

Project Scenario – Health and Safety Training Project

Learn-it is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.

Learn-it 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 Learn-it’s development team. All course materials will be piloted before they are used. Learn-it will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. Learn-it 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. Learn-it is planning to deliver pilot courses within five months of starting the project.

The Learn-it 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

Additional Information

The Chief Executive Officer (CEO) founded the company five years ago. Under her leadership, Learn-it has grown quickly into a successful training company that delivers a range of accredited professional training.

The Finance Director is also a founder member of Learn-it 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. Learn-it'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 Learn-it 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 Learn-it 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.



The Practitioner Examination

PRINCE2 (2017) Exam

11 December 2017

Multiple Choice

You have 150 minutes for this paper.

Instructions

1. All 68 questions should be attempted.
2. All answers are to be marked on the answer grid provided.
3. Please use a pencil and NOT ink to mark your answers in the Answer sheet provided.
4. There is only one correct answer per question.
5. 150 Minute Paper
6. You must get 38 questions or more correct to pass.

Candidate Number:

1 PRINCIPLES

Based on lessons from previous projects that used the Learn-it standard development model, the project board has set limited cost and time tolerances for stage 2. As a result, the project manager plans to set zero 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?

- a) Yes, because the project manager should set tolerances equally for all work packages in a stage.
- b) Yes, because setting zero tolerance for stage 2 work packages will help the project manager adhere to the stage tolerances.
- c) No, because tolerances set by the project manager should be the same as those set by the project board.
- d) No, because accountability is established by delegating from one management level to the next by setting tolerances.

- 2 The Health and Safety Training Project is part of a programme of strategic expansion, which is important for Learn-it's continued operation. At the end of stage 2, the estimated project costs are greater than the expected benefits in the business case. The project board has reviewed the situation and asked programme management to decide whether the project should be closed prematurely.

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

- a) Yes, because decisions about closure should be escalated to programme management, unless otherwise instructed.
- b) Yes, because the project board should escalate significant decisions to programme management.
- c) No, because this contradicts the 'manage by exception' principle.
- d) No, because the project board should decide whether to continue with the project.

3 The executive has set the following tolerances for stage 2:

- Time (+/- 1 week)
- Cost (+/- £20,000)

These tolerances have been recorded in the stage plan. 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?

- It applies the principle well, because authority needs to be delegated to the project manager for each stage.
- It applies the principle well, because the project needs to be broken down into discrete management stages.
- It applies the principle poorly, because tolerances should be set against the six aspects of project performance for each stage.
- It applies the principle poorly, because it is the project manager who should confirm to the project board that the stage remains within tolerance.

4 During stage 3, the operational staff that handle course bookings asked for the project scope to be increased to include an online booking function. This additional product has been agreed 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?

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

5 Learn-it 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 that stage 3 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?

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

- 6 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 changes in corporate strategy may impact a project's justification.
 - b) Yes, because a change in a project's justification should trigger premature closure.
 - c) No, because the project business case still justifies a project.
 - d) No, because changes in corporate strategy should not impact a project once authorized.
- 7 A construction company that is one of Learn-it's key clients has agreed to provide a member of their staff to review and comment on the 'e-learning course'.

Which stakeholder interest should the member of staff represent, and why?

- a) Supplier, because this stakeholder provides the expertise required by the project.
 - b) Supplier, because this stakeholder is an external supplier.
 - c) User, because this stakeholder may train its staff using the 'e-learning course'.
 - d) User, because this stakeholder ensures that the project provides value for money.
- 8 One of the senior managers of the company that is developing the 'e-learning course' has worked with Learn-it before. The team manager for the delivery of the 'e-learning course' has looked on Learn-it's intranet, but cannot find any reference to this work. The team manager has contacted the senior manager to discuss this project.

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

- a) Yes, because the project involves more than one organization.
- b) Yes, because the team manager should actively look for useful information.
- c) No, because the senior manager should advise the team manager of any lessons.
- d) No, because every project is unique and should deliver specific business objectives.

9 BUSINESS CASE

Here is an action related to applying the business case theme:

Obtain further funding because increased costs of developing the 'classroom-based training materials' have caused project cost tolerance to be exceeded.

Which role should carry out the action?

- a) Executive.
- b) Senior user.
- c) Senior supplier.
- d) Project manager.
- e) Project assurance.
- f) Project support.

10 Here is an action related to applying the business case theme:

State any difference between the current predicted income from sales of the course and the income predicted at the start of the project.

Which role should carry out the action?

- a) Executive.
- b) Senior user.
- c) Senior supplier.
- d) Project manager.
- e) Project assurance.
- f) Project support.

11 Here is an action related to applying the business case theme:

Notify the project manager, after receiving a request for change to the accreditation of the trainers, that it will affect business justification.

Which role should carry out the action?

- a) Executive.
- b) Senior user.
- c) Senior supplier.
- d) Project manager.
- e) Project assurance.
- f) Project support.

- 12 In order for Learn-it to achieve the expected sales of the health and safety training course, the senior user will need to ensure that all staff understand the objectives and target audience for the course. In addition, these sales will need to be added to each individual's sales targets. These activities have been included in the benefits management approach.

Is this appropriate, and why?

- a) Yes, because how the benefits will be measured needs to be documented.
- b) Yes, because the actions required to achieve the outcomes need to be documented.
- c) No, because the expected sales increase should be recorded in the business case.
- d) No, because actions to deliver the outputs should be recorded in the stage plan.

- 13 The executive has included the 'reduction in the working time lost due to accidents' in the construction companies as a customer benefit in the Learn-it Health and Safety Training Project business case.

Is this appropriate, and why?

- a) Yes, because the benefits to the customer are an essential part of business justification for a project.
- b) Yes, because both tangible and intangible benefits should be included in the business case.
- c) No, because Learn-it will not achieve their benefits if construction companies do not book the courses.
- d) No, because only benefits for Learn-it should be included in their project business case.

14 ORGANIZATION

The communication management approach is being developed. Learn-it's corporate management has agreed that information about proposed courses can be shared externally, provided that a non-disclosure agreement is signed and corporate management is informed.

Here is an item of information relating to the sharing of course materials:

Information relating to the health and safety training courses can be shared with third parties. This is an exception to normal policy.

Under which heading of the communication management approach should this be included?

- a) Introduction.
- b) Communication procedure.
- c) Tools and techniques.
- d) Records.
- e) Reporting.
- f) Roles and responsibilities.

- 15 The communication management approach is being developed. Learn-it's corporate management has agreed that information about proposed courses can be shared externally, provided that a non-disclosure agreement is signed and corporate management is informed.

Here is an item of information relating to the sharing of course materials:

A copy of the signed non-disclosure agreement will be stored in the project file.

Under which heading of the communication management approach should this be included?

- a) Introduction.
- b) Communication procedure.
- c) Tools and techniques.
- d) Records.
- e) Reporting.
- f) Roles and responsibilities.

- 16 The communication management approach is being developed. Learn-it's corporate management has agreed that information about proposed courses can be shared externally, provided that a non-disclosure agreement is signed and corporate management is informed.

Here is an item of information relating to the sharing of course materials:

A list of the signed non-disclosure agreements will be provided to corporate management on a monthly basis.

Under which heading of the communication management approach should this be included?

- a) Introduction.
- b) Communication procedure.
- c) Tools