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NEW QUESTION: 1

Which project controls should be established for the Outsourcing project?

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

Answer: C (LEAVE A REPLY)

Explanation/Reference:

Testlet 1

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

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

NEW QUESTION: 2

Which of the following activities is the Executive responsible for?

- A. Ensure the desired outcome of the project is specified

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

Answer: B (LEAVE A REPLY)

Explanation/Reference:

Organization Theme

Testlet 1

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well.

He injured

his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall

perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a

publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing

project. She has the authority to commit the annual business marketing budget, from which the project will be

funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar,

in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still

as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature

in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control.

They now

maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment

needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a

history of successful work. This company has been selected to take the photos for the company calendar. It

has yet be decided which of the photographers to use.

NEW QUESTION: 3

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

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

- A. No, because the project business case still justifies a project.
- B. Yes, because changes in corporate strategy may impact a project's justification.
- C. No, because changes in corporate strategy should not impact a project once authorized.
- D. Yes, because a change in a project's justification should trigger premature closure.

Answer: (SHOW ANSWER)

NEW QUESTION: 4

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

- A. Due to market conditions a suitable service provider may not be found, possibly leading to premature closure of the project.
- B. Owing to employment contract changes staff may resist outsourcing, which would make it difficult to transfer staff to the selected service provider.
- C. MFH's operations may be reduced and the 1a-year contract may not achieve its estimated value of £80m, which would reduce the service provider's profit.
- D. The initial estimates, taken from the feasibility study report, indicate that the project will take two years to complete, which means that the business problems would remain for this period.
- E. The management stages recommended by the consultants may not be appropriate, resulting in confusion in planning.

Answer: B,D (LEAVE A REPLY)

Explanation/Reference:

Question Set 3

NEW QUESTION: 5

Which statement applies to the Roles and responsibilities section?

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

Answer: (SHOW ANSWER)

Explanation/Reference:

Quality Theme

Question Set 3

NEW QUESTION: 6

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

- A. A Change Authority
- B. A Change Board
- C. A Change Budget
- D. A Change Committee

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 7

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. Change
- D. Progress

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 8

Scenario

Additional Information

Extract from the Communication Management Strategy.

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

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

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

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

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

Which statement applies to the Introduction section?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 9

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

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

Which product should show that the staff photo sessions were disruptive to the Engineering Department as they had been scheduled during peak work times without consultation with the Engineering Manager?

- A. Lessons Report
- B. Project closure notification
- C. Follow-on action recommendations
- D. Risk Register

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 10

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

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

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

- A. Exception Report

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 11

None of the reviewers have proof-reading skills.

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 12

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 additional risk will this place on the project?

- A. The reduced value of the contracted services required by the Outsourcing project may result in an insufficient number of proposals being received.
- B. None because risks associated with the centralization and rationalization of the Facilities Division will be managed by another project.
- C. There is only £70k left in the project change budget.
- D. These changes will delay stage 3 by three weeks.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 13

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

Is this appropriate, and why?

- A. Yes, because the program office should provide support to projects, if requested.
- B. No, because program and project team structures need to be separate.

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

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 14

Scenario

Additional Information

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

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

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

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

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

A number of alternatives were explored, including:

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

A promotional calendar as a free Christmas gift - would target current and prospective customers and

the benefits would last into a second year

A series of television and press advertisements was too expensive

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

Creation of an internet website - would not suit all customers

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

Which 2 statements should be recorded under the Timescale heading?

A. Additional 10% increase in orders in year two.

B. The print company requires a 2 week notification period of the calendar pack delivery.

C. Benefits will be lost if the project is not completed on time.

D. A recruitment campaign to fill the existing staff vacancies will need to take place in the next 12 months.

E. The prepared calendar pack must be delivered by the first week in December.

Answer: A,E ([LEAVE A REPLY](#))

NEW QUESTION: 15

Which 2 statements apply to the Composition section?

A. Amend entry 2 to 'Selected paper'.

B. Delete entry 3 because this is NOT a major product to be delivered by this project.

C. Move entry 6 to Derivation because this product already exists.

D. Delete entry 7 because these will be produced by the photographer.

E. Add 'Calendars distributed to customers'.

Answer: ([SHOW ANSWER](#))

Explanation

NEW QUESTION: 16

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

A. Project Support

B. Executive

C. Project Assurance

D. Project Manager

Answer: C ([LEAVE A REPLY](#))

Explanation/Reference:

Testlet 1

Scenario

Additional Information

Extract from the Communication Management Strategy.

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

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

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

After the initiation stage there will be two further stages during which a small number of Work Packages will be authorized. While these are being managed, the Project Manager will hold

regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.

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NEW QUESTION: 17

There is no project schedule in the Project Initiation Documentation. How can project progress be tracked without a schedule to track against?

- A.** Progress can be recorded and tracked using the product checklist, with the planned and actual quality management activities captured in the Daily Log.
- B.** With a clear end date of 30 November, and a small number of Work Packages, the Project Board should track project progress using individual Team Plans.
- C.** This is an error as a Gantt chart or some form of time line, where actuals will be recorded and tracked against the planned schedule of delivery, is mandatory.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 18

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

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

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 19

Scenario

Additional Information

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

There has been a reduction in the order numbers at the MNO Manufacturing due in part to the increased marketing activities of its competitors. 10% of customers have not re-ordered in this financial year and staff morale is poor. A number of skilled staff have left as a result and replacement staff have not been recruited due to the reduced operation. If the project is

successful, a recruitment campaign will be required to fill the existing staff vacancies and there may be a requirement for additional staff. Operational costs are likely to increase because skilled staff are expensive and difficult to find.

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

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

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

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

A promotional calendar as a free Christmas gift - would target current and prospective customers and

the benefits would last into a second year

A series of television and press advertisements was too expensive

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

Creation of an internet website - would not suit all customers

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

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

A. Increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months.

B. The Marketing department believes that the benefits of a good company image, as portrayed by a successful calendar, will last into a second year and bring the same increase in orders.

C. The calendar will contain photos of both staff and company products.

D. It will be similar to calendars sent out in previous years

E. The Marketing department want a very high quality, glossy product as they believe this will be more appealing to customers.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 20

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. Change.

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 21

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 22

Additional Information

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

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

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

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

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

Drop down the right answer.

Answer:

Explanation

NEW QUESTION: 23

HOTSPOT

Additional Information

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

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

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

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

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

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet to be decided which of the photographers to use. Using the additional information provided for this question in the Scenario Booklet, answer the following question.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Answer:

NEW QUESTION: 24

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

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

Answer:

Explanation

NEW QUESTION: 25

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

Is this an appropriate action for the project board, and why?

- A. No, because each project in the programme will need a revised business case.
- B. No, because the programme team cannot constrain the project manager's choices.
- C. Yes, because when the project is part of a programme, the programme team provides the business case.
- D. Yes, because the project board are able to use the business case provided by the programme.

Answer: D (LEAVE A REPLY)

NEW QUESTION: 26

Project Scenario

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

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

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

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

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

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

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

Stage 2 will include the activities to:

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

Confirm compliance with the Data Protection Legislation

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

Select and appoint a professional photographer

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

Prepare a production cost forecast

Select paper and envelope.

Stage 3 will include the activities to:

Produce and select the professionally-taken photographs

Hold the label design competition and choose the label design

Assemble the prepared calendar pack.

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

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +

£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

During stage 2, an early review of the photo design ideas from the Marketing department has highlighted the need for engineering machinery to be operating in the background during the photo sessions. This requires a change to the baselined Product Description for the photos. What action should the Project Manager take?

A. Include this requirement on the next Checkpoint Report to the photographer.

B. Log the change in the Issue Register as a request for change.

C. Raise an Exception Report to the Project Board.

D. Revised the Product Description for the photos and issue it to the Engineering Manager to ensure that the machinery will be operating during the photo sessions.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 27

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 ([LEAVE A REPLY](#))

Explanation

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

NEW QUESTION: 28

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

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

Answer: B,E ([LEAVE A REPLY](#))

Explanation/Reference:

Question Set 3

NEW QUESTION: 29

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 projects that are likely to have many changes should delegate the change authority.
- B. Yes, because people with delegated project assurance roles may act as the change authority.

