

PRINCE2-Exams

Exam Questions PRINCE2-Practitioner

PRINCE2 Practitioner exam



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 off 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 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 2

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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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:

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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

NEW QUESTION 3

- (Exam Topic 1)

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

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

End of the Project scenario. Additional Information:

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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.

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

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

A. Yes, because the project involves more than one organization.
 B. Yes, because the team manager should actively look for useful information.
 C. No, because the senior manager should advise the team manager of any lessons.
 D. No, because every project is unique and should deliver specific business objectives

Answer: B

NEW QUESTION 5

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information.

The executive has set the following tolerances for stage 2: Time (+/- 1 week)
 Cost (+/- £20,000)
 Scope (using MoSCoW prioritization technique)
 Risk (based on the risk appetite defined in the risk management approach)

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

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

- A. It applies the principle well, because tolerances should be set for the related aspects of project performance for each stage.
- B. It applies the principle well, because the project manager needs to control the project using discrete management stages.
- C. It applies the principle poorly, because tolerances should be set for each stage against each of the six aspects of project performance.
- D. It applies the principle poorly, because it is the regular reporting of progress that should give the project board the required confidence.

Answer: C

NEW QUESTION 6

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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End of the additional information.

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

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

- A. Yes, because the Purchasing Manager is monitoring the contract and therefore best suited to controlling the risk.
- B. Yes, because the Purchasing Manager should have identified the risk when the work package was agreed.
- C. No, because the team manager should be the risk owner to risks concerning the delivery of a work package.
- D. No, because the risk was transferred to the Training Delivery Manager when the work package was authorized.

Answer: A

NEW QUESTION 7

- (Exam Topic 1)

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End of the additional information.

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

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

- A. Yes, because the role of presenter should not be performed by a junior member of the team.
- B. Yes, because the roles of chair, presenter and administrator may be combined.
- C. No, because the role of presenter should be performed by the team manager.
- D. No, because the chair should be independent from the product being reviewed.

Answer: D

NEW QUESTION 8

- (Exam Topic 1)

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End of the additional information.

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

Is this appropriate, and why?

- A. Yes, because how the benefits will be measured needs to be documented.
- B. Yes, because the actions required to achieve the outcomes need to be documented.
- C. No, because the expected sales increase should be recorded in the business case.
- D. No, because actions to deliver the outputs should be recorded in the stage plan.

Answer: A

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

End of the Project scenario. Additional Information:

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

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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.

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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.

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

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

- A. Yes, because decisions about closure should be escalated to programme management, unless otherwise instructed.
- B. Yes, because the project board should escalate significant decisions to programme management.
- C. No, because this contradicts the 'manage by exception' principle.
- D. No, because the project board should decide whether to continue with the project.

Answer: A

NEW QUESTION 10

- (Exam Topic 1)

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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

NEW QUESTION 10

- (Exam Topic 1)

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

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End of the additional information. INITIATING A PROJECT

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

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

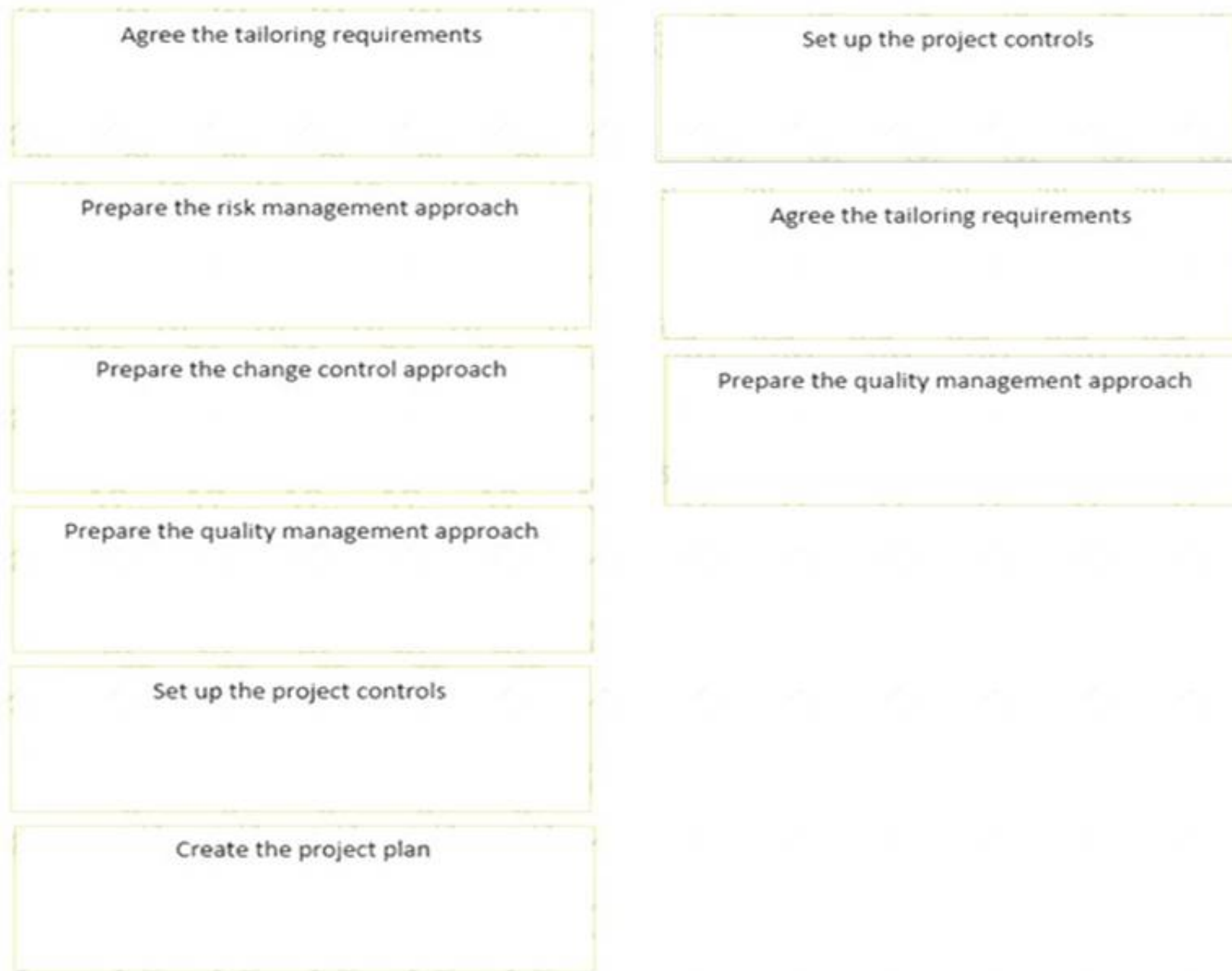
Choose only one activity for each statement. Each activity can be used once, more than once, or not at all.

