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PRINCE2 Practitioner Exam Sample Questions (Q212-Q217):

NEW QUESTION # 212

Scenario

Additional Information

Further information on some resources who could be involved in the project:

Outcome Account Manager: He represents Outcome which is a recruitment agency that provides specialist outsourcing resources.

Outcome provided the consultants who carried out the feasibility study and the same consultants will be providing support and guidance to the Information Technology and Facilities teams during the project.

Director of Finance Division: She was transferred from the Information Technology Division 12 months ago.

She is responsible for ensuring a cost-conscious approach is adopted in all operational and project activities across the Ministry of Food Hygiene.

Hardware Manager: Reports to the Director of Information Technology. He provides computer hardware to all business functions but has little awareness of the needs of his colleagues working in software.

Payroll Manager: Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Which 2 alternative actions apply to the proposed user assurance for this project?

- A. Retain because they are both very positive about outsourcing the selected business functions.
- B. Retain because their divisions will be the major users of the outsourced services and they can provide the user perspective on the impact of any proposed changes.
- C. Remove because neither of these individuals are from the business functions to be outsourced.
- D. Retain because they are able to help identify stakeholders and their communication requirements.
- E. Retain because selecting only one of them may cause unnecessary conflict.

Answer: B,D

NEW QUESTION # 213

Which 2 statements should be recorded under the Timescale heading?

- A. The transfer of equipment and staff is estimated to take six weeks.
- B. The expected benefits should start to be realized as soon as the outsourced services become operational at the end of stage 4.
- C. The contract with the selected service provider will be agreed during stage 3.
- D. If more MFH divisions are added to the scope of the services to be outsourced, the project timescale will be extended and the realization of benefits will be delayed.
- E. The expected benefits will be calculated over 10 years from completion of the project.

Answer: C,E

NEW QUESTION # 214

Which 2 alternative actions apply to the proposed Executive for this project?

- A. Retain because he has the right level of authority to be able to control the strategic nature of the Outsourcing project.
- B. Replace with 'Director of Finance Division' because she can ensure a cost-conscious approach to the project that gives value for money.
- C. Add 'Director of Finance' because she understands the operation of the Information Technology Division and the Facilities Division.
- D. Replace with 'Payroll Manager' because he is a very experienced and efficient qualified accountant.
- E. Retain because he accepts that outsourcing is the best solution.

Answer: A,B

NEW QUESTION # 215

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.

ABC Company carried out a similar project two years ago, in response to changes in health and safety legislation for the health service. The experiences from that project were used to refine the corporate risk management policy. For that reason, the project board decided to use the corporate risk management policy in the risk management approach for this project.

Is this appropriate, and why?

- A. Yes, because experience from previous projects should be taken into account in the risk management approach.
- B. No, because a separate risk management approach is not necessary when the company has a risk management policy.
- C. No, because the risk management approach should be tailored to suit the project and its environment.
- D. Yes, because the corporate risk management policy was updated, as a result of lessons from previous projects.

Answer: A

NEW QUESTION # 216

The project is using PRINCE2's recommended risk management procedure. In the 'identify' step, a risk was recorded in the risk register: "If the 'accredited classroom-based course' is delayed, there is a threat that work on the 'e-learning course' will be delayed, resulting in the 'accredited e-learning course' not being ready for the 'pilot courses'."

In the 'implement' step, a risk response was decided: "Work will start incrementally on the 'e-learning course' whenever a part of the 'classroom-based training materials' gains accreditation".

Is this appropriate, and why?

- A. Yes, because delivering incrementally will reduce the impact of the threat.
- **B. Yes, because a risk response needs to be implemented for this major threat.**
- C. No, because a risk action should be allocated to implement a response.
- D. No, because risks responses should be identified as part of the 'plan' step.

Answer: B

Explanation:

Explanation/Reference:

Quality Theme

Testlet 1

Extract from the Project Product Description (with errors)

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NEW QUESTION # 217

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