- C. No, because the project manager identifies the level of tailoring that is relevant for the project.
- D. No, because the decision to have a change authority should be made before the project is authorized.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 30

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

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 31

MANAGING A STAGE BOUNDARY

The project is approaching the end of stage 3 and the pilot courses have been planned. The project manager is now undertaking the 'managing a stage boundary' process.

Which action should the project manager undertake as part of the 'update the business case' activity?

- A. Revise the overall plan and resources to complete the project, based on actuals from the stage 3 plan.
- B. Review the performance of the external suppliers who worked on delivery of the 'e-learning course' during stage 3.
- C. Re-plan when the number of learners using the pilot course, and their increased knowledge, will be measured during stage 4.
- D. Identify the dependencies between the activities required to run the 'delivered pilot courses' during stage 4.

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 32

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

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 33

Scenario

Additional Information

Extract from the Communication Management Strategy.

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

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

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

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

There is no Project Brief. How can there be a common understanding of the desired outcomes for the prepared calendar pack?

- A. The simple Project Initiation Documentation contains the project definition.
- B. The simple Project Initiation Documentation contains the Quality Management Strategy. This contains details of the acceptance criteria for this project.
- C. The Project Brief should have been produced and approved before the project progressed into the initiation stage.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 34

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

The Stage Plan for stage 3 has been produced.

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

None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Monitoring and control section?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 35

While deciding on how the work of the project should be approached the following were considered.

Which statement is appropriate for inclusion in the project approach heading in the Project Brief?

- A. New up-to-date software will be obtained to produce the graphical sections of the Project and Stage Plans.
- B. The Project Manager will involve the selected service provider in the creation of the Stage Plan for stage 4.
- C. The detailed designs (future process, systems, operating and organization models) will be based on the existing high-level designs.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 36

Scenario

Additional Information

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

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

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

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

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

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

It has yet to be decided which of the photographers to use.

Which 2 statements explain why the Sales Manager should be appointed as User Assurance for this project?

- A. He can resolve any conflict in requirements between the Sales department and the Marketing department.
- B. He can provide an evaluation of the potential impact the calendar will have on sales.
- C. He is able to advise on suitable stakeholder engagement of current and prospective customers.
- D. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
- E. He joined the company last year with huge enthusiasm and is keen to increase sales.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 37

The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also

producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early

release of a competitor's calendar may weaken the impact of the MNO Manufacturing Company calendar,

thereby reducing the anticipated benefits of the Calendar project.

Which 2 statements should be recorded under the Proximity heading?

- A. The risk of staff leaving the organization will be categorized as beyond the project proximity.
- B. Imminent risks are those which may occur within two weeks.
- C. Any risk with a proximity category of imminent will be estimated as having a very high impact.

- D. The risk of MFH having no outsourcing experience will be categorized as Stage 4 proximity.
- E. Proximity categories for this project are: Imminent; Within the stage; Within the project; Beyond the project.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 38

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

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

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 39

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

- A. Replace with 'Project Manager' because this is a simple project that does not require additional business assurance.
- B. Add Outcome Consultants' because they carried out the feasibility study.
- C. Retain because he is familiar with the Ministry of Food Hygiene business strategy, the business level risk assessment and the Business Case standards.
- D. Add 'Director of Finance Division' because she is responsible for checking that any supplier and contractor payments are authorized.
- E. Remove because he will be impacted by the project and therefore represents a user.

Answer: C,D ([LEAVE A REPLY](#))

NEW QUESTION: 40

Which statement applies to the Introduction section?

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

Answer: ([SHOW ANSWER](#))

Explanation/Reference:

NEW QUESTION: 41

HOTSPOT

Additional Information

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

This meeting should have occurred by now.

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

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

Hot Area:

Answer:

NEW QUESTION: 42

HOTSPOT

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 which is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

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

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

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

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

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

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

Stage 2 will include the activities to:

Create the customer fact using information from the Accounts and Marketing departments

Confirm compliance with the Data Protection Legislation

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

Select and appoint a professional photographer

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

Prepare a production cost forecast

Select paper and envelope.

Stage 3 will include the activities to:

Produce and select tie professionally-taken photographs

Hold the label design competition and choose the label design

Assemble the prepared calendar pack.

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

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +

£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

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

Hot Area:

Answer:

NEW QUESTION: 43

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.

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

Is this appropriate, and why?

- A.** Yes, because the benefits to the customer are an essential part of business justification for a project.
- B.** No, because it is the customer's benefits that should be used to justify the project business case.
- C.** Yes, because both tangible and intangible benefits should be included in the business case.
- D.** No, because ABC Company will not achieve their benefits if construction companies do not book the courses.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 44

HOTSPOT

Scenario

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

Do nothing.

Re-engineer selected business functions.

Outsource selected business functions.

The feasibility study concluded that there was a case for outsourcing the MFH Information Technology

Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:

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

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

The feasibility study developed high-level designs of the current organization, processes, systems and

operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project: Use PRINCE2.

Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

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

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

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.

Initial estimates indicated that the project would cost (GBP)2.5m and take two years to complete. MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of (GBP)20m over 10 years.

The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs. Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Answer:

NEW QUESTION: 45

Scenario

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

Do nothing.

Re-engineer selected business functions.

Outsource selected business functions.

The feasibility study concluded that there was a case for outsourcing the MFH Information Technology

Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:

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

A. The 10-year outsourcing contract, at current prices, will be worth (GBP)80m.

B. Outsourcing would allow MFH to take advantage of the best services the outsourcing industry has to offer.

C. The total expected savings over 10 years, at current prices, is (GBP)20m.

D. The 10-year outsourcing contract will enable MFH to stabilize costs at agreed levels.

E. The confirmed cost of the Outsourcing project is (GBP)2.5m, but with considerable savings over 10 years.

Answer: C,D (LEAVE A REPLY)

Reference: <http://www.whatisprince2.net/prince2-theme-business-case.php>

NEW QUESTION: 46

Project Scenario

Calendar Project (Note: The companies and people within the scenario are fictional.) There has been a reduction in the number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The

end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo when is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

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

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

Stage 2 will include tie activities to:

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

Stage 3 will include the activities to:

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

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

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

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

Answer: C (LEAVE A REPLY)

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NEW QUESTION: 47

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

What statement applies to the Records section?

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 48

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

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

Answer: (SHOW ANSWER)

Explanation/Reference:

NEW QUESTION: 49

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

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

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

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

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

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

Answer: B (LEAVE A REPLY)

Explanation/Reference:

Testlet 1

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.

NEW QUESTION: 50

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 51

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

- A. How far ahead you can sensibly plan in detail
- B. The amount of risk associated with the project
- C. The amount of resources available in the short term
- D. The technical stages within the project

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 52

CLOSING A PROJECT

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

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

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 53

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 54

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

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

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 55

HOTSPOT

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

Answer:

NEW QUESTION: 56

The external team manager for the 'e-learning course' has reviewed the quality register to ensure all quality activities have been completed. The 'e-learning course' has been approved and accreditation has been

achieved. As a result, the team manager updated the work package to notify the project manager that it is

complete, and updated the team plan.

Is this appropriate, and why?

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

package.

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

approved.

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

course'.

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

work package.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 57

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

A. Project Support

B. Corporate or Programme Management

C. Project Assurance

D. Project Manager

Answer: **C** ([LEAVE A REPLY](#))

NEW QUESTION: 58

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

Which statement applies to the Introduction section?

A. No change to entry 1 because this shows the purpose and content of this document.

B. Amend entry 1 to read 'This document contains the controls and reporting to be established for the project management team'.

C. Amend entry 1 to read 'This document contains the means and frequency of communication between the project management team, the print company and other external parties.'

Answer: ([SHOW ANSWER](#))

Explanation/Reference:

NEW QUESTION: 59

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.

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

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

- A. It applies it poorly, because the stages should be shorter to provide more control to the project board.
- B. It applies it well, because the justification for delivering the project is already understood.
- C. It applies it well, because the project management method should be tailored to the project.
- D. It applies it poorly, because solid foundations should be established for every project.

Answer: D (LEAVE A REPLY)

NEW QUESTION: 60

The service level agreement looks like any other MFH document.

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 61

Which of the following principles describes this statement?