Agree the tailoring requirements	Any new user requirements requested for the 'accredited classroom-based course' will only be implemented if it is allocated a 'must have' priority, and approved by the executive.
Prepare the risk management approach	Review the recommendation, made in the project brief, to combine the roles of executive and senior user.
Prepare the change control approach	ABC Company's audit department will check to ensure that the 'finalized materials' comply with the government legislation relating to health and safety.
Prepare the quality management approach	
Set up the project controls	
Create the project plan	

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 12

- (Exam Topic 1)

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End of the additional information.

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

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

- A. Yes, because the project board will need to be updated with the progress of every team.
- B. Yes, because checkpoint reports are a time-driven control providing progress information.
- C. No, because the frequency of reporting should reflect the level of control required for the work package.
- D. No, because the project board should decide on the frequency and content of progress reporting.

Answer: B

NEW QUESTION 16

- (Exam Topic 1)

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End of the Project scenario. Additional Information:

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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' activity
- 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' activity
- 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 18

- (Exam Topic 1)

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The ABC Company standard development model for new courses recommends the following stages: End of the Project scenario.

Additional Information:

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End of the additional information.

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

Who should approve this update?

- A. Corporate management
- B. Project board
- C. Project assurance
- D. Project manager

Answer: B

NEW QUESTION 23

- (Exam Topic 1)

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End of the additional information.

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

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

- A. In the daily log, because a change to a product at the default level can be handled informally.
- B. In the daily log, because the senior user has advised that this change should be informally.
- C. In the issue register, because this is a request for change requiring a change to a baseline.
- D. In the issue register, because issues should be recorded here first, before determining how to manage them.

Answer: D

NEW QUESTION 24

- (Exam Topic 1)

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End of the additional information.

The project is now closed. The expected increase in revenue is not being achieved. It has been agreed with the team manager for the 'marketing materials' that additional marketing activities will be undertaken to achieve the expected increase in revenue.

Who should be responsible for monitoring the results of the marketing activities, and why?

- A. Senior user, because this person is responsible for realizing the benefits post-project.
- B. Senior user, because this person is responsible for specifying the desired from the project.
- C. The team manager for the 'marketing materials', because this person has the skills to demonstrate that the activities are effective.
- D. The team manager for the 'marketing materials', because the project board is disbanded at the end of the project.

Answer: A

NEW QUESTION 26

- (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.

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

Is this appropriate, and why?

- A. Yes, because the project board should approve the project closure notification drafted by the project manager.
- B. Yes, because a project closure notification should be sent to suppliers as part of the 'closing project' process.
- C. No, because the project board should issue a project closure notification as part of the 'directing a project' process.
- D. No, because the project manager should notify stakeholders using the approved project closure notification.

Answer: B

NEW QUESTION 30

- (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.

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

End of the Project scenario. Additional Information:

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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. MANAGING PRODUCT DELIVERY

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

Which theme is being applied?

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

Answer: A

NEW QUESTION 35

- (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
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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 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.

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

Is this appropriate application of the report management stage end' activity, and why?

- A. Yes, because approval of the product can be carried forward into the next stage, with authority from the project board.
- B. Yes, because the completion of the product in the next stage is a follow-on action recommendation for stage 4.
- C. No, because approval of the products was planned for stage 3 and must be completed before the stage ends.
- D. No, because a project-level exception plan is required before approval of the quality procedures can be delayed.

Answer: A

NEW QUESTION 36

- (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.

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.

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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 41

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

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

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

End of the Project scenario. Additional Information:

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

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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 43

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

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

End of the Project scenario. Additional Information:

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

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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 46

- (Exam Topic 1)

Project Scenario – Health and Safety Training Project:

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classroom-based training will be delivered by ABC Company's development team. All course materials will

be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.

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

End of the Project scenario. Additional Information:

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

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End of the additional information.

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

Is this appropriate, and why?

- A. Yes, because experience from previous projects should be taken into account in the risk management approach.
- B. Yes, because the corporate risk management policy was updated, as a result of lessons from previous projects.
- C. No, because the risk management approach should be tailored to suit the project and its environment.
- D. No, because a separate risk management approach is not necessary when the company has a risk management policy.

Answer: A

NEW QUESTION 47

- (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 Business options heading?

- A. Produce a promotional calendar as a free Christmas gift to current and prospective customers.
- B. Use a professional photographer to create the photographs for the calendar.
- C. Create the photographs for the calendar internally.
- D. Outsource the creation of the calendar to a professional marketing company.
- E. Do nothing.

Answer: AE

NEW QUESTION 48

- (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 Costs heading?

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

Answer: BE

NEW QUESTION 50

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