PDF (New 2023) Actual PRINCE2 PRINCE2-Practitioner Exam Questions [Q56-Q72
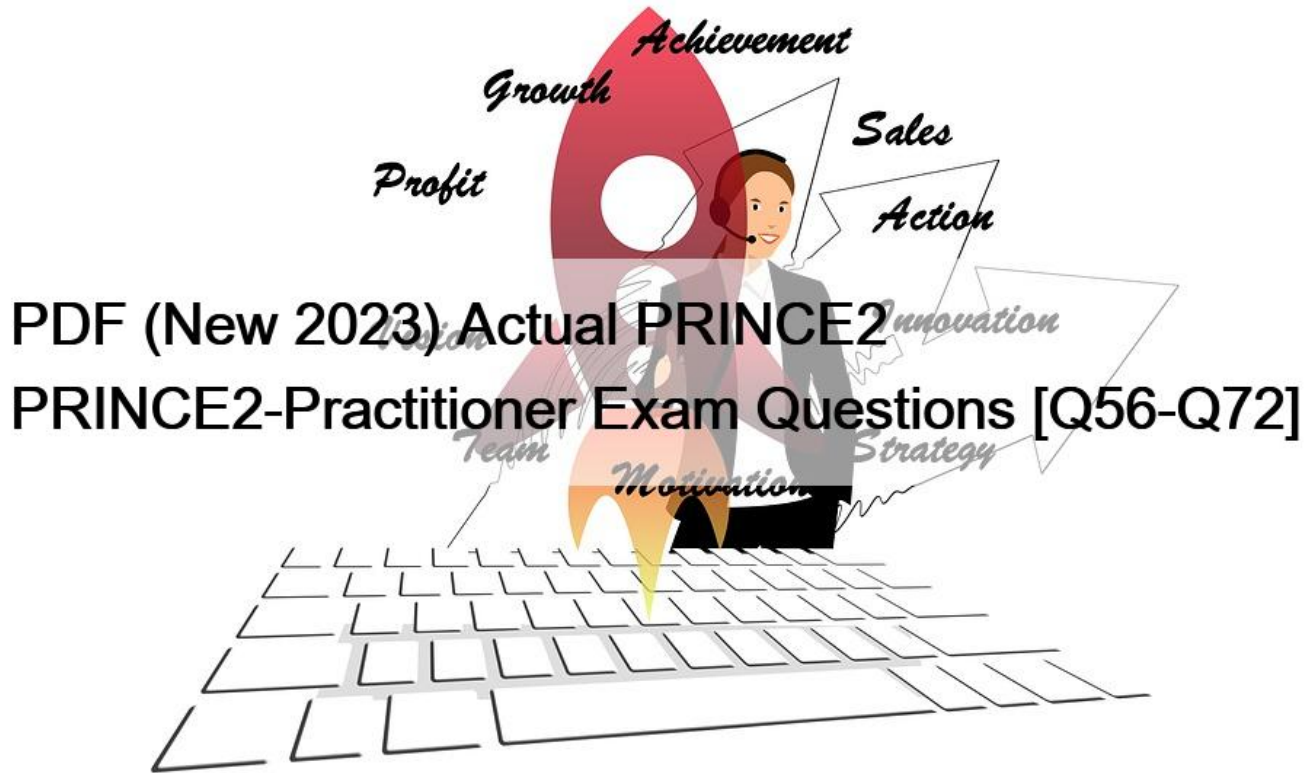

PDF (New 2023) Actual PRINCE2 PRINCE2-Practitioner Exam Questions
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Introduction to PRINCE2-Practitioner Certified Exam

PRINCE2 Practitioner certification is suitable for anyone managing projects. This could be as part of a formal project management function or a role that involves project management as part of day-to-day work. The Practitioner certification aims to confirm that you have sufficient knowledge and understanding to apply and tailor the method in a range of different project environments and scenarios. Attaining your Practitioner qualification is only one part of becoming a successful and effective project manager. It is important to ensure that yous supplement this with real-life experience working on projects, in addition to investing in personal professional development and wider training.