"xxx defines tolerances for each project objective to establish limits of delegated authority"

- A. Manage by stages

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

Answer: (SHOW ANSWER)

Explanation/Reference:

Question Set 1

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NEW QUESTION: 62

Scenario

Additional Information

Product Description

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.

The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

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

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

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

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

Quality management procedure - Quality standards

4. The selected service provider will operate to industry standards for providing outsourced services.

5. MFH document standards will be used.

Records

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.

7. Configuration Item Records will be maintained for each product to describe its status, version and variant.

8. Approval records for products that require them will be stored in the quality database.

Roles and responsibilities

9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.

10. Team Managers will provide details of quality checks that have been carried out.

11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.

12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which statement applies to the Quality standards section?

A. Delete entry 4 because external suppliers are responsible for applying any relevant standards to their work.

B. Add 'All contracts must conform to current employment laws'.

C. Delete entry 5 because the lack of a change management procedure makes the MFH document standards unsuitable.

D. Add 'PRINCE2 change control procedures will be used to manage any changes to baselined products'.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 63

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

Is this appropriate, and why?

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

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

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 64

Scenario

Additional Information

Product Description

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.

The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

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11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which statement applies to the Roles and responsibilities section?

- A. Delete entry 10 because this is the responsibility of the quality review chair.
- B. Amend entry 12 because this is the responsibility of supplier assurance.
- C. Delete entry 9 because this should only be recorded in the Product Description.

D. Delete entry 11 because only the Project Manager can update the Quality Register.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 65

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

Is this an appropriate application of the 'manage product delivery' process, and why?

- A. No, because the work package, defined by the project manager, should not be changed.
- B. Yes, because the team manager should set the time required to complete a work package.
- C. Yes, because the team manager should agree the limits within which the work is to be completed.
- D. No, because the use of the stage time tolerance should be authorized by the project board.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 66

Which 2 statements explain why Central Records should be appointed as Project Support for this project?

- A. They control the receipt, identification, versions, storage and issue of all project products within the company's projects.
- B. They already exist within the organization and have been with the company for many years.
- C. They will ensure compliance with all company policies and procedures.
- D. They perform a quality assurance function across all projects.
- E. They have knowledge of the organizational standards that will be applicable to the project.

Answer: A,E ([LEAVE A REPLY](#))

Explanation/Reference:

Testlet 2

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.

NEW QUESTION: 67

During which process would the stage tolerances be set?

- A. Initiating a Project
- B. Directing a Project
- C. Managing a Stage Boundary
- D. Controlling a Stage

Answer: B (LEAVE A REPLY)

NEW QUESTION: 68

Project Scenario

Project Scenario

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

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

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

Stage 2 will include the activities to:

- * Create the customer list using information from the Accounts and Marketing departments
- * Confirm compliance with the Data Protection Legislation
- * Create a design for each month - this will be done by the internal creative team
- * Select and appoint a professional photographer

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

* Prepare a production cost forecast

* Select paper and envelope.

Stage 3 will include the activities to:

* Produce and select tie professionally-taken photographs

* Hold the label design competition and choose the label design

* Assemble the prepared calendar pack.

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

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

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

Answer:

Explanation

NEW QUESTION: 69

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 (LEAVE A REPLY)

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

NEW QUESTION: 70

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

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

Answer: C,E ([LEAVE A REPLY](#))

Explanation/Reference:

Reference: <http://www.whatisprince2.net/prince2-theme-business-case.php>

NEW QUESTION: 71

STARTING UP A PROJECT

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

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

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

Answer:

Explanation

NEW QUESTION: 72

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

- A. Composition
- B. Project level tolerances
- C. Purpose of the product
- D. Quality criteria

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 73

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. No, because capturing lessons from previous projects identify lessons to be applied to this project.
- B. Yes, because the business outcomes are clear, the project brief can be a sample statement elaborating the mandate.
- C. No, because the project brief should be a statement which includes a fuller description of the project.

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 74

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

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

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

C. MFH's operations may be reduced and the 1a-year contract may not achieve its estimated value of E80m,
which would reduce the service provider's profit.

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

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

Answer: B,D (LEAVE A REPLY)

Explanation/Reference:

Business Case Theme

Question Set 3

NEW QUESTION: 75

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

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

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

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

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

Answer: (SHOW ANSWER)

NEW QUESTION: 76

The team member collating the list of customers has now forecast that it will NOT be complete by the end of this stage as originally planned, due to a number of new prospective customers' details not yet being available.

What action should the team member take?

- A. Report the forecast delay in the next Checkpoint Report to the Executive.
- B. Add the product to the next Stage Plan in order to allocate additional resources and complete the work.
- C. Make an entry in the Risk Register so the Project Manager can decide on appropriate action.
- D. Raise an issue to inform the Project Manager.

Answer: D (LEAVE A REPLY)

Explanation/Reference:

Progress Theme

Testlet 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 E2.5m.

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. +E10,000 / -E25,000.

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.

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NEW QUESTION: 77

None of the reviewers have proof-reading skills.

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 78

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

- A. Escalating a project issue
- B. Giving ad hoc direction
- C. Report stage end
- D. Review Stage status

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 79

Which product should show that the project has been closed prematurely and has not achieved the objectives defined in the Project Initiation Documentation (PID)?

- A. Benefits Review Plan
- B. End Project Report
- C. Exception Report
- D. Project closure notification

Answer: B ([LEAVE A REPLY](#))

Explanation

NEW QUESTION: 80

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.

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.

Answer:

Explanation

NEW QUESTION: 81

Which 2 statements apply to the Customer's quality expectations section?

A. Delete entry 16 because this should be shown on the Product Description for the photos.

B. Delete entry 17 because this is beyond the scope of this project.

C. Delete entry 18 because standards should NOT be shown here.

D. Delete entry 20 because this is an expected benefit and should be recorded in the Business Case.

E. Delete entry 19 because this should appear in the Product Description for the calendar and not the Project

Product Description.

Answer: B,D ([LEAVE A REPLY](#))

NEW QUESTION: 82

Who would be responsible for maintaining the Configuration Item Records?

A. Project Manager

B. Project Support

C. Project Assurance

D. Team Manager

Answer: B ([LEAVE A REPLY](#))

Explanation/Reference:

Progress Theme

Testlet 1

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.

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- * 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 E20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +E6,000 / -E6,000. A change budget of E500 has been allocated but there is no risk budget.

NEW QUESTION: 83

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

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 84

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 85

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 86

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

- A. Configuration Management Strategy
- B. Quality Management Strategy
- C. Risk Management Strategy
- D. Communication Strategy

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 87

Scenario

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

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

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

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

Which 2 statements should be recorded under the Risk management procedure heading?

- A. Any risk which has an expected value of more than £1 k will NOT be registered.
- B. Probability will be assessed against the scales defined in this Risk Management Strategy.
- C. Every threat and opportunity identified must be clearly defined in terms of cause, event and effect.
- D. 'Reduce' Response actions which result in a lower impact and/or probability rating.
- E. When a new problem arises, a full impact analysis will be undertaken to assess the impact on the project' objectives and Business Case.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 88

Which statement is TRUE with regard to technical stages?

- A. Technical stages often overlap
- B. Technical stages define the commitment of resources and authority to spend
- C. Technical stages define where management decisions are appropriate
- D. Technical stages can only occur sequential

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 89

Without a Risk Register how can project risks, the progress of risk actions taken to date and the current status of residual risks be measured?

- A. It was not appropriate to use the Daily Log to capture all risks and issues during the Starting up a Project process. Separate registers should have been set up for risks, issues and lessons learned. This will now be done.
- B. In a simple project, the Project Initiation Documentation (PID) should contain a register for recording risk information and monitoring project risks throughout the delivery stages. The register will now be added to the PID.
- C. The Daily Log was correctly used to monitor risks during the Starting up a Project process. It will be used to capture all risks, actions, decisions, assumptions

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 90

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

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 91

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

- A. Executive
- B. Senior User
- C. Corporate or Programme Management
- D. Project Assurance

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 92

Who is responsible for committing user resources to the project?

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

Answer: A (LEAVE A REPLY)

Explanation/Reference:

Risk Theme

Testlet 1

Additional Information

A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team

Manager after taking some time to understand the requirements of the project. A contract for their services has

been set up and is being monitored by the Purchasing Manager and a Work Package has been agreed. This

contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a

schedule for the photo sessions to minimize the impact on the Engineering staff. This meeting should have

occurred by now.

