



Free Questions for PRINCE2-Practitioner by certsCare

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Question 1

Question Type: MultipleChoice

Project Scenario – Health and Safety Training Project:

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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.

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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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End of the additional information.

All the products that are due in stage 3 have been completed, apart from the 'updated corporate quality procedures'. The work has been completed but the product has not yet been approved. The executive has been told that it will be signed off before the end of the project. In response to an exception report, the executive has instructed the project manager to plan to obtain approval of the product in stage 4.

Is this appropriate application of the report management stage end' activity, and why?

Options:

- A)** Yes, because approval of the product can be carried forward into the next stage, with authority from the project board.
- B)** Yes, because the completion of the product in the next stage is a follow-on action recommendation for stage 4.
- C)** No, because approval of the products was planned for stage 3 and must be completed before the stage ends.
- D)** No, because a project-level exception plan is required before approval of the quality procedures can be delayed.

Answer:

A

Question 2

Question Type: MultipleChoice

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End of the additional information.

Towards the end of stage 2, the stage 3 plan is being prepared. This includes the work required to promote the new courses to other training companies. In addition to the current ways of marketing the courses, the Sales Director wants to advertise in trade magazines. The likely costs involved and the opportunities it may bring have been identified.

As part of the 'update the project plan' activity, what should the project manager be responsible for?

Options:

- A) Creating time and cost tolerances for the delivery of the magazine advertisements.
- B) Creating the product description, with detailed quality criteria, for the magazine advertisements.
- C) Recording the effect of implementing the magazine advertisements on the overall time and cost of the project.
- D) Recording changes to ABC Company risk appetite as a result of using the magazine advertisements.

Answer:

A

Question 3

Question Type: MultipleChoice

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Based on lessons from previous projects that used the ABC Company standard development model, the project board has set low cost and time tolerances for stage 2. As a result, the project manager plans to set very low tolerances for time and cost for all work packages to be carried out during stage 2.

Is this an appropriate application of the 'manage by exception' principle, and why?

Options:

- A) Yes, because the project manager should set tolerance equally for all work packages in a stage.
- B) Yes, because setting appropriate tolerances for work packages will help keep the stage within tolerances.
- C) No, because tolerances set by the project manager should be the same as those set by the project board.
- D) No, because the project manager should divide the stage tolerances between the team managers.

Answer:

B

Question 4

Question Type: MultipleChoice

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CLOSING A PROJECT

Benefits relating to income and business reputation after the project has closed cannot be shown at project closure.

Which statement describes how the 'closing a project' process makes provision for this?

Options:

- A)** As part of the 'prepare planned closure' activity. It will be confirmed that the project has delivered what was defined in the project product description.
- B)** As part of the 'prepare planned closure' activity. It will be confirmed that the acceptance criteria defined in the project product description have been met.
- C)** As part of the 'hand over products' activity, the benefits management approach will be updated to include future activities for benefit measurement.
- D)** As part of the 'hand over products' activity, the 'finalized materials' will be passed to the operational business environments.

Answer:

D

Question 5

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End of the additional information.

The Health and Safety Training Project is closing as planned. According to the contract terms, suppliers must submit all invoices within one week of project closure. The project manager will issue a project closure notification informing all suppliers of this invoicing deadline as part of the 'recommended project closure' activity.

Is this appropriate, and why?

Options:

- A)** Yes, because the project board should approve the project closure notification drafted by the project manager.
- B)** Yes, because a project closure notification should be sent to suppliers as part of the 'closing project' process.
- C)** No, because the project board should issue a project closure notification as part of the 'directing a project' process.
- D)** No, because the project manager should notify stakeholders using the approved project closure notification.

Answer:

B

Question 6

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End of the additional information.

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?

Options:

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

Answer:

C

Question 7

Question Type: MultipleChoice

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End of the additional information.

During stage 3, the operational staff that handle course bookings asked for the project scope to be increased for an online booking function. The additional product has been as it will enable them to process bookings more quickly and accurately.

Is this an appropriate application of the 'focus on products' principle, and why?

Options:

- A) Yes, because the goal is to seek opportunities to implement improvements after the life of the project.
- B) Yes, because the project needs to fulfill stakeholder expectations by delivering the products required.
- C) No, because there needs to be an understanding of the products from the start of the project.
- D) No, because existing product descriptions provide a means to estimate effort to planning.

Answer:

B

Question 8

Question Type: MultipleChoice

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End of the additional information.

ABC Company has a standard course development model with four defined stages that the company manages using PRINCE2. The project manager for the Health and Safety Training Project has recommended the stage 2 of the standard model be split into two separate stages. As a result, there will now be five management stages in the project.

Is this an appropriate application of the 'tailor to suit the project' principle, and why?

Options:

- A) Yes, because the project manager can adapt or combine PRINCE2 process to suit the project.
- B) Yes, because the standard course development structure should be tailored to suit the project.
- C) No, because a simple project should have no more than two management stages.
- D) No, because the standard course development structure should be applied to the project.

Answer:

B

Question 9

Question Type: MultipleChoice

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 off 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 has set the following tolerances for stage 2:

Time (+/- 1 week)

Cost (+/- £20,000)

Scope (using MoSCoW prioritization technique)

Risk (based on the risk appetite defined in the risk management approach)

These tolerances have been recorded in the stage plan. The project manager will report progress regularly via highlight reports to the project board and use exception reports to raise exceptions. In addition, the project assurance role will monitor the stage to provide confidence to the project board that exceptions are being reported.

How well does this apply the 'manage by exception' principle, and why?

Options:

- A)** It applies the principle well, because tolerances should be set for the related aspects of project performance for each stage.
- B)** It applies the principle well, because the project manager needs to control the project using discrete management stages.
- C)** It applies the principle poorly, because tolerances should be set for each stage against each of the six aspects of project performance.
- D)** It applies the principle poorly, because it is the regular reporting of progress that should give the project board the required confidence.

Answer:

C

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