As you know that certification plays a very significant role in terms of your development which could be monetary, professional, etc. It helps you to acquire a prestigious position in the companies, you must be knowing HR use to prefer to give a call to the candidates who are holding certification so the chances of that candidate selection use to be very high. Along with, if the candidates are certified, the employer has trust in employees about the delivery of the projects.

NO.56 What will be the impact on the benefits?
* Reduced savings, now E10m over 10 years.

* Increased savings of E5m over 10 years from the new initiative to centralize the services provided by the Facilities Division.
* An additional cost of E1.5m to deliver the services provided by the Facilities Division.
* Outsourcing project cost reduced by 50%.

Explanation/Reference:

Change Theme

Question Set 2

NO.57 Column 1 is a list of entries from the Daily Log that occurred during stage 4 in the Controlling a Stage process. For each entry in Column 1, select the first management product from Column 2 that should have been updated, or created, as a result of the entry. Each selection from Column 2 can be used once, more than once or not at all.

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

Column 1

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

Column 2:
- Risk Register
- Team Plan
- Issue Register
- Stage Plan for stage 4
- Lessons Log
- Project Plan

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

Column 2:
- Risk Register
- Team Plan
- Issue Register
- Stage Plan for stage 4
- Lessons Log
- Project Plan

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

Column 2:
- Risk Register
- Team Plan
- Issue Register
- Stage Plan for stage 4
- Lessons Log
- Project Plan

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

Column 2:
- Risk Register
- Team Plan
- Issue Register
- Stage Plan for stage 4
- Lessons Log
- Project Plan

Explanation

Column 1	Column 2
The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.	Risk Register Team Plan **Issue Register** Stage Plan for stage 4 Lessons Log Project Plan
Staff communication was very useful in getting support from MFH staff who will be using the outsourced services.	Risk Register Team Plan Issue Register Stage Plan for stage 4 **Lessons Log** Project Plan
The Facilities Team Manager requires formal instructions to begin the planned work to transfer the Facilities equipment and staff to the selected service provider.	Risk Register **Team Plan** Issue Register Stage Plan for stage 4 Lessons Log Project Plan
The selected service provider highlighted that there are likely to be delays with Government departments getting work signed-off after completion.	Risk Register Team Plan **Issue Register** Stage Plan for stage 4 Lessons Log Project Plan

NO.58 Additional Information Product Description

Title	Service Level Agreement.
Purpose	• This agreement specifies the level of service MFH requires from the selected service provider and provides measurable criteria against which the selected service provider's performance will be assessed.
Composition	• Responsibilities of MFH and selected service provider. • Mechanisms for monitoring and reporting performance levels. • Dispute resolution process. • Confidentiality provisions. • Conditions for termination of contract. • Glossary of technical terms contained in SLA.
Format and presentation	• A4, Word document, printed both sides in black and white. • Font: Arial, 12pts.
Quality criteria	• Contains all composition items listed above. • Not more than 60 pages. • Complies with MFH corporate branding standards. • No typographical errors.
Quality skills required	• Proof-reading skills. • Director of Compliance Division - Reviewer. • Director of Information Technology Division - Reviewer. • Administrator.
Quality responsibilities	• Producer/Presenter: Director of Facilities Division. • Chair: Project Manager.

Quality notes from the Daily Log

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

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

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

All project documents will be subject to a quality review. Nominated products will require a

formal approval record signed-off by the quality review chair.

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

Introduction

1.This document defines the approach to be taken to achieve the required quality levels during the project.

2.The Project Board will have overall responsibility for the Quality Management Strategy.

3.Project Assurance will provide assurance on the implementation of the Quality Management Strategy.

Quality management procedure – Quality standards

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

5.MFH document standards will be used.

Records

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

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

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

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

10.

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

11.

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

12.

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

Which is a correctly defined acceptance criterion for the running cost of the outsourced service?
* Must be kept to a minimum.
* Must be kept to a level acceptable to the Ministry of Food Hygiene.
* Subject to market conditions.
* The annual increase to be less than half the rate of inflation.

NO.59 Which statement is an appropriate entry for the outline Business Case heading within the Project Brief?
* 10-year service contract should be agreed with the selected service provider.
* External consultants were employed to conduct a feasibility study to identify the options, their likely costs and benefits.
* The project will run for two years and the benefits will be realized over 1a years.
* The project should be split into four management stages.

