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|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 |

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PRINCE2 Practitioner Exam Sample Questions (Q210-Q215):

NEW QUESTION # 210

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 at 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.

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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 (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. 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. 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.
- D. Raise an Exception Report to the Project Board.

Answer: B

NEW QUESTION # 211

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

NEW QUESTION # 212

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. Probability will be assessed against the scales defined in this Risk Management Strategy.
- B. When a new problem arises, a full impact analysis will be undertaken to assess the impact on the project' objectives and Business Case.
- 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. Any risk which has an expected value of more than (GBP)1 k will NOT be registered.

Answer: A,C

NEW QUESTION # 213

What additional risk will this place on the project?

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

Answer: D

NEW QUESTION # 214

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.

CHANGE

A request has been received from a user to add the function to pay by credit card to the 'amended course booking procedures' for the 'e-learning course'. The user has suggested that sales of the course will be reduced if this change is not implemented.

Here are three actions relating to this request for change.

Which role (A-E) should carry out each action?

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

Answer:

Explanation:

Explanation

NEW QUESTION # 215

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