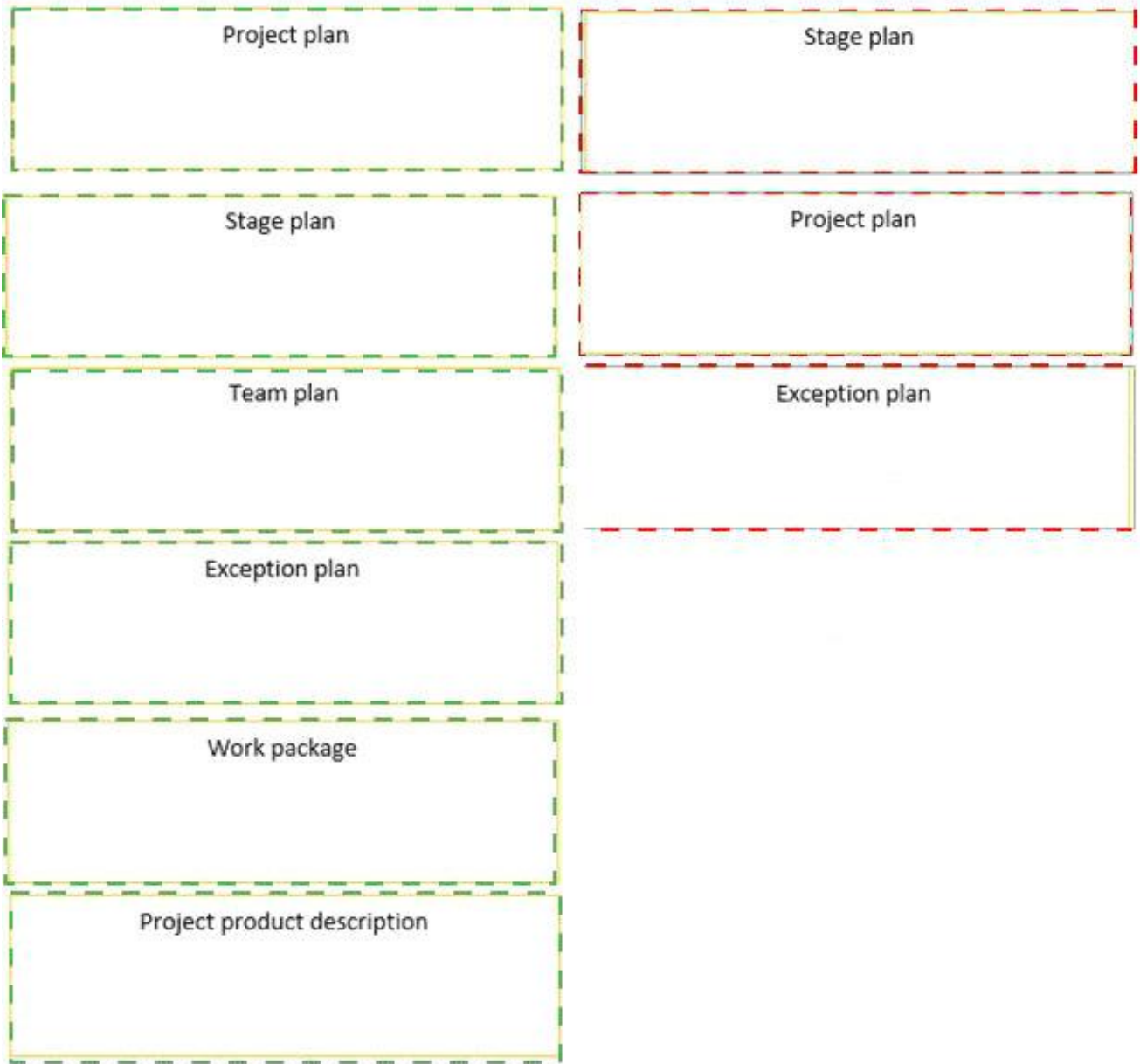
Here are three events to managing plans for the project.

