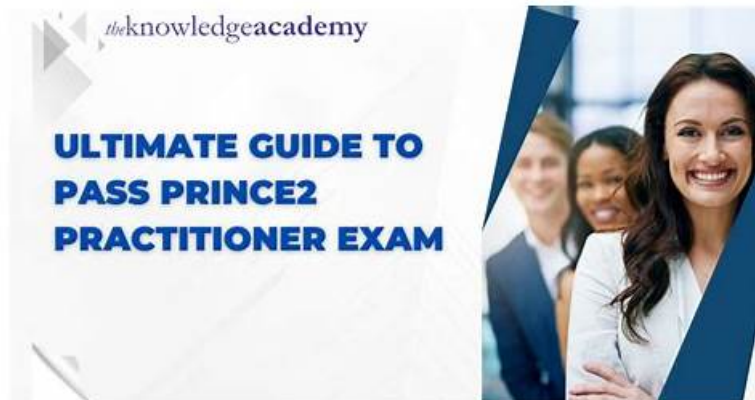


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PRINCE2 Practitioner Exam Sample Questions (Q118-Q123):

NEW QUESTION # 118

Which of the following roles cannot be combined?

- A. Executive and Senior User
- B. Senior Supplier and Supplier Assurance
- **C. Project Assurance and Team Manager**
- D. Project Manager and Project Support

Answer: C

Explanation:

Explanation/Reference:

Quality Theme

Testlet 1

Extract from the Project Product Description (with errors)

Composition	<ol style="list-style-type: none"> 1. Monthly calendar displays 2. 100gsm glossy paper 3. Full colour 4. Selected envelope 5. Chosen label design 6. List of customers 7. Selected photos 8. Photo session schedule
Derivation	<ol style="list-style-type: none"> 9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
Development skills required	<ol style="list-style-type: none"> 13. Photographer 14. Internal creative team 15. Printer
Customer's quality expectations	<ol style="list-style-type: none"> 16. Professional photos 17. 10% more calendars should be printed than required to allow for any late additions to the list of customers 18. Compliance with applicable corporate standards 19. The calendar should reflect the company image as described in the corporate branding standards 20. The calendar will increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months
Acceptance criteria	<ol style="list-style-type: none"> 21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it 22. Appearance - new company logo promotes strong image 23. Security - complies with Data Protection Act 24. Accuracy - public holidays match the list supplied by Marketing on 01 November

NEW QUESTION # 119

While deciding on how the work of the project should be approached the following were considered.

Which statement is appropriate for inclusion in the project approach heading in the Project Brief?

- A. The detailed designs (future process, systems, operating and organization models) will be based on the existing high-level designs.
- B. The Project Manager will involve the selected service provider in the creation of the Stage Plan for stage 4.
- C. New up-to-date software will be obtained to produce the graphical sections of the Project and Stage Plans.

Answer: A

NEW QUESTION # 120

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 government agency held a seminar for training organizations to discuss the approach to accreditation for new health and safety courses. The project manager attended on behalf of ABC Company. Other training organizations described delays that had occurred when accrediting course material in the past. As a result, the project manager has produced a report recommending ways to improve the 'classroom-based training materials' to avoid such delays.

Is this an appropriate application of the principle 'learn from experience', and why?

- A. Yes, because opportunities to improve should be recorded and acted upon.
- B. No, because this is an example of improved business justification.
- C. Yes, because it ensures that risks to accreditation are recorded effectively.
- D. No, because competitors' experiences are not relevant to ABC projects.

Answer: A

NEW QUESTION # 121

Which role is responsible for providing the customer's quality expectations and acceptance criteria for the project?

- A. Project Assurance
- B. Executive
- C. Senior User
- D. Corporate or Programme Management

Answer: C

NEW QUESTION # 122

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.

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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
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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.

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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 stage 3, project costs are increasing but there will still be a positive return on investment, as documented in the business case. However, corporate management has recently revised its targets for return on investment and has decided to stop the project as it will not meet the new targets.

Is this an appropriate application of the 'continued business justification' principle?

- A. Yes, because a change in a project's justification should trigger premature closure.
- B. No, because changes in corporate strategy should not impact a project once authorized.
- C. Yes, because changes in corporate strategy may impact a project's justification.
- **D. No, because the project business case still justifies a project.**

Answer: D

NEW QUESTION # 123

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