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PRINCE2 Practitioner Exam Sample Questions (Q187-Q192):

NEW QUESTION # 187

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 project's change control approach states that PRINCE2's recommended issue and change control procedure will be used. The senior user has requested that a new set of marketing materials and marketing channels be introduced to support the launch of the training course. The senior user has suggested that this should be managed informally.

Where should the project manager record the issue, and why?

- A. In the issue register, because this is a request for change requiring a change to a baseline.
- **B. In the issue register, because issues should be recorded here first, before determining how to manage them.**
- C. In the daily log, because the senior user has advised that this change should be informally.
- D. In the daily log, because a change to a product at the default level can be handled informally.

Answer: B

NEW QUESTION # 188

Scenario

A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for their services has been set up and is being monitored by the Purchasing Manager and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photo sessions to minimize the impact on the Engineering staff. This meeting should have occurred by now.

The Engineering Manager was made aware of this requirement but when asked he reported that he has received no communication from the photographer. The Project Manager has tried to call the photographer and has had no response. The Project Manager believes there is a risk that Portraits Ltd are overbooking work and prioritizing other clients' work. If Portraits Ltd do not deliver on schedule the project will be delayed and the expected benefits will be reduced.

The contract is to be reviewed and Portraits Ltd reminded of their agreement.

The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early release of a competitor's calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.

There is a major concern over an apparent lack of control of project documentation.

For each concern listed in Column 1, select from Column 2 the configuration management task that could help address the problem. Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
As a number of people are involved in the project it is becoming increasingly difficult to keep track of what documentation each person has.	<div>Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.</div>
Both current and previous versions of the photo session schedule are in circulation.	<div>Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.</div>
A revised list of customers has been issued but it is not clear what was wrong with the previous one.	<div>Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies. Retain master products, issuing copies only. Maintain a record of relationships between products.</div>
The Marketing department has lost the chosen label design and no copy was made.	<div>Produce a Product Status Account. Maintain a record of all copies issued. Record the link between version and the Issue Report that caused its change. Notify copy holders of any changes. Recall and archive superseded product copies.</div>

The Marketing department staff cannot say with any certainty which photos were approved and which still require work.

The Engineering Manager has complained that the photo session schedule has been changed and that no consideration has been given to the impact this will have on the engineering staff shift pattern.



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Answer:

Explanation:

Column 1

As a number of people are involved in the project it is becoming increasingly difficult to keep track of what documentation each person has.

Both current and previous versions of the photo session schedule are in circulation.

A revised list of customers has been issued but it is not clear what was wrong with the previous one.

Column 2

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NEW QUESTION # 189

Scenario

Extract from the Project Product Description (with errors)

Composition	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	9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
Development skills required	13. Photographer 14. Internal creative team 15. Printer
Customer's quality expectations	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	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

Which 2 statements apply to the Development skills required section?

- A. Delete entry 14 because this skill is NOT required within this project.
- B. Delete entry 15 because this skill is NOT required within this project.
- C. Add 'Knowledge of Data Protection Act.'
- D. Move entry 13 to Composition because the appointment of the photographer is within the scope of this project.
- E. Move entry 13 to Derivation because this is a source of information for this project.

Answer: B,C

NEW QUESTION # 190

Which of the following statements is FALSE regarding the Continued Business Justification?

- A. The justification for the project should remain valid.
- B. If the project is no longer justified it should be stopped.
- C. The justification for the project must remain the same throughout the project.
- D. The justification for the project may change.

Answer: A

NEW QUESTION # 191

The project is at the start of stage 3, and there will be six teams working on product delivery. In order to exercise control, the project manager has asked each team to submit a detailed team plan for approval. The external team manager for the 'e-learning course' has agreed to submit a summary to the project manager, but will submit the detailed team plan to the senior supplier to review and approve.

Is the team manager's response appropriate, and why?

- A. Yes, because team plans are mandatory on a project of this size and complexity.
- B. No, because the project manager needs detailed plans to manage the work of several teams.
- C. No, because the team plan must be submitted to project assurance to check it is viable.
- D. Yes, because a supplier may want to keep the details of the specialist work confidential.

Answer: B

NEW QUESTION # 192

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