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

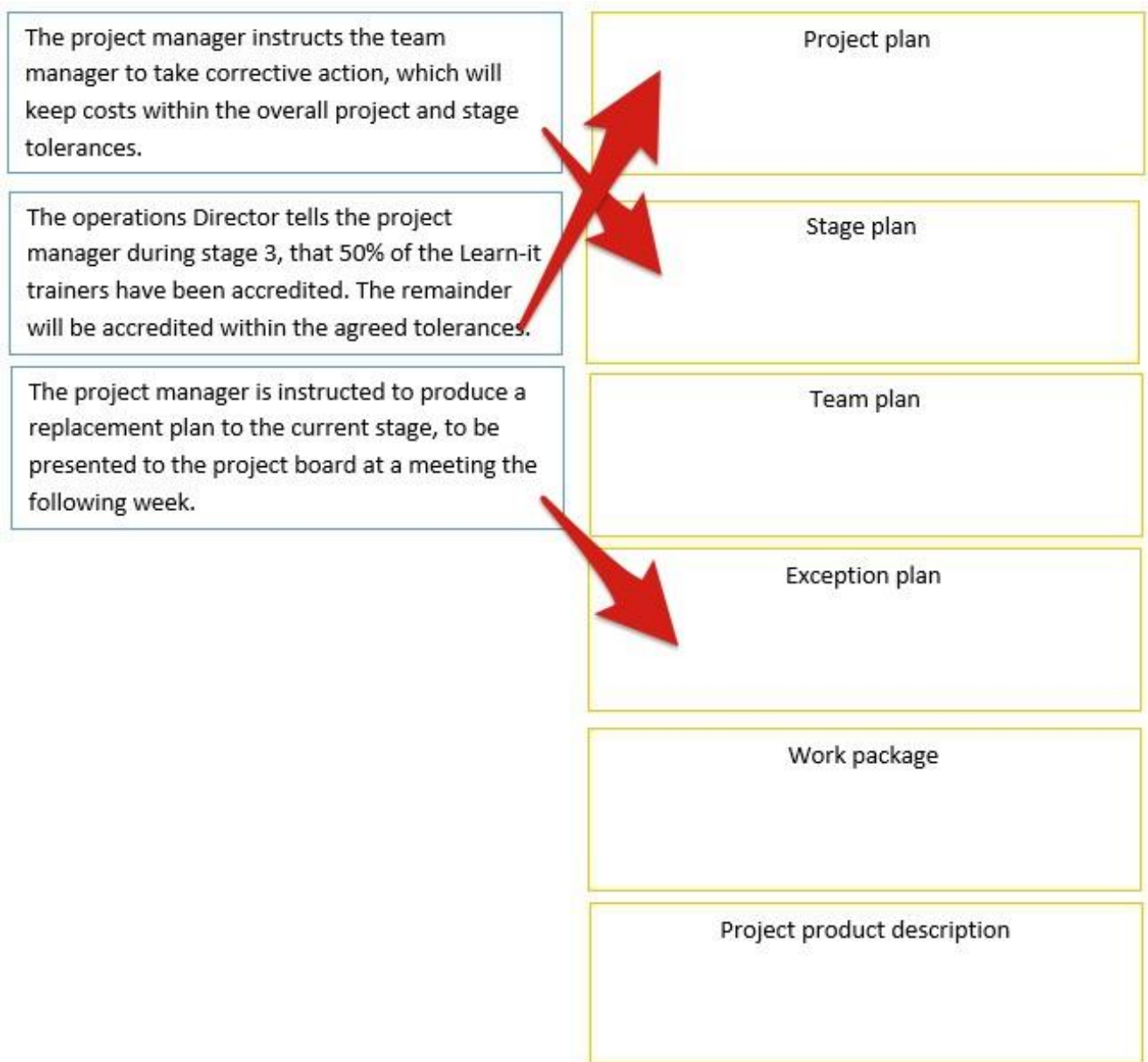
Choose only one product for each event. Each product can be used once, more than once or not at all.

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

Answer:



Explanation:

**QUESTION NO: 7**

The project is using PRINCE2's recommended risk management procedure. In the 'identify' step, a risk was recorded in the risk register: "If the 'accredited classroom-based course' is delayed, there is a threat that work on the 'e-learning course' will be delayed, resulting in the 'accredited e-learning course' not being ready for the 'pilot courses'."

In the 'implement' step, a risk response was decided: "Work will start incrementally on the 'e-learning course' whenever a part of the 'classroom-based training materials' gains accreditation".

Is this appropriate, and why?

- A. Yes, because delivering incrementally will reduce the impact of the threat.
- B. Yes, because a risk response needs to be implemented for this major threat.
- C. No, because risks responses should be identified as part of the 'plan' step.
- D. No, because a risk action should be allocated to implement a response.

Answer: B

QUESTION NO: 8

During previous projects, stakeholders became confused when using a number of separate project registers.

Therefore, when preparing the risk management approach, the project manager created a risk register template and added it to an integrated project register. This register is a spreadsheet that includes project assumptions, issues, dependencies, and now risks, on separate pages.

Is this appropriate for a risk register, and why?

- A. Yes, because the project registers should be tailored to meet the needs of the organization.
- B. Yes, because risks are often identified as a result of issues being raised.
- C. No, because an integrated project register should include the quality register as well.
- D. No, because assumptions and dependencies are sources of risk.

