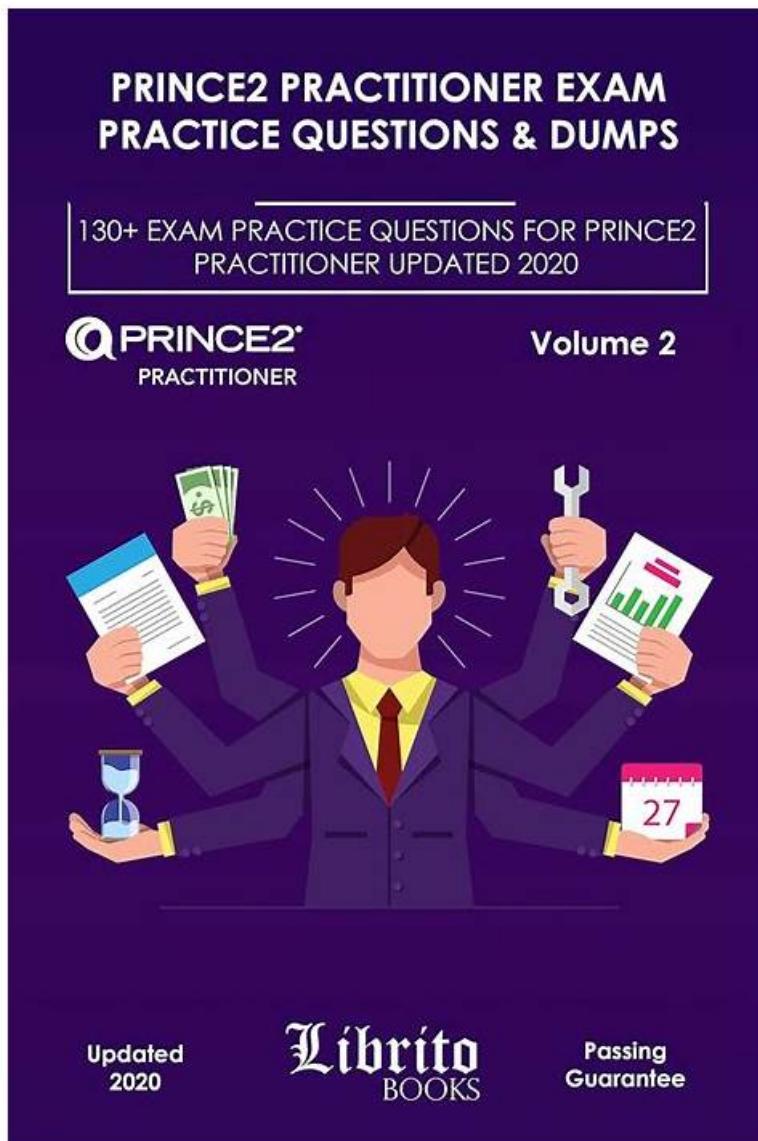


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## PRINCE2 Practitioner Exam Sample Questions (Q244-Q249):

### NEW QUESTION # 244

What will be the impact on the benefits?

- A. Reduced savings, now £10m over 10 years.
- B. Outsourcing project cost reduced by 50%.
- C. An additional cost of £1.5m to deliver the services provided by the Facilities Division.
- D. Increased savings of £5m over 10 years from the new initiative to centralize the services provided by the Facilities Division.

**Answer: A**

Explanation:

Explanation/Reference:

Change Theme

Question Set 2

### NEW QUESTION # 245

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar.

It has yet to be decided which of the photographers to use.

Which 2 statements explain why the Purchasing Manager should be appointed as a Senior Supplier for this project?

- A. He is not appropriate for the role of Executive or Senior User.
- B. He is responsible for the performance of supplier contracts.
- C. He was an engineer and worked in that area before taking up his current position.
- D. He is responsible for the organization's procurement activities.
- E. He can influence the external supplier's Business Case.