The Engineering Manager was made aware of this requirement but when asked he reported that he has

received no communication from the photographer. The Project Manager has tried to call the photographer and

has had no response. The Project Manager believes there is a risk that Portraits Ltd are overbooking work and

prioritizing other clients' work. If Portraits Ltd do not deliver on schedule the project will be delayed and the

expected benefits will be reduced.

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

NEW QUESTION: 93

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

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

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

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

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

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

Answer: B,D (LEAVE A REPLY)

Explanation/Reference:

NEW QUESTION: 94

Scenario:

Techniques, processes and procedures

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

Joint agreements

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

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

Tolerances

4. None.

Constraints

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

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

7. +£10,000 / -£25,000.

Reporting arrangements

8. Highlight Report every Monday by 10.00 am.

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

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

Problem handling and escalation

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

Extracts or references

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

Approval method

13. Project Assurance will review the completed Work Package and confirm completion Which 2 statements apply to either the Techniques, processes and procedures or Constraints sections?

A. Delete entry 7 because this should be contained in the Quality skills required section of the Product Description.

B. Delete entry 1 because this section should contain the techniques, processes and procedures required for specialist product development.

C. Add 'There must be minimum disruption to current services' to Constraints.

D. Move entry 5 to Techniques, processes and procedures because this is a technique which staff should be aware of.

E. Delete entry 6 because this applies to Office Moves Limited and is therefore outside the Work Package.

Answer: A,E ([LEAVE A REPLY](#))

NEW QUESTION: 95

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.

The delivery of the pilot courses has been split into two separate products: 'planned pilot courses' and

'delivered pilot courses'. 'Planned pilot courses' will be produced during stage 3, and the 'delivered pilot courses' will take place during stage 4. This will allow the project board to approve the plan for the pilot courses before the resources are committed to delivering the pilot courses.

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

- A. Because a PRINCE2 project should focus on the quality of the products being delivered.
- B. Because the project board should ensure that lessons from one stage are applied to the next stage.
- C. Because the delivery steps to create the pilot courses have been aligned to the management stages.
- D. Because the pilot courses have been broken down into two separate products.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 96

The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also producing a calendar to be delivered earlier than the target date for this project.

There is a threat that the early release of a competitor's calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.

Which 2 statements should be recorded under the Timing of risk management activities heading?

- A. The Project Board should hold monthly meetings to review project progress.
- B. When authorizing a stage, the Project Board will check that the exposure to risk is still acceptable.
- C. Any new risks identified during product development should be reported to the Project Manager by the Team Manager when delivering the completed Work Package.
- D. During stage 4, the selected service provider will manage any risks to their Business Case and report these to the Project Manager on a weekly basis.
- E. When closing a project, the follow-on action recommendations should be updated with any risks relating to the realization of benefits after the outsourced services go live.

Answer: A,B ([LEAVE A REPLY](#))

NEW QUESTION: 97

Extract from the Project Product Description (with errors)

Which 2 statements apply to the Development skills required section?

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

Answer: A,E ([LEAVE A REPLY](#))

NEW QUESTION: 98

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: ([SHOW ANSWER](#))

Explanation

Reference

http://prince2.wiki/Quality_Register_Template

NEW QUESTION: 99

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

Which statement applies to the Information needs for each interested party section?

- A.** Delete entry 13 because the activity to provide the weekly updates should be scheduled in the relevant Stage Plan.
- B.** Move entry 13 to Tools and techniques because it describes the method to be used to communicate to the individual producing the staff newsletter.
- C.** Delete entry 14 because this relates to the development of a particular product and should be recorded under Development interfaces within the relevant Work Package.

Answer: C (LEAVE A REPLY)

Explanation/Reference:

Starting up and Initiating a Project

Question Set 2

NEW QUESTION: 100

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 Senior User for this project?

- A.** Retain because he provides the outsourcing resources required to support the project.
- B.** Remove because he has no authority to commit user resources.
- C.** Add 'Hardware Manager' because he provides computer hardware to all business functions and will be impacted by the outcome.

D. Retain because he will be providing support to the Information Technology and Facilities teams during the project.

E. Replace with 'Director of Research and Development' because she deals with both the Information Technology and the Facilities Divisions and can make sure her division's needs are specified.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 101

Project Scenario

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

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

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

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

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

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

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

Stage 2 will include the activities to:

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

Confirm compliance with the Data Protection Legislation

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

Select and appoint a professional photographer

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

Prepare a production cost forecast

Select paper and envelope.

Stage 3 will include the activities to:

Produce and select 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.

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 102

Which 2 statements explain why the Sales Manager should be appointed as User Assurance for this project?

- A. He is able to advise on suitable stakeholder engagement of current and prospective customers.
- B. He can resolve any conflict in requirements between the Sales department and the Marketing department.
- C. He joined the company last year with huge enthusiasm and is keen to increase sales.
- D. He can provide an evaluation of the potential impact the calendar will have on sales.
- E. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.

Answer: A,D (LEAVE A REPLY)

NEW QUESTION: 103

Scenario

Extract from the Project Product Description (with errors)

Which 2 statements apply to the Customer's quality expectations section?

- A. Delete entry 16 because this should be shown on the Product Description for the photos.
- B. Delete entry 17 because this is beyond the scope of this project.

- C. Delete entry 18 because standards should NOT be shown here.
- D. Delete entry 20 because this is an expected benefit and should be recorded in the Business Case.
- E. Delete entry 19 because this should appear in the Product Description for the calendar and not the Project Product Description.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 104

Project Scenario

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

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

- Design for each month - correctly showing public holidays and new company logo
- Selected photographs- 12 professionally-produced photographs, showing different members of staff

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- Selected paper and selected envelope - for printing and mailing the calendar
- Chosen label design - a competition to design a label will be held as part of this project
- List of customers - names and addresses of customers to whom the calendar will be sent.

-

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

Stage 2 will include the activities to: Create the customer list using information from the Accounts and Marketing departments

-

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

Stage 3 will include the activities to:

Produce and select professionally-taken photographs
 Hold the label design competition and choose the label design
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A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and

distribution of the calendars is not within the scope of the project. The product cost forecast will be reviewed by the Project Board to determine whether 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 (GBP)20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +(GBP)6,000 / -(GBP)6,000. A change budget of (GBP)500 has been allocated but there is no risk budget.

At the end of initiation there is +1 week 1-2 weeks time tolerance for this project. Which statement is true?

- A. All of the project level time tolerance can be allocated to stage 2.
- B. Additional time tolerance for the project could be found by adding extra resources without affecting other tolerances.
- C. There can be no time tolerances for any of the stages.
- D. The Stage Plan for stage 2 could create some additional project time tolerance by allowing no time tolerance in Team Plans.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 105

Which product should show that the project has been closed prematurely and has not achieved the objectives defined in the Project Initiation Documentation (PID)?

- A. End Project Report
- B. Project closure notification
- C. Exception Report
- D. Benefits Review Plan

Answer: A (LEAVE A REPLY)

NEW QUESTION: 106

Scenario

Additional Information

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

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

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

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

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

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

It has yet been decided which of the photographers to use.

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

- A. He started the company 25 years ago.
- B. He knows his job very well.
- C. He has an overall perspective of the business's strategic requirements.
- D. He has the authority to commit resources as required.
- E. He restricts his visits to the engineering area.

Answer: ([SHOW ANSWER](#)**)**

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NEW QUESTION: 107

Scenario

Additional Information

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

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

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

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

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

It has yet be decided which of the photographers to use.

Which 2 statements explain why the Purchasing Manager should be appointed as a Senior Supplier for this project?

- A. He can influence the external supplier's Business Case.
- B. He is responsible for the performance of supplier contracts.
- C. He is not appropriate for the role of Executive or Senior User.
- D. He was an engineer and worked in that area before taking up his current position.
- E. He is responsible for the organization's procurement activities.

Answer: B,E ([LEAVE A REPLY](#))

NEW QUESTION: 108

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

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

Answer: ([SHOW ANSWER](#))

Explanation/Reference:

Change Theme

Testlet 1

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.