Answer: C

Explanation:

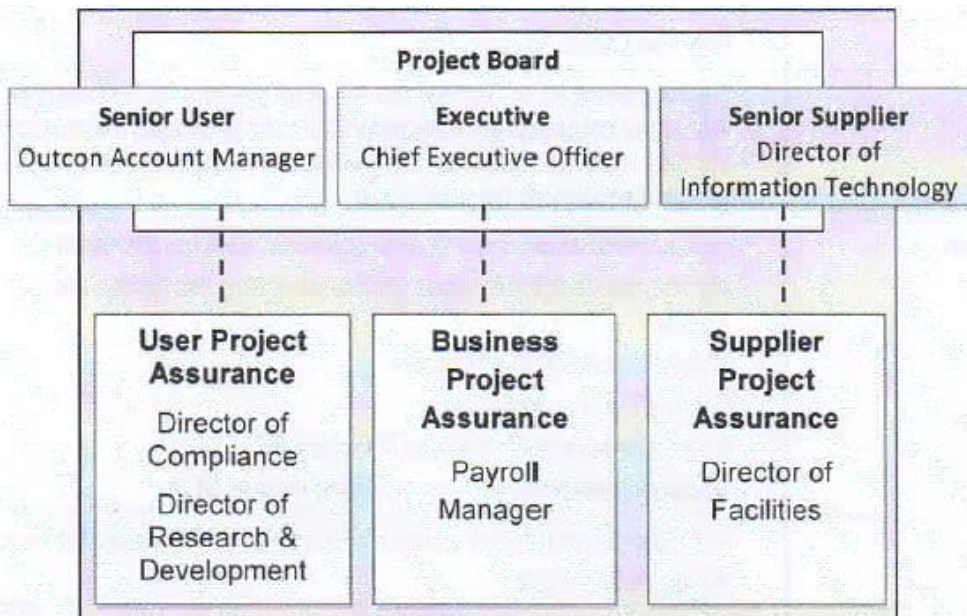
Reference

http://prince2.wiki/Quality_Register_Template

QUESTION NO: 9

Scenario

Additional Information



Key:

- Within the project management team
- From the customer
- From the supplier

--- Project Assurance responsibility

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

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

Director of Finance Division: She was transferred from the Information Technology Division 12 months ago.

She is responsible for ensuring a cost-conscious approach is adopted in all operational and project activities across the Ministry of Food Hygiene.

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

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

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

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

Answer: B D

QUESTION NO: 10

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

- A.** Project Assurance
- B.** Project Manager
- C.** Corporate or Programme Management
- D.** Project Support

Answer: A

QUESTION NO: 11

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 correctly define a Business Case risk which should be recorded under the Major risks heading?

- A.** Operational costs will increase as a result of the recruitment campaign.
- B.** The prepared calendar pack is to be delivered to the printers by the first week in December.
- C.** If the calendar quality is poor customers will not use it, creating the reverse effect and reducing orders further.
- D.** If any competitors launch a calendar at the same time this will reduce the impact of the MNO calendar and benefits will be reduced.
- E.** Staff morale will improve as a result of the promotional calendar.

Answer: C D

QUESTION NO: 12

Project Scenario - Health and Safety Training Project:

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

End of the Project scenario.

Additional Information:

