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PRINCE2 Practitioner: PRINCE2 Practitioner Exam

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PRINCE2 2017 Practitioner Exam Summary:	
Vendor	PRINCE2
Exam Code	PRINCE2 Practitioner
Full Exam Name	PRINCE2 Practitioner 6th Edition
Number of Questions	68
Sample Questions	PRINCE2 2017 Practitioner Exam Sample Questions and Answers
Practice Exam	PRINCE2 Practitioner - 6th Edition Practice Test
Passing Score	55%
Time Limit	150 Minutes
Exam Fee	USD \$280

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PRINCE2 Practitioner Exam Sample Questions (Q64-Q69):

NEW QUESTION # 64

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

Answer: D

NEW QUESTION # 65

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 benefits heading?

- A. The 10-year outsourcing contract will enable MFH to stabilize costs at agreed levels.
- B. The total expected savings over 10 years, at current prices, is £20m.
- C. The 10-year outsourcing contract, at current prices, will be worth £80m.
- D. The confirmed cost of the Outsourcing project is £2.5m, but with considerable savings over 10 years.
- E. Outsourcing would allow MFH to take advantage of the best services the outsourcing industry has to offer.

Answer: A,B

NEW QUESTION # 66

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. Exception Report
- C. Project closure notification
- D. End Project Report

Answer: D

NEW QUESTION # 67

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. No, because every project is unique and should deliver specific business objectives
- B. No, because the senior manager should advise the team manager of any lessons.
- C. Yes, because the team manager should actively look for useful information.
- D. Yes, because the project involves more than one organization.

Answer: C

Explanation:

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 # 68

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 the project board should decide whether to continue with the project.
- D. No, because this contradicts the 'manage by exception' principle.

Answer: A

NEW QUESTION # 69

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