NEW QUESTION: 109

Using the Project Scenario and the Extract from Stage Plan for stage 3 provided as additional intonation for

this question in the Scenario Booklet, answer the following 5 questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are

being taken of the engineering staff performing their everyday duties and operating machinery.

Two weeks ago

the professional photographer produced the photo session schedule based on the operational staff schedule.

The operational staff schedule is produced weekly and maintained by the Engineering Manager.

None of the E500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Monitoring and control section?

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

Answer: A,C (LEAVE A REPLY)

NEW QUESTION: 110

The Team Manager has received notification that the new hardware and software solution has been installed and completed, but there is a concern that it has not been approved by the appropriate people.

Which 2 actions should the Team Manager take to check that the completed products have been approved as required?

- A.** Check the Product Descriptions for the quality method required.
- B.** Check the Product Descriptions to ascertain who should have approved the products.
- C.** Check the Work Package to ascertain who should approve the completed Work Package.
- D.** Check the Configuration Management Strategy for product handover procedures.
- E.** Check the approval records as required in the Work Package.

Answer: B,E (LEAVE A REPLY)

NEW QUESTION: 111

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.

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

NEW QUESTION: 112

There are four steps in the Risk Management procedure, what are they?

- A. Identify, Assess, Resource, Implement
- B. Identify, Assess, Plan, Implement
- C. Identify, Evaluate, Resource, Implement
- D. Identify, Evaluate, Plan, Implement

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 113

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 manager

D. Project assurance

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 114

PRINCE2 proposes 3 levels of Plan, which are they?

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 115

While preparing the Configuration Management Strategy, the Project Manager considered the options for change control. He decided to recommend a change budget of E250k, but was undecided on the Change Authority to recommend.

Which option is an appropriate Change Authority for the Outsourcing project?

- A. The selected service provider to approve and implement all changes.
- B. Senior User(s) and Project Assurance representatives, within the limits of the recommended change budget.
- C. The Director of Facilities and the Director of Information Technology to approve all changes.

Answer: B ([LEAVE A REPLY](#))

Explanation/Reference:

NEW QUESTION: 116

The project has a cost tolerance of +5% | .5%, of which stage 2 has a tolerance of +£45k 1-£45k. Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Answer:

Explanation

NEW QUESTION: 117

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

Answer: B,D (LEAVE A REPLY)

NEW QUESTION: 118

Scenario

Product Summary

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

Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design

competition. Competition rules will be required to communicate details of the competition to the staff. The chosen label design will then be selected from the competition entries.

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

Product Breakdown Structure (contains errors)

Extract from Stage Plan for stage 3.

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

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

The Stage Plan for stage 3 has been produced.

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

None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the External dependencies section?

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

Answer: D,E ([LEAVE A REPLY](#))

NEW QUESTION: 119

Which 2 statements should be recorded under the Reasons heading?

- A.** The Marketing department believes that sending a promotional calendar to current and prospective customers will increase orders by at least 10%.
- B.** 10% of customers have not re-ordered in this financial year.
- C.** 1,500 orders are expected, each with an average profit of E2k.
- D.** The Marketing department believes that the effect of a good company image, portrayed by a successful calendar, will last into a second year.
- E.** MNO Manufacturing is experiencing a fall in orders due in part to the increased marketing activities of its competitors.

Answer: B,E ([LEAVE A REPLY](#))

Explanation/Reference:

NEW QUESTION: 120

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

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

A. 1, 2, 3

B. 1, 3, 4

C. 1, 2, 4

D. 2, 3, 4

Answer: C (LEAVE A REPLY)

NEW QUESTION: 121

Additional Information

Extract from the Communication Management Strategy.

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

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

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

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

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

Which statement applies to the Introduction section?

A. No change to entry 1 because this shows the purpose and content of this document.

B. Amend entry 1 to read 'This document contains the means and frequency of communication between the project management team, the print company and other external parties.'

C. Amend entry 1 to read 'This document contains the controls and reporting to be established for the project management team'.

Answer: A (LEAVE A REPLY)

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NEW QUESTION: 122

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.

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.** No, because a project-level exception plan is required before approval of the quality procedures can be delayed.
- C.** Yes, because the completion of the product in the next stage is a follow-on action recommendation for stage 4.

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 123

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: ([SHOW ANSWER](#))

NEW QUESTION: 124

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.

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

Is this appropriate, and why?

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

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

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 125

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: ([SHOW ANSWER](#))

Explanation/Reference:

NEW QUESTION: 126

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

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

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

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

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

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

Answer: **D** ([LEAVE A REPLY](#))

NEW QUESTION: 127

Which 2 statements explain why Central Records should be appointed as Project Support for this project?

A. They control the receipt, identification, versions, storage and issue of all project products within the company's projects.

B. They already exist within the organization and have been with the company for many years.

C. They will ensure compliance with all company policies and procedures.

D. They perform a quality assurance function across all projects.

E. They have knowledge of the organizational standards that will be applicable to the project.

Answer: A,E (LEAVE A REPLY)

Explanation/Reference:

Organization Theme

Testlet 2

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.

NEW QUESTION: 128

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.

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

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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.

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

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

- A. The team manager reports the issue in the next checkpoint report.
- B. The team manager immediately produces an exception plan to replace the current plan.
- C. The team manager immediately reports the issue to the project manager.
- D. The team manager raises a risk that the deadline may be missed.

Answer: (SHOW ANSWER)

Explanation

Reference

http://prince2.wiki/Manage_by_exception

NEW QUESTION: 129

Scenario

Additional Information

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

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

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

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

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

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

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

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

Answer: A,E (LEAVE A REPLY)

NEW QUESTION: 130

Scenario

Additional Information

Extract from the Communication Management Strategy.

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

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

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

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

There is no mention of any Stage Plans, yet there are two further stages proposed. How will this be resolved?

- A. Whilst the activities are divided into two further stages, there is no reason why the Calendar project should use stages. The project will therefore be run as a single stage project and the activities will be added to the Initiation Stage Plan.
- B. There will be three Stage Plans, the two management stages plus an additional stage to plan and complete the activities of the Closing a Project process.
- C. It is appropriate for the Calendar project to be run as two further stages as there is a key decision to be made at the end of stage 2. Stage Plans will be produced.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 131

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

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

Design for each month - correctly showing public holidays and new company logo
Selected photographs - 12 professionally-produced photographs, showing different members of staff

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Selected paper and selected envelope - for printing and mailing the calendar
Chosen label design - a competition to design a label will be held as part of this project
List of customers - names and addresses of customers to whom the calendar will be sent.

-

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

Stage 2 will include the activities to: Create the customer list using information from the Accounts and Marketing departments

-

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

Stage 3 will include the activities to:

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

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

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be (GBP)20,000. There is a project time tolerance of +1 week / -2 weeks and a project cost tolerance of +(GBP)6,000 / -(GBP)6,000. A change budget of (GBP)500 has been allocated but there is no risk budget.

The team member collating the list of customers has now forecast that it will NOT be complete by the end of this stage as originally planned, due to a number of new prospective customers' details not yet being available. What action should the team member take?

- A. Make an entry in the Risk Register so the Project Manager can decide on appropriate action.
- B. Add the product to the next Stage Plan in order to allocate additional resources and complete the work.
- C. Raise an issue to inform the Project Manager.
- D. Report the forecast delay in the next Checkpoint Report to the Executive.

Answer: (SHOW ANSWER)

NEW QUESTION: 132

Scenario

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

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

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

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

Which 2 statements should be recorded under the Timing of risk management activities heading?

- A. When authorizing a stage, the Project Board will check that the exposure to risk is still acceptable.
- B. Any new risks identified during product development should be reported to the Project Manager by the Team Manager when delivering the completed Work Package.
- C. When closing a project, the follow-on action recommendations should be updated with any risks relating to the realization of benefits after the outsourced services go live.
- D. During stage 4, the selected service provider will manage any risks to their Business Case and report these to the Project Manager on a weekly basis.
- E. The Project Board should hold monthly meetings to review project progress.

Answer: A,E (LEAVE A REPLY)

NEW QUESTION: 133

Scenario

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

Do nothing.

Re-engineer selected business functions.

Outsource selected business functions.

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

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

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

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

Use PRINCE2.

Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

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

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

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.

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

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

The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage.

Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

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

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

E. The project will take two years to deliver.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 134

Additional Information

Extract from the Communication Management Strategy.

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

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

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

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

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

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 135

Scenario

Additional Information

Extract from the Communication Management Strategy.

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

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

The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager

used the project mandate to produce a simple Project Initiation Documentation (PIO). The PIO includes the Business Case, a product checklist and several Product Descriptions, including the Project Product Description. Short sections are also included for each of the strategies and the controls to be applied. The Project Manager has elected to use the Daily Log to record all risks, issues, lessons and quality - results.

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

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

What statement applies to the Records section?

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 136

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.** No, because the project brief should be a statement which includes a fuller description of the project.
- 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 capturing lessons from previous projects identify lessons to be applied to this project.
- D.** Yes, because the business outcomes are clear, the project brief can be a sample statement elaborating the mandate.

Answer: A (LEAVE A REPLY)

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NEW QUESTION: 137

Scenario

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

- Do nothing.
- Re-engineer selected business functions.
- Outsource selected business functions.

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

- One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.
- A 10-year service contract should be agreed with the selected service provider.

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

- Use PRINCE2.
- Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

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

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

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.

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

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

The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage.

Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

Which 2 statements should be recorded under the Reasons heading?

- A.** The lack of up-to-date technology in MFH means a re-engineering of existing services will not necessarily deliver the performance improvements required.
- B.** Providing re-engineered services in-house will remove the need to transfer staff to a service provider.
- C.** The Ministry of Food Hygiene (MFH) needs to deal with the increasing pressure to cut costs and better manage supplier's performance.
- D.** Relocating staff to the selected service provider's premises will mean that no property transfer is required.
- E.** The inadequate controls, outdated standards and outdated technology must be addressed.

Answer: C,D (LEAVE A REPLY)

Explanation/Reference:

<http://www.whatisprince2.net/prince2-theme-business-case.php>

NEW QUESTION: 138

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

- A.** 10 year service contract should be agreed with the selected service provider.
- B.** The project should be split into four management stages.
- C.** External consultants were employed to conduct a feasibility study to identify the options, their likely costs and benefits.
- D.** The project will run for two years and the benefits will be realized over 1a years.

Answer: (SHOW ANSWER)

NEW QUESTION: 139

Which of the following is False?

A Successful project management team should.

- A.** Ensure appropriate governance by defining responsibilities for directing, managing and delivering the project and clearly defining accountability at all levels
- B.** Have an effective strategy to manage communication flows to and from stakeholders
- C.** Never be reviewed as members should stay with the team for the duration
- D.** Have business, user and supplier stakeholder representation

Answer: C (LEAVE A REPLY)

NEW QUESTION: 140

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

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

Answer: C,D (LEAVE A REPLY)

Explanation/Reference:

Reference: <http://www.whatisprince2.net/prince2-theme-business-case.php>

NEW QUESTION: 141

Project Scenario

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

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

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

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

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

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

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

Stage 2 will include the activities to:

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

Confirm compliance with the Data Protection Legislation

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

Select and appoint a professional photographer

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

Prepare a production cost forecast

Select paper and envelope.

Stage 3 will include the activities to:

Produce and select professionally-taken photographs

Hold the label design competition and choose the label design

Assemble the prepared calendar pack.

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

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +

£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

The team member collating the list of customers has now forecast that it will NOT be complete by the end of this stage as originally planned, due to a number of new prospective customers' details not yet being available. What action should the team member take?

A. Add the product to the next Stage Plan in order to allocate additional resources and complete the work.

B. Raise an issue to inform the Project Manager.

C. Report the forecast delay in the next Checkpoint Report to the Executive.

D. Make an entry in the Risk Register so the Project Manager can decide on appropriate action.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 142

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.

DIRECTING A PROJECT

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

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

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

Answer:

Explanation

NEW QUESTION: 143

Project Scenario - Health and Safety Training Project:

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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 'classroom-based training materials' will be used as the basis for developing the 'e-learning course'.

As a result, the executive wants to ensure that the 'classroom-based training materials' are of the required standard. The executive has asked to meet the project manager every day during stage 2 to discuss progress and identify any concerns regarding quality.

Is this an appropriate approach to applying the organization theme, and why?

- A.** No, because the senior user should be responsible for specifying the quality criteria for the training materials.
- B.** Yes, because the executive should be the key decision-maker on the project, supported by other project board members.
- C.** No, because the project manager should be given authority to manage the project on a day-to-day basis.
- D.** Yes, because the executive should be available to provide ad hoc direction to the project manager.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 144

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 team manager should actively look for useful information.
- B. Yes, because the project involves more than one organization.
- 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: A ([LEAVE A REPLY](#))

NEW QUESTION: 145

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

- A. Business Case
- B. Project Initiation Documentation
- C. Exception Plan
- D. Project Management team

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 146

While preparing the Configuration Management Strategy, the Project Manager considered the options for change control. He decided to recommend a change budget of E250k, but was undecided on the Change Authority to recommend.

Which option is an appropriate Change Authority for the Outsourcing project?

- A. Senior User(s) and Project Assurance representatives, within the limits of the recommended change budget.
- B. The selected service provider to approve and implement all changes.
- C. The Director of Facilities and the Director of Information Technology to approve all changes.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 147

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

- A. The initial estimates from the feasibility study will be verified during the initiation stage.
- B. The Information Technology Division and the Facilities Division will be outsourced to a single service provider.
- C. MFH must better manage suppliers' performance.
- D. The Project Manager will be responsible for ensuring that the agreed project approach remains an appropriate choice.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 148

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

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 149

Additional Information

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

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

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

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

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

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

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

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

Answer: B,C (LEAVE A REPLY)

NEW QUESTION: 150

A construction company that is one of ABC Company's key clients has agreed to provide a member of the staff

to review and comment on the 'e-learning course'.

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 151

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

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

Answer: A ([LEAVE A REPLY](#))

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NEW QUESTION: 152

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

- A. 10 year service contract should be agreed with the selected service provider.
- B. The project will run for two years and the benefits will be realized over 1a years.
- C. External consultants were employed to conduct a feasibility study to identify the options, their likely costs and benefits.
- D. The project should be split into four management stages.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 153

MANAGING PRODUCT DELIVERY

Stage 2 is in progress. While producing the team plan, the team manager responsible for the work package to develop the 'classroom-based training material' discovered that the representatives assigned to check the products were unsuitable.

Which action should the team manager take in response?

- A. Discuss the situation with project assurance.
- B. Advise the project manager of this risk.
- C. Update the quality register with these concerns.
- D. Raise an exception report to the project manager.

Answer: B (LEAVE A REPLY)

Explanation/Reference:

Managing a Stage Boundary and Closing a Project

Question Set 1

NEW QUESTION: 154

No Benefits Review Plan has been developed. Where should the schedule of benefit reviews be recorded?

- A. Small projects do not require a schedule of benefit reviews as only one review is required towards the end of the project and this should be documented within the Business Case.
- B. As deliverables of the project, all benefit reviews should be scheduled and documented in the Project Plan during initiation.
- C. Benefit reviews should be planned and recorded in the simple PID.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 155

HOTSPOT

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

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

Answer:

NEW QUESTION: 156

Which statement is an appropriate entry for the Lessons Log?

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

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 157

Scenario

Extract from the Project Product Description (with errors)

Which 2 statements apply to the Composition section?

A. Delete entry 3 because this is NOT a major product to be delivered by this project.

B. Amend entry 2 to 'Selected paper'.

C. Delete entry 7 because these will be produced by the photographer.

D. Move entry 6 to Derivation because this product already exists.

E. Add 'Calendars distributed to customers'.

Answer: A,B (LEAVE A REPLY)

NEW QUESTION: 158

HOTSPOT

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 (GBP)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

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In the Scenario Booklet, answer the following question.

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

Answer:

NEW QUESTION: 159

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.

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 ([LEAVE A REPLY](#))

NEW QUESTION: 160

While deciding on how the work of the project should be approached the following were considered.

Which statement is appropriate for inclusion in the project approach heading in the Project Brief?

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

4.

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

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 161

Which 2 statements apply to the Development skills required section?