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

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

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

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

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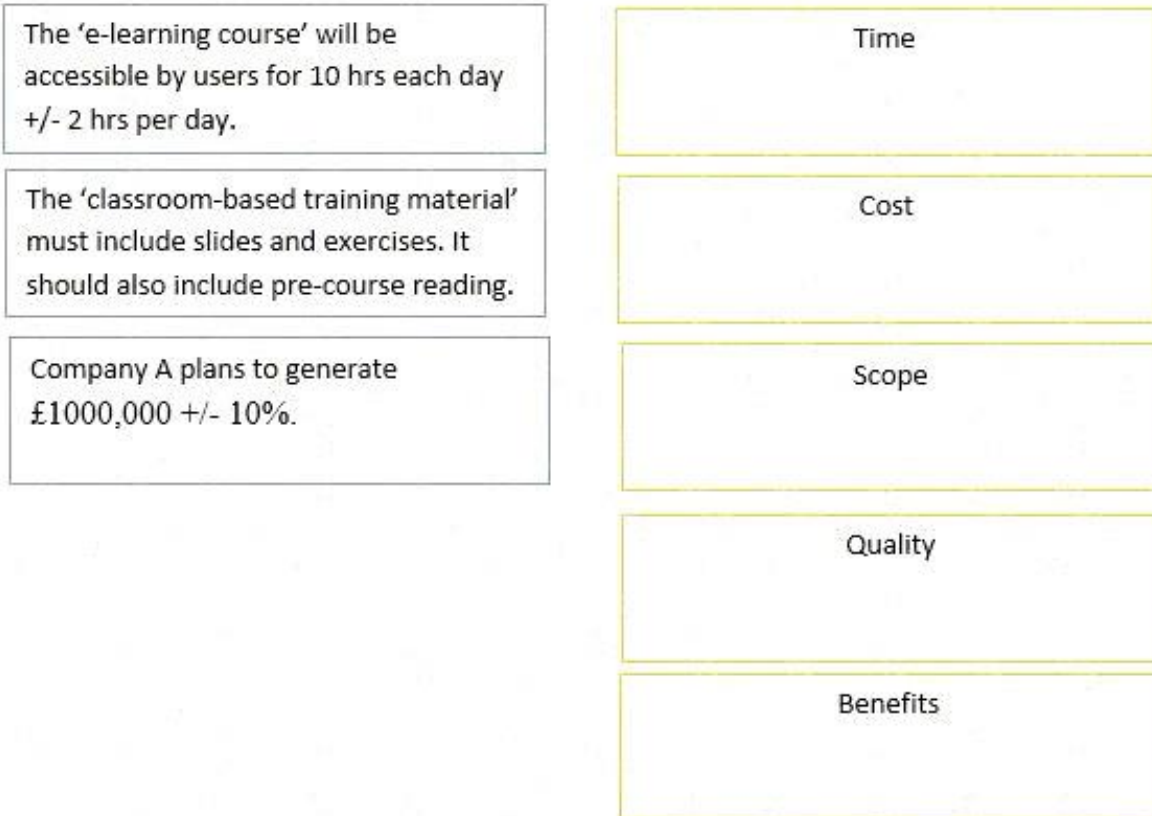
The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.

End of the additional information.

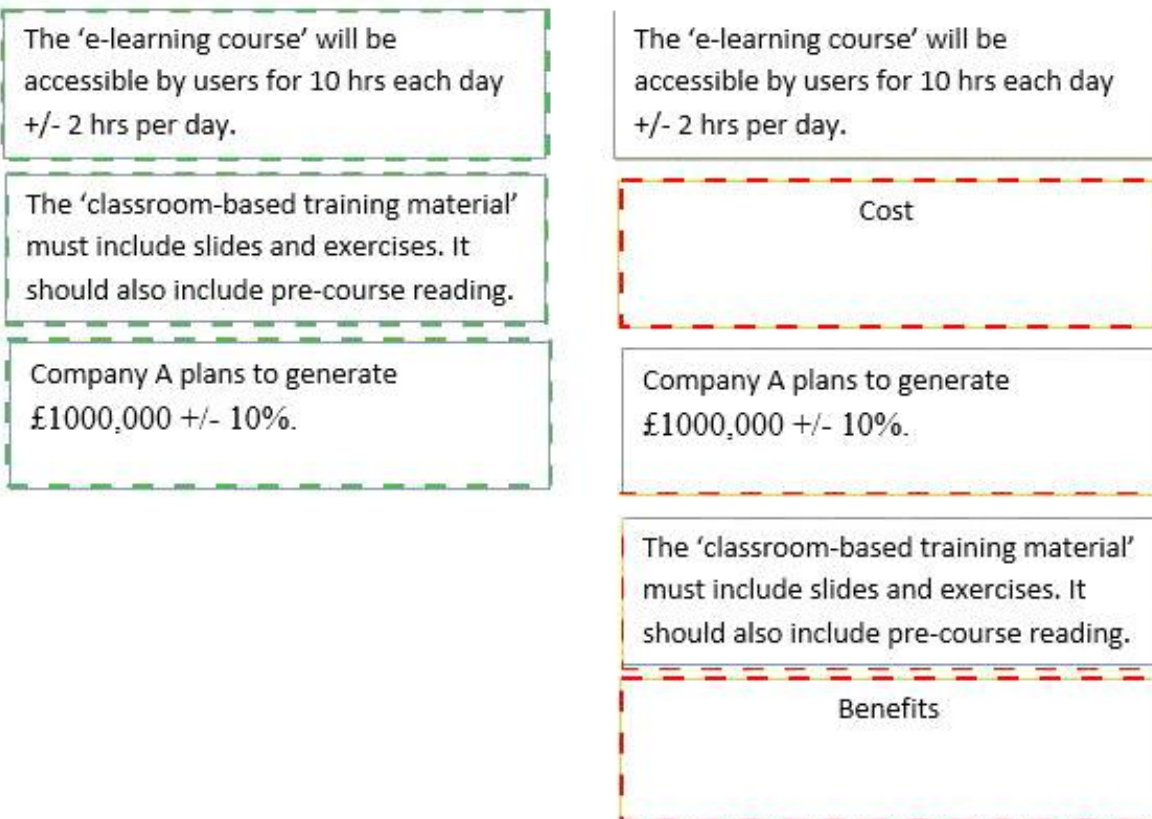
PROGRESS

Here are three statements related to tolerances for the Health and Safety Training Project. For each statement, select the tolerance area (A-E) it represents.