**Answer: B,D**

### NEW QUESTION # 246

PLANS

During the initiation stage, the project manager is creating the project plan.

Here are three activities carried out as part of PRINCE2's recommended approach to planning.

As part of which step of the approach (A-F) should each activity be carried out?

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

Producing the handouts for pilot courses and analyzing the target audiences to create the 'planned pilot courses'	Designing a plan
Identify what will make the 'capability to provide health and safety training' acceptable to other training companies	Defining and analysing the products: writing a project product description
Determine that the 'conducted pilot courses' needs to be produced before the 'finalized course materials'	Defining and analysing the products: creating a product breakdown structure
	Defining and analysing the products: writing product descriptions
	Defining and analysing the products: creating a product flow diagram.
	Identifying activities and dependencies.

**Answer:**

Explanation:

Producing the handouts for pilot courses and analyzing the target audiences to create the 'planned pilot courses'	Designing a plan
Identify what will make the 'capability to provide health and safety training' acceptable to other training companies	Defining and analysing the products: writing a project product description
Determine that the 'conducted pilot courses' needs to be produced before the 'finalized course materials'	Identify what will make the 'capability to provide health and safety training' acceptable to other training companies
	Defining and analysing the products: writing product descriptions
	Producing the handouts for pilot courses and analyzing the target audiences to create the 'planned pilot courses'
	Determine that the 'conducted pilot courses' needs to be produced before the 'finalized course materials'

Explanation:

Producing the handouts for pilot courses and analyzing the target audiences to create the 'planned pilot courses'	Designing a plan
Identify what will make the 'capability to provide health and safety training' acceptable to other training companies	Defining and analysing the products: writing a project product description
Determine that the 'conducted pilot courses' needs to be produced before the 'finalized course materials'	Defining and analysing the products: creating a product breakdown structure
	Defining and analysing the products: writing product descriptions
	Defining and analysing the products: creating a product flow diagram.
	Identifying activities and dependencies.

#### NEW QUESTION # 247

Scenario:

Techniques, processes and procedures

1. Any threat that may result in a loss of MFH data must be escalated immediately.

Joint agreements

2. Work is to start at the beginning of week 2 (Stage 4).

3. The project will take two years to complete, at an estimated cost of £2.5m.

Tolerances

4. None.

Constraints

5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.

6. Installation work must take place during MFH normal working hours.

7. +£10,000 / -£25,000.

Reporting arrangements

8. Highlight Report every Monday by 10.00 am

9. The report must contain a summary of all products worked on during the previous week.

10. Project Manager must be notified of any issues immediately by telephone.

Problem handling and escalation

11. Impact analysis of all issues must be completed within 24 hours.

Extracts or references

12. The Stage Plan for stage 4 is available from Project Support.

Approval method

13. Project Assurance will review the completed Work Package and confirm completion Which 2 statements apply to either the Extracts or references or Approval method sections?

- A. Delete entry 12 because this should be the Team Plan not the Stage Plan.
- B. Delete entry 13 because this is NOT a Project Assurance responsibility.
- C. Move entry 13 to Reporting arrangements because this describes how completion will be advised to the
- D. Add 'The Project Manager is to be advised of completion of the Work Package by email'.
- E. A suitable entry for Extracts or references would be 'Product Descriptions are available from Project Support'.
- F. Project Manager.

**Answer: A,E**

### NEW QUESTION # 248

#### 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 identified that there would be a benefit to the construction companies as their working time lost due to accidents would be reduced. This was included as a benefit to ABC Company in the business case for the Health and Safety Training Project. Is this appropriate, and why?

- A. Yes, because both tangible and intangible benefits should be included in the business case.
- B. No, because it is the customer's benefits that should be used to justify the project business case.
- **C. Yes, because the benefits to the customer are an essential part of business justification for a project.**
- D. No, because ABC Company will not achieve their benefits if construction companies do not book the courses.

**Answer: C**

#### **NEW QUESTION # 249**

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