NO.60 Project Scenario – Health and Safety Training Project:

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

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

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

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

ABC Company is planning to deliver pilot courses within five months of starting the project.

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

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

End of the Project scenario.

Additional Information:

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

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

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

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

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

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

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

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

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

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

End of the additional information.

During the initiation stage, the project manager aligns the project's risk management approach to ABC Company's risk management policy. As a result, the project will use two risk registers, one for ABC Company's risks and one for external supplier risks.

Is this an appropriate application of the 'tailor to suit the project' principle, and why?
* Yes, because the risk management approach should comply with the supplier's needs.
* Yes, because project controls should take the project's environment into account.
* No, because all three stakeholder interests need to be represented effectively on the project.
* No, because a single risk register should be used to record risks to the project.

NO.61 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?
* An investment of £2.5m is required.
* Staff morale will be negatively affected.
* The project will take two years to deliver.
* Staff may lose the opportunity to work in Information Technology.
* MFH will lose direct control over the outsourced business functions.
Explanation/Reference:

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

NO.62 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.

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.

	Assertion	True/False	Reason	
A	If the calendar solution is changed there should be a review of, and possible changes to, the Business Case.	True / False	The Business Case includes options for the delivery of the chosen solution.	True / False
B	The Business Case will no longer be viable if the prepared calendar pack is only available for printing in the first week of December.	True / False	The Business Case is no longer viable if its stage tolerances are exceeded during project.	True / False
C	The fact that the project's aim is to counter the fall in orders should be documented in the project Brief.	True / False	The outline Business Case contains the reasons why the project is needed and forms part of the Project Brief.	True / False
D	The Benefits Review Plan should include an assessment in 12 months time of the increase in orders.	True / False	The Benefits Review Plan contains details of benefits reviews to be conducted during the project	True / False
E	The expected improvement in staff morale should NOT be recorded as a benefit in the Business Case.	True / False	Only those benefits that can be measured in financial terms should be defined in the Business Case.	True / False

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

Explanation

	Assertion		Reason	
A	If the calendar solution is changed there should be a review of, and possible changes to, the Business Case.	**True** - False	The Business Case includes options for the delivery of the chosen solution.	True - **False**
B	The Business Case will no longer be viable if the prepared calendar pack is only available for printing in the first week of December.	True - **False**	The Business Case is no longer viable if stage tolerances are exceeded during project.	True - **False**
C	The fact that the project's aim is to try to counter the fall in orders should be documented in the project Brief.	**True** - False	The outline Business Case contains the reasons why the project is needed and forms part of the Project Brief.	**True** - False
D	The Benefits Review Plan should include an assessment in 12 months time of the increase in orders.	**True** - False	The Benefits Review Plan contains details of benefits reviews to be conducted during the project	**True** - False
E	The expected improvement in staff morale should NOT be recorded as a benefit in the Business Case.	True - **False**	Only those benefits that can be measured in financial terms should be defined in the Business Case.	True - **False**

NO.63 Additional Information Product Description

Title	Service Level Agreement.
Purpose	• This agreement specifies the level of service MFH requires from the selected service provider and provides measurable criteria against which the selected service provider's performance will be assessed.
Composition	• Responsibilities of MFH and selected service provider. • Mechanisms for monitoring and reporting performance levels. • Dispute resolution processes. • Confidentiality provisions. • Conditions for termination of contract. • Glossary of technical terms contained in SLA.
Format and presentation	• A4, Word document, printed both sides in black and white. • Font: Arial, 12pts.
Quality criteria	• Contains all composition items listed above. • Not more than 60 pages. • Complies with MFH corporate branding standards. • No typographical errors.
Quality skills required	• Proof-reading skills. • Director of Compliance Division - Reviewer. • Director of Information Technology Division - Reviewer. • Administrator.
Quality responsibilities	• Producer/Presenter: Director of Facilities Division. • Chair: Project Manager.

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any

changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff before the final contract is signed with the selected service provider.

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

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

All project documents will be subject to a quality review. Nominated products will require a

formal approval record signed-off by the quality review chair.

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

Introduction

1.This document defines the approach to be taken to achieve the required quality levels during the project.