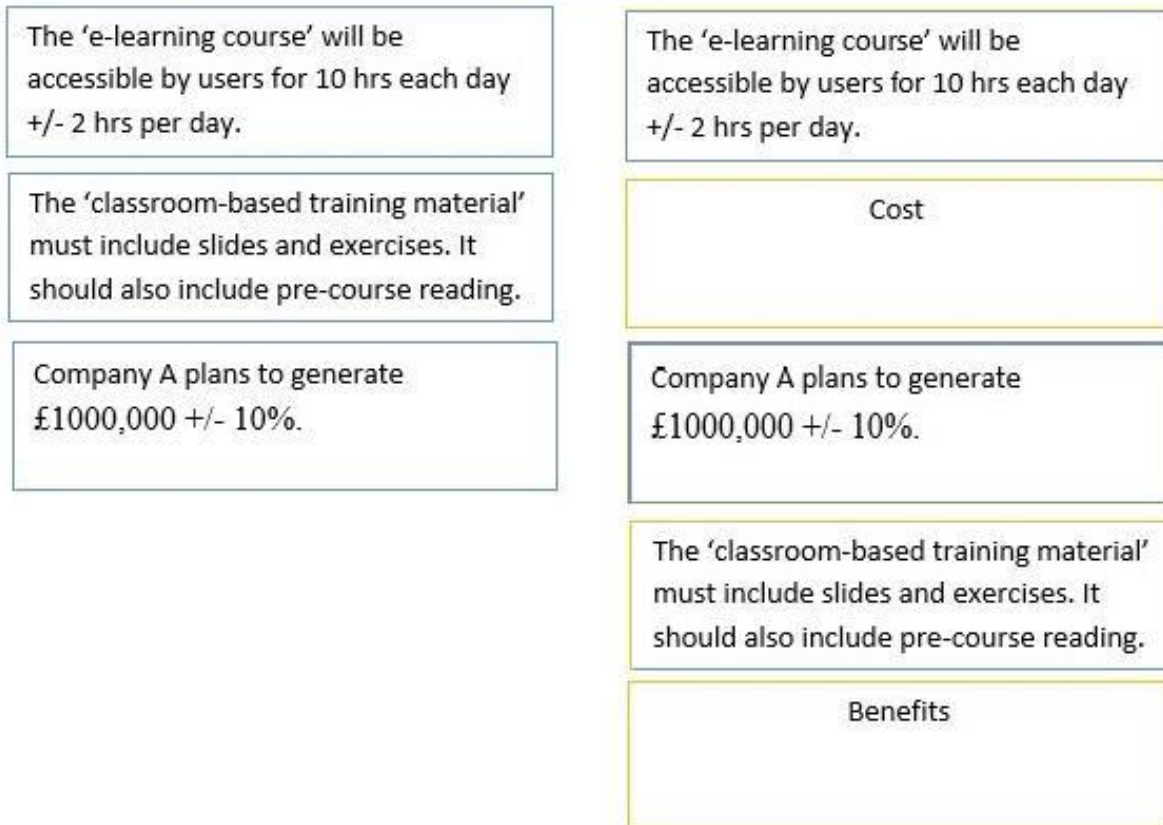
Choose only one tolerance area for each statement. Each tolerance area can be used once, more than once, or not at all.



Answer:



Explanation:



QUESTION NO: 13

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

QUESTION NO: 14

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

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

Answer: A

QUESTION NO: 15

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

Is this an appropriate application of the Moscow technique, and why?

- A. Yes, because it should be used to prioritize change based on the estimated impact on time.
- B. Yes, because it is a prioritization technique that should be used to prioritize a product's quality criteria.
- C. No, because it should define scope tolerances, supporting the management by exception principle.
- D. No, because it should be used to prioritize change based on the project's business justification.

Answer: A

Explanation:

Reference https://en.wikipedia.org/wiki/MoSCoW_method

QUESTION NO: 16

QUALITY

Here are three actions related to managing quality on the Health and Safety Training Project. Which role (A-F) should be responsible for each action?