A. Delete entry 15 because this skill is NOT required within this project.

B. Add 'Knowledge of Data Protection Act.

C. Move entry 13 to Derivation because this is a source of information for this project.

D. Move entry 13 to Composition because the appointment of the photographer is within the scope of this project.

E. Delete entry 14 because this skill is NOT required within this project.

Answer: A,B ([LEAVE A REPLY](#))

NEW QUESTION: 162

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

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

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

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

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

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

Answer: C,D ([LEAVE A REPLY](#))

NEW QUESTION: 163

Additional Information

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

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

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

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

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

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet to be decided which of the photographers to use. Using the additional Information provided for this question In the Scenario Booklet, answer the following question.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Answer:

Explanation

NEW QUESTION: 164

Scenario

Extract from the Project Product Description (with errors)

Which 2 statements apply to the Customer's quality expectations section?

- A.** Delete entry 18 because standards should NOT be shown here.
- B.** Delete entry 17 because this is beyond the scope of this project.
- C.** Delete entry 19 because this should appear in the Product Description for the calendar and not the Project Product Description.
- D.** Delete entry 20 because this is an expected benefit and should be recorded in the Business Case.

E. Delete entry 16 because this should be shown on the Product Description for the photos.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 165

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

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

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 166

Scenario

Additional Information

Extract from the Communication Management Strategy.

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

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

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

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

There is no project schedule in the Project Initiation Documentation. How can project progress be tracked without a schedule to track against?

- A. With a clear end date of 30 November, and a small number of Work Packages, the Project Board should track project progress using individual Team Plans.
- B. Progress can be recorded and tracked using the product checklist, with the planned and actual quality management activities captured in the Daily Log.
- C. This is an error as a Gantt chart or some form of time line, where actuals will be recorded and tracked against the planned schedule of delivery, is mandatory.

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 167

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 168

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

Which 2 statements should be recorded under the Risk management procedure heading?

- A. When a new problem arises, a full impact analysis will be undertaken to assess the impact on the project' objectives and Business Case.
- B. Any risk which has an expected value of more than E1 k will NOT be registered.
- C. Every threat and opportunity identified must be clearly defined in terms of cause, event and effect.
- D. Probability will be assessed against the scales defined in this Risk Management Strategy.
- E. 'Reduce' Response actions which result in a lower impact and/or probability rating.

Answer: C,D ([LEAVE A REPLY](#))

NEW QUESTION: 169

Scenario

Product Summary

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

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

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

Product Breakdown Structure (contains errors)

Extract from Stage Plan for stage 3.

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

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

The Stage Plan for stage 3 has been produced.

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

None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Budgets section?

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

Answer: C,D (LEAVE A REPLY)

NEW QUESTION: 170

Scenario:

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

What will be the impact on the benefits?

- A. Outsourcing project cost reduced by 50%.
- B. An additional cost of £1.5m to deliver the services provided by the Facilities Division.
- C. Reduced savings, now £10m over 10 years.
- D. Increased savings of £5m over 10 years from the new initiative to centralize the services provided by the Facilities Division.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 171

During stage 3, the team manager reports that the work to update the 'corporate quality procedures' has been completed and the product is ready to be delivered.

What should project assurance do next?

- A. Update the team plan to show that the work package is complete.
- B. Check the work package and follow the procedure to deliver completed products.
- C. Verify that all the products to be delivered by the work package are approved.
- D. Update the stage plan to show the work package as completed.

Answer: C ([LEAVE A REPLY](#))

Explanation/Reference:

NEW QUESTION: 172

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

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

Design for each month - correctly showing public holidays and new company logo
 Selected photographs- 12 professionally-produced photographs, showing different members of staff

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Selected paper and selected envelope - for printing and mailing the calendar
 Chosen label design
 - a competition to design a label will be held as part of this project
 List of customers - names and addresses of customers to whom the calendar will be sent.

-

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

Stage 2 will include the activities to: Create the customer list using information from the Accounts and Marketing

- departments

---- --

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

Stage 3 will include the activities to:

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

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

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be (GBP)20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +(GBP)6,000 / -(GBP)6,000. A change budget of (GBP)500 has been allocated but there is no risk budget.

During stage 2, an early review of the photo design ideas from the Marketing department has highlighted the need for engineering machinery to be operating in the background during the photo sessions. This requires a change to the baselined Product Description for the photos. What action should the Project Manager take?

- A. Log the change in the Issue Register as a request for change.
- B. Raise an Exception Report to the Project Board.
- C. Include this requirement on the next Checkpoint Report to the photographer.
- D. Revised the Product Description for the photos and issue it to the Engineering Manager to ensure that the machinery will be operating during the photo sessions.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 173

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

- A. Due to the sensitive nature of this project, consideration should be given to creating a separate Risk Register to be held by MFH and the selected supplier.
- B. All project risks associated with the specialist deliverables should be owned by the selected service provider.
- C. Plan to use the selected service provider's risk management procedures.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 174

Scenario

Additional Information

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

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

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

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

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

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

It has yet been decided which of the photographers to use.

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

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

Answer: A,C (LEAVE A REPLY)

NEW QUESTION: 175

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. Retain because he is familiar with the Ministry of Food Hygiene business strategy, the business level risk assessment and the Business Case standards.
- B. Add 'Director of Finance Division' because she is responsible for checking that any supplier and contractor payments are authorized.
- C. Add Outcome Consultants' because they carried out the feasibility study.
- D. Replace with 'Project Manager' because this is a simple project that does not require additional business assurance.
- E. Remove because he will be impacted by the project and therefore represents a user.

Answer: A,B (LEAVE A REPLY)

NEW QUESTION: 176

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.

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 177

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

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 178

Scenario

Additional Information

Product Description

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.

The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

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

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

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

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

Quality management procedure - Quality standards

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

Records

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
8. Approval records for products that require them will be stored in the quality database.

Roles and responsibilities

9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.
10. Team Managers will provide details of quality checks that have been carried out.
11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which is a correctly defined acceptance criterion for the service level agreement (SLA) with the selected service provider?

- A. The SLA must extend for the full duration of the service contract.
- B. The selected service provider should be located locally.
- C. Any changes to the SLA must be managed through formal change control.
- D. External consultants are to assist in the creation of the SLA.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 179

ABC Company has decided to include the Health and Safety Training Project in a programme to support their strategy to deliver globally. The programme team has provided the detailed business justification and, as a result, the project board has decided that the business case will not need refining further during the

'initiating a project' process.

Is this an appropriate action for the project board, and why?

- A. Yes, because the project board are able to use the business case provided by the programme.
- B. No, because the programme team cannot constrain the project manager's choices.
- C. Yes, because when the project is part of a programme, the programme team provides the business case.
- D. No, because each project in the programme will need a revised business case.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 180

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

- A. He started the company 25 years ago.
- B. He knows his job very well.
- C. He restricts his visits to the engineering area.
- D. He has the authority to commit resources as required.
- E. He has an overall perspective of the business's strategic requirements.

Answer: D,E ([LEAVE A REPLY](#))

Explanation

NEW QUESTION: 181

Scenario

Extract from the Project Product Description (with errors)

Which 2 statements apply to the Composition section?

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

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 182

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 183

Scenario

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

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

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

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

Which 2 statements should be recorded under either the Records or Reporting headings?

- A. The Change Authority will report monthly to the Project Manager on the status of the change budget.
- B. Project Support will maintain the Risk Register.
- C. Risks that are likely to occur within the next two weeks should be recorded as imminent.
- D. The evaluated net effect of all risks will be updated at the end of each stage and included in the End Stage Report.
- E. A summary of risks will be maintained and included with the monthly Highlight Reports to the Project Board.

Answer: A,D ([LEAVE A REPLY](#))

NEW QUESTION: 184

Scenario

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

Do nothing.

Re-engineer selected business functions.

Outsource selected business functions.

The feasibility study concluded that there was a case for outsourcing the MFH Information Technology

Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:

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

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

The feasibility study developed high-level designs of the current organization, processes, systems and

operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project:

Use PRINCE2.

Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

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

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

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.

Initial estimates indicated that the project would cost (GBP)2.5m and take two years to complete. MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of (GBP)20m over 10 years.

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

Which 2 statements should be recorded under the Timescale heading?

