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最新的 PRINCE2 Certification PRINCE2Practitioner 免費考試真題 (Q206-Q211):

問題 #206

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.

答案：

解題說明：

Explanation:

問題 #207

While preparing the Quality Management Strategy, the Project Manager noticed that the corporate quality management system does

not specifically cover project management.

Which option provides an appropriate way for the Project Manager proceed?

- A. Seek relevant organizational standards, then facilitate a workshop to discuss the Quality Management Strategy with Project Assurance.
- B. Record the development of a corporate quality management system for project management as a prerequisite of the Project Plan.
- C. Proceed with the project without a Quality Management Strategy and adopt the selected service provider's standards in stage 4.

答案: A

問題 #208

The senior user is concerned that the trainers' limited availability could delay their accreditation. This was discussed during the 'starting up a project' process, but during the 'initiating a project' process the project manager notices that it has not been recorded. Which action should the project manager take FIRST?

- A. Add the information to the risk register so that it can be evaluated and an action decided.
- B. Add appropriate activities to the project plan to manage the concern and avoid any adverse impact.
- C. Raise an issue report so that the trainers' time can be allocated to the accreditation activities.
- D. Raise an exception report to manage the impact that any such delay would have on the project plan.

答案: B

解題說明:

Explanation/Reference:

Directing a Project, Controlling a Stage and Managing Product Delivery

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.

問題 #209

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 has set the following tolerances for stage 2:

Time (+/- 1 week)

Cost (+/- £20,000)

Scope (using MoSCoW prioritization technique)

Risk (based on the risk appetite defined in the risk management approach) These tolerances have been recorded in the stage plan. The project manager will report progress regularly via highlight reports to the project board and use exception reports to raise exceptions. In addition, the project assurance role will monitor the stage to provide confidence to the project board that exceptions are being reported.

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

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

答案: C

問題 #210

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

Is this appropriate, and why?

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

答案: A

解題說明:

Explanation

問題 #211

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