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

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

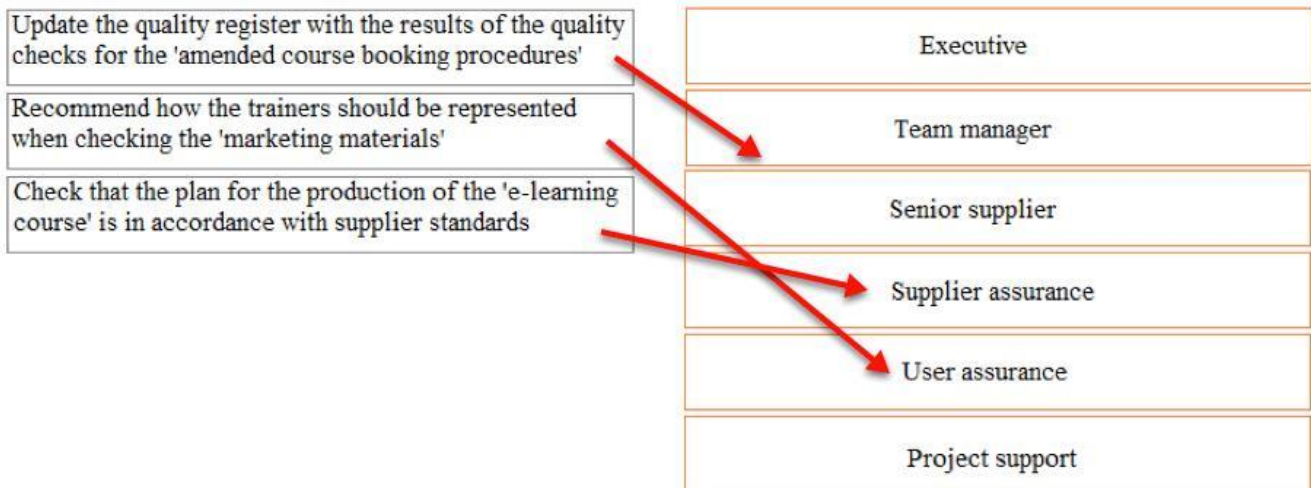
Executive
Team manager
Senior supplier
Supplier assurance
User assurance
Project support

Answer:

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

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

Explanation:

**QUESTION NO: 17**

Scenario:

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

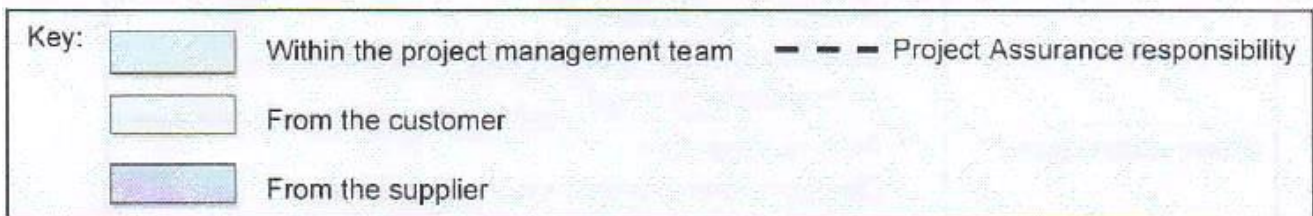
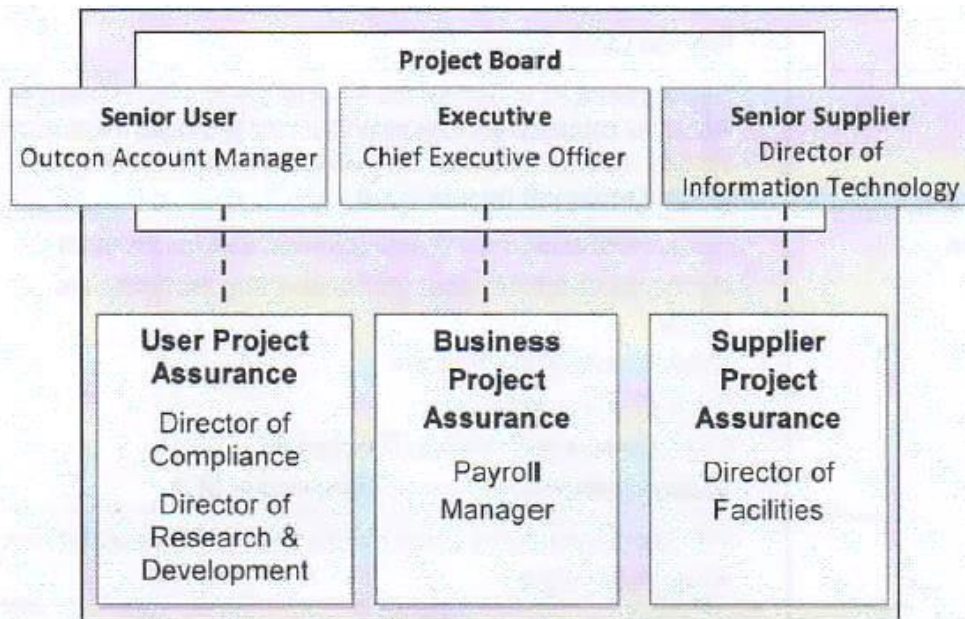
- A. All of the project's products created so far.
- B. Only those products created in the first three weeks of stage 3.
- C. All of the project's products which relate to or include services provided by the Facilities Division.
- D. No products would need to be changed but some will need to be removed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

