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Column 1	Column 2
Record the risk in the Risk Register and monitor the situation.	Avoid Reduce Fallback Transfer Accept Share
Decide not to compete and cancel the project.	Avoid Reduce Fallback Transfer Accept Share
Bring the target date of this project forward.	Avoid Reduce Fallback Transfer Accept Share
Wait for confirmation of the rival's calendar and, if required, include additional gifts with the calendar as an extra incentive.	Avoid Reduce Fallback Transfer Accept Share
Carry on with the project as planned on the basis that the MNO Manufacturing Company calendar is believed to be of better quality.	Avoid Reduce Fallback Transfer Accept Share
Add a unique reference number to every calendar and hold a prize draw each month.	Avoid Reduce Fallback Transfer Accept Share

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PRINCE2 PRINCE2Practitioner Exam Syllabus Topics:

Section

Objectives

PRINCE2 Principles	- Applying the 7 principles in project scenarios • 1. Focus on products • 2. Manage by stages • 3. Continued business justification • 4. Tailor to suit the project environment • 5. Learn from experience • 6. Defined roles and responsibilities • 7. Manage by exception
PRINCE2 Themes	- Risk theme - Organization theme - Plans theme - Change theme - Progress theme - Business Case theme - Quality theme
PRINCE2 Processes	- Initiating a Project - Managing a Stage Boundary - Managing Product Delivery - Directing a Project - Controlling a Stage - Starting up a Project - Closing a Project
Scenario-based Application & Tailoring	- Applying PRINCE2 principles, themes, and processes to real project scenarios - Tailoring PRINCE2 to project environment and scale

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PRINCE2 Practitioner Exam Sample Questions (Q216-Q221):

NEW QUESTION # 216

Scenario

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
 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 transferred facilities computer system?

- A. No (zero) loss of system functionality.

- B. Must be subject to regular back-ups.
- C. Back-up of data must be kept until the data is no longer needed.
- D. Planned periods of shutdowns of the computer system must be kept to a minimum.

Answer: A

NEW QUESTION # 217

Project Scenario - Health and Safety Training Project:

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

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

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

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

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

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

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

End of the Project scenario.

Additional Information:

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

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

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

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

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

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

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

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

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

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

End of the additional information.

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

Answer: B

NEW QUESTION # 218

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 Business options heading?

- A. Review a list of service providers to determine a short-list of possible service providers.
- 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. Set up a PRINCE2 project to deliver the outsourced services.
- D. Use external consultants to provide guidance on the detailed design of the outsourced services.
- E. The re-engineering of selected business functions would not provide the required outcome.

Answer: C,D

NEW QUESTION # 219

Which principle is central to the quality theme and provides explicit understanding of what the project will create?

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

Answer: D

NEW QUESTION # 220

Who is responsible for ensuring that the value-for-money solution is constantly reassessed?

- A. Corporate or Programme Management
- B. Reject Support
- C. Senior User
- D. Business Assurance

Answer: D

NEW QUESTION # 221

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