- A. The expected benefits should start to be realized as soon as the outsourced services become operational at the end of stage 4.
- B. The transfer of equipment and staff is estimated to take six weeks.
- C. If more MFH divisions are added to the scope of the services to be outsourced, the project timescale will be extended and the realization of benefits will be delayed.
- D. The contract with the selected service provider will be agreed during stage 3.
- E. The expected benefits will be calculated over 10 years from completion of the project.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 185

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

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 186

Scenario

Additional Information

Product Description

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.

The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

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

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

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

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

Quality management procedure - Quality standards

4. The selected service provider will operate to industry standards for providing outsourced services.

5. MFH document standards will be used.

Records

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.

7. Configuration Item Records will be maintained for each product to describe its status, version and variant.

8. Approval records for products that require them will be stored in the quality database.

Roles and responsibilities

9. The DIT will check that the employment contracts for outsourced staff adhere to employment law.

10. Team Managers will provide details of quality checks that have been carried out.

11. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.

12. The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

The service level agreement contains a number of technical terms that are missing from its glossary of terms.

A. Obtain agreement from the Director of Facilities Division to add these into the glossary of terms within the remaining +2 days' tolerance.

B. Raise an issue (off-specification).

C. No action required.

D. Raise an issue (request for change).

Answer: A (LEAVE A REPLY)

NEW QUESTION: 187

Which of the following statements is NOT correct?

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

A. As the project closes

B. As the project progresses

C. When Initiating a Project

D. When Starting a Project

Answer: C (LEAVE A REPLY)

NEW QUESTION: 188

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

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

A. The Project Brief is a complex document and may not be approved by the Executive.

B. There is a shortage of service providers so there is a possibility that no suitable service providers respond to the request for proposals. This would prevent the Outsourcing project from proceeding.

C. MFH has no experience in outsourcing and this may affect understanding of what is required, resulting in inadequate plans and strategies.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 189

Scenario

Product Summary

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

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

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

Product Breakdown Structure (contains errors)

Extract from Stage Plan for stage 3.

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

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

The Stage Plan for stage 3 has been produced.

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

None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Planning assumptions section?

A. Move entry 9 to External dependencies because the photo session schedule is created by the professional photographer.

B. Delete entry 9 because the photo session schedule should have been approved as part of stage 2.

C. No change to entry 8 because this cannot be confirmed until all of the label designs entries have been received and an assessment made.

D. Delete entry 10 because the inclusion of different members from the Engineering team in each photo should be shown in the Product Description for the photos.

E. Move entry 8 to External dependencies because the label designs are created outside of the scope of the project.

Answer: C,D ([LEAVE A REPLY](#))

NEW QUESTION: 190

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

A. Senior supplier

B. Project manager

C. Corporate, programme management or customer

D. Supplier assurance

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 191

Scenario:

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

According to PRINCE2, which statement about appointing the MFH Quality Manager to administer the configuration management procedure is correct?

A. The MFH Quality Manager should administer the configuration management procedure on this project because this task should always be assigned to corporate or programme management.

B. The MFH Quality Manager should only administer the configuration management procedure on one project at a time. If the MFH Quality Manager already performs this task on another project, another individual should be appointed.

C. The MFH Quality Manager would be suitable to perform this task because he is the author of the document control process and is likely to have the knowledge required for this role.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 192

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

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

- B.** Owing to employment contract changes staff may resist outsourcing, which would make it difficult to transfer staff to the selected service provider.
- C.** MFH's operations may be reduced and the 1a-year contract may not achieve its estimated value of E80m, which would reduce the service provider's profit.
- D.** The initial estimates, taken from the feasibility study report, indicate that the project will take two years to complete, which means that the business problems would remain for this period.
- E.** The management stages recommended by the consultants may not be appropriate, resulting in confusion in planning.

Answer: B,D (LEAVE A REPLY)

Explanation/Reference:

Business Case Theme

Question Set 3

NEW QUESTION: 193

Scenario:

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

According to PRINCE2, which statement about appointing the MFH Quality Manager to administer the configuration management procedure is correct?

- A.** The MFH Quality Manager would be suitable to perform this task because he is the author of the document control process and is likely to have the knowledge required for this role.
- B.** The MFH Quality Manager should only administer the configuration management procedure on one project at a time. If the MFH Quality Manager already performs this task on another project, another individual should be appointed.
- C.** The MFH Quality Manager should administer the configuration management procedure on this project because this task should always be assigned to corporate or programme management.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 194

Scenario

Product Summary

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

Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design

competition. Competition rules will be required to communicate details of the competition to the staff. The chosen label design will then be selected from the competition entries.

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

Product Breakdown Structure (contains errors)

Extract from Stage Plan for stage 3.

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

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

The Stage Plan for stage 3 has been produced.

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

None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Monitoring and control section?

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

Answer: A,B (LEAVE A REPLY)

NEW QUESTION: 195

The Work Package has been in progress for four weeks and has four weeks remaining. The Information Technology Team Manager is concerned that he has no idea what the service provider is doing about preparing to accept the transfer of Information Technology equipment and staff. He is uncertain about what should be happening.

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

- A.** Notify the Project Manager by raising an Exception Report.
- B.** Raise this concern in the next fortnightly Checkpoint Report.
- C.** Check the Communication Management Strategy to ascertain what records of communications with the service provider are required.

D. Check the Information Technology Work Package for development interfaces to see whether the service provider Team Manager should have been liaising with the Information Technology team during development.

E. Raise an issue to notify the Project Manager of this concern.

Answer: ([SHOW ANSWER](#))

Explanation

NEW QUESTION: 196

HOTSPOT

Scenario

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

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

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

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

There is a major concern over an apparent lack of control of project documentation.

For each concern listed in Column 1, select from Column 2 the configuration management task that could help address the problem. Each selection from Column 2 can be used once, more than once or not at all.

Answer:

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NEW QUESTION: 197

Which 2 statements apply to either the Extracts or references or Approval method sections?

- A. Delete entry 12 because this should be the Team Plan not the Stage Plan.
- B. A suitable entry for Extracts or references would be 'Product Descriptions are available from Project Support'.
- C. Move entry 13 to Reporting arrangements because this describes how completion will be advised to the
- D. Project Manager.
- E. Delete entry 13 because this is NOT a Project Assurance responsibility.
- F. Add 'The Project Manager is to be advised of completion of the Work Package by email'.

Answer: A,B (LEAVE A REPLY)

Explanation/Reference:

Progress Theme

Question Set 3

NEW QUESTION: 198

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.

Answer:

Explanation

NEW QUESTION: 199

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 200

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. No, because the chair should be independent from the product being reviewed.
- C. Yes, because the roles of chair, presenter and administrator may be combined.
- D. No, because the role of presenter should be performed by the team manager.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 201

Which principle is supported by the activity Evaluate the Project?

- A. Continued Business Justification
- B. Manage by stages
- C. Defined roles and responsibilities
- D. Learn from experience

Answer: D (LEAVE A REPLY)

NEW QUESTION: 202

Project Scenario

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

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

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

-- -

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

Stage 2 will include the activities to: Create the customer list using information from the Accounts and Marketing departments

-

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

Stage 3 will include the activities to:

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

A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of the project. The 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 (GBP)20,000. There is a project time tolerance of +1 week /-2 weeks and a project cost tolerance of +(GBP)6,000 / -(GBP)6,000. A change budget of (GBP)500 has been allocated but there is no risk budget.

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 203

Scenario

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

- Do nothing.
- Re-engineer selected business functions.
- Outsource selected business functions.

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

- One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.
- A 10-year service contract should be agreed with the selected service provider.

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

- Use PRINCE2.
- Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

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

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

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.

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

MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of £20m over 10 years. The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage.

Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

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

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

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

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

D. MFH's operations may be reduced and the 1a-year contract may not achieve its estimated value of

£80m, which would reduce the service provider's profit.

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

Answer: A,B ([LEAVE A REPLY](#))

NEW QUESTION: 204

At the end of initiation there is +1 week 1-2 weeks time tolerance for this project. Which statement is true?

A. There can be no time tolerances for any of the stages.

B. The Stage Plan for stage 2 could create some additional project time tolerance by allowing no time tolerance in Team Plans.

C. Additional time tolerance for the project could be found by adding extra resources without affecting other tolerances.

D. All of the project level time tolerance can be allocated to stage 2.

Answer: ([SHOW ANSWER](#))

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