Answer: D

QUESTION NO: 18

Scenario

Additional Information



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

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

Director of Finance Division: She was transferred from the Information Technology Division 12 months ago.

She is responsible for ensuring a cost-conscious approach is adopted in all operational and project activities across the Ministry of Food Hygiene.

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

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

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

- A.** Remove because he will be impacted by the project and therefore represents a user.
- B.** Replace with 'Project Manager' because this is a simple project that does not require additional business assurance.
- C.** Add Outcome Consultants' because they carried out the feasibility study.
- D.** Add 'Director of Finance Division' because she is responsible for checking that any supplier and contractor payments are authorized.

E. Retain because he is familiar with the Ministry of Food Hygiene business strategy, the business level risk assessment and the Business Case standards.

Answer: D E

QUESTION NO: 19

The project is in stage 3. The BuildyBrick construction teams are unsure about using the required environmentally friendly concrete technique. As the team has not used the technique before, the work could take longer than originally planned. The Regeneration Manager has arranged a visit to another site where the technique is being used.

Which principle is being applied, and why?

- A. Learn from experience, because a field trip provides an opportunity to learn from others
- B. Learn from experience, because lessons should only be reviewed at project start
- C. Manage by exception, because work package time tolerance may be exceeded
- D. Manage by exception, because the CEO should resolve the concern

Answer: A

Explanation:

PRINCE2's learn from experience principle requires that lessons are sought, recorded, and applied throughout the project lifecycle. PRINCE2 explicitly states that projects should "seek lessons from previous projects and from current experiences" and apply them proactively to improve outcomes.

In this scenario, the construction team lacks experience with a specialist technique. Instead of proceeding blindly, the Regeneration Manager arranges a visit to another site where the technique is already in use. This is a textbook example of learning from external experience and applying proven practices to reduce risk, uncertainty, and inefficiency.

Option A correctly reflects this principle. Option B is incorrect because PRINCE2 clearly states that lessons are not limited to the start of the project; they must be sought continuously. Options C and D incorrectly invoke manage by exception, which applies when tolerances are forecast to be exceeded- not when proactively reducing risk through learning.

QUESTION NO: 20

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

- A. Highlight report
- B. Checkpoint Report
- C. Issue Report
- D. End Stage Report

Answer: B

QUESTION NO: 21

CHANGE

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

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

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

The pilot courses will be run two weeks later than originally planned, but this will not affect the end date of the stage or project

At the end of stage 2, the following products are shown as 'approved': 'accredited classroom-based course', 'marketing materials', 'training venue specifications'.

Configuration item records will be created and maintained for the 'classroom-based training materials' and 'e-learning course'

- Change control approach
- Configuration item record
- Issue register
- Exception report
- Product status account

Answer:

The pilot courses will be run two weeks later than originally planned, but this will not affect the end date of the stage or project

At the end of stage 2, the following products are shown as 'approved': 'accredited classroom-based course', 'marketing materials', 'training venue specifications'.

Configuration item records will be created and maintained for the 'classroom-based training materials' and 'e-learning course'

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

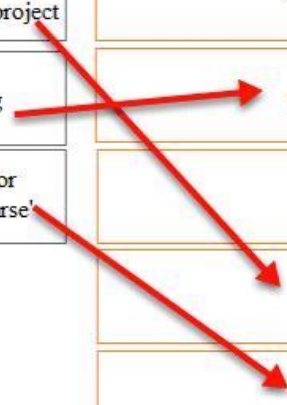
Explanation:

The pilot courses will be run two weeks later than originally planned, but this will not affect the end date of the stage or project

At the end of stage 2, the following products are shown as 'approved': 'accredited classroom-based course', 'marketing materials', 'training venue specifications'.

Configuration item records will be created and maintained for the 'classroom-based training materials' and 'e-learning course'

- Change control approach
- Configuration item record
- Issue register
- Exception report
- Product status account



QUESTION NO: 22

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.