2.The Project Board will have overall responsibility for the Quality Management Strategy.

3.Project Assurance will provide assurance on the implementation of the Quality Management Strategy.

Quality management procedure – Quality standards

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

5.MFH document standards will be used.

Records

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

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

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

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

10.

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

11.

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

12.

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

Which statement applies to the Roles and responsibilities section?
* Delete entry 9 because this should only be recorded in the Product Description.
* Delete entry 10 because this is the responsibility of the quality review chair.
* Delete entry 11 because only the Project Manager can update the Quality Register.
* Amend entry 12 because this is the responsibility of supplier assurance.
Topic 5, Plans Theme

NO.64 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.

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

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

The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PlO). The PlO 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 Timing of communication activities section?
* Delete entry 9 because activities for controlling the project should be planned as part of Project controls in the Project Initiation Documentation.
* No change to entry 9 because it describes the timing of performance reports.
* Delete entry 10 because Highlight Reports are a Project Board control, the frequency of which should be recorded in the Project controls section of the Project Initiation Documentation.

NO.65 Scenario

Additional Information

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

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

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

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

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

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

Which 2 statements explain why the CEO should be appointed as the Executive for this project?
* He started the company 25 years ago.
* He knows his job very well.
* He restricts his visits to the engineering area.
* He has the authority to commit resources as required.
* He has an overall perspective of the business’s strategic requirements.

NO.66 Which management product defines the detailed nature, purpose and function of a product?
* Plan
* Quality Register
* Project Product Description
* Product Description

NO.67 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.

Which 2 statements should be recorded under the Expected benefits heading?
* Increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months.
* It will be similar to calendars sent out in previous years
* 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.
* The calendar will contain photos of both staff and company products.
* The Marketing department want a very high quality, glossy product as they believe this will be more appealing to customers.

NO.68 Which 2 statements apply to either the Development Interfaces or Operations and maintenance interfaces

sections?
* Delete entry 2 because this interface will be contained in the Communication Management Strategy.
* Delete entry 3 because this interface will be contained in the project control section of the Project Initiation

Documentation.
* Amend entry 4 to 'The transferred products relating to the services provided by the Facilities Division'.
* Add 'Project Board, with responsibility for communicating progress to corporate management' to
* Operations and maintenance Interfaces.
* Add 'Facilities Team Manager, with responsibility for the transfer of services provided by the Facilities

Division' to Development Interfaces.

NO.69 Project Scenario – Health and Safety Training Project:

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

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

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

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

ABC Company is planning to deliver pilot courses within five months of starting the project.

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

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

End of the Project scenario.

Additional Information:

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

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

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

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

The Business Development Director has recently been appointed to identify new training needs and propose new products. She will

work with the Operations. Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

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

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

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

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

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

End of the additional information.

At the end of stage 2, the specialist 'e-learning course' supplier will be selected. As a result, it is decided that the quality management approach will not be created until the end of stage 2, to take into account this supplier's standards and techniques.

Is this appropriate, and why?
* Yes, because the quality management approach should take into account the supplier's standards, tools and techniques.
* Yes, because the product description for each product will define the required quality approach within each stage.
* No, because the quality management approach should be created during the initiation stage and updated later.
* No, because the quality management approach should be limited to ABC Company's quality standards.

NO.70 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 off all training and for the training development budget. His department organizes courses, venues and trainers. They work with the Product and the Sales teams to provide a comprehensive training schedule. ABC Company’s IT manager reports to the Operations Director.

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

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

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

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

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

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

End of the additional information.

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

NO.71 Which 2 alternative actions apply to the proposed supplier assurance for this project?
* Retain because he has a professional facilities qualification and so is in a position to specify the needs of his division.
* Retain because he will be able to advise on many of the products that will enable outsourcing to happen, such as the 10-year outsourcing service contract.
* Retain because he is well-regarded within the Ministry because of the efficiencies, superb service and savings he has achieved in the Facilities Division.
* Add ‘Outcome Account Manager’ because he will advise on potential changes and their impact on the integrity of the project’s products.
* Remove because he is involved with the project and is therefore NOT independent.

NO.72 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.

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

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

The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PlO). The PlO 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?
* 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.
* 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.
* 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.

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