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

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

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

- A. Yes, because the work package to deliver the pilot courses was forecast to exceed its time tolerance.
- B. Yes, because a team manager should not change the scheduled order of a work package.
- C. No, because the checkpoint report for week 1 should include information on any issues that occurred.
- D. No, because the feedback from the rescheduled courses can be used in week 4 to finalize the materials.

Answer: C

QUESTION NO: 23

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

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

Answer: B

QUESTION NO: 24

Project Scenario

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

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

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

Stage 2 will include the activities to:

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

Stage 3 will include the activities to:

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

A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of the project. The 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.

During stage 2, if the Project Manager decides to recommend that the Project Plan is revised to finish three weeks later, which statement is correct?

- A. The tolerances stated in the Project Plan CANNOT be changed.
- B. The Executive needs to seek formal approval from corporate management to implement this change.
- C. The current project must close prematurely and be restarted with a new Project Plan, a new Business Case and new Risk Register.
- D. The revision of the Project Plan would have to wait until the end stage assessment of stage 2.

Answer: B

QUESTION NO: 25

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

Which theme is being applied?

- A. Risk.
- B. Organization.
- C. Plans.
- D. Change.

Answer: B

QUESTION NO: 26

INITIATING A PROJECT

Here are three items of information relating to the 'initiating a project' process for the project. As part of which activity (A-F) should this information be recorded?

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

How and when data will be gathered about the number of people attending the health and safety training courses and the increase in revenue generated

How a proposal to amend the 'e-learning course' should be prioritized

How the relationship with external suppliers developing the 'e-learning course' should be managed

Refine the business case

Prepare the change control approach

Prepare the communication management approach

Set up the project controls

Prepare the quality management approach

Prepare the risk management approach

Answer:

How and when data will be gathered about the number of people attending the health and safety training courses and the increase in revenue generated

How a proposal to amend the 'e-learning course' should be prioritized

How the relationship with external suppliers developing the 'e-learning course' should be managed

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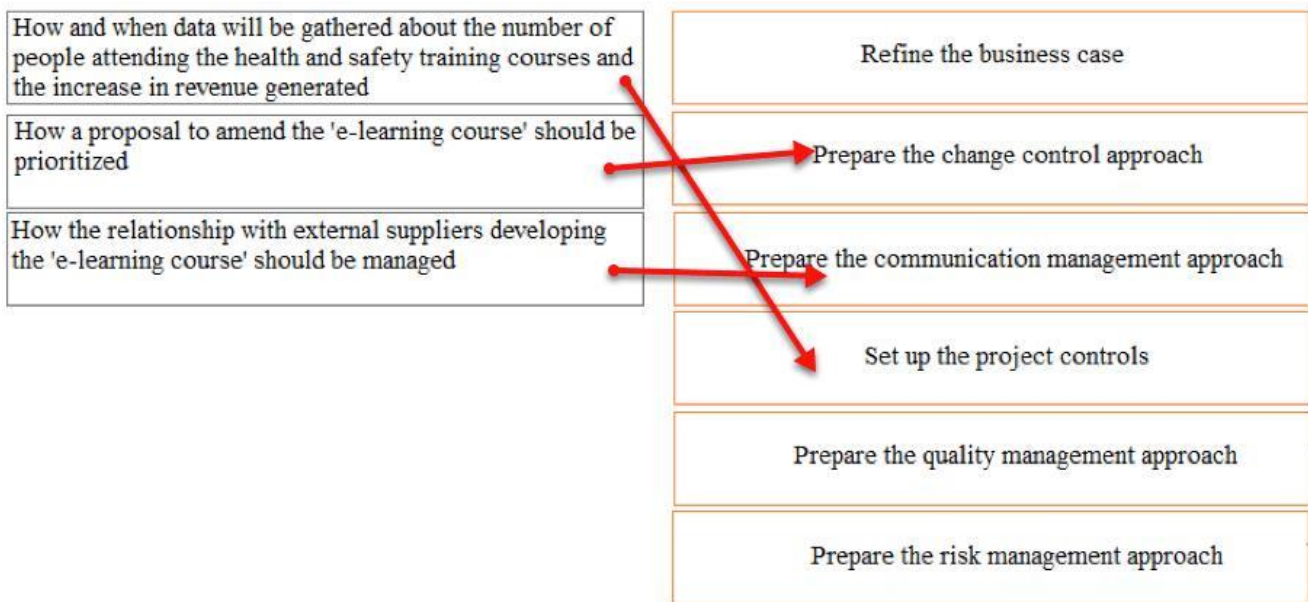
How the relationship with external suppliers developing the 'e-learning course' should be managed

How and when data will be gathered about the number of people attending the health and safety training courses and the increase in revenue generated

Prepare the quality management approach

Prepare the risk management approach

Explanation:



QUESTION NO: 27

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:

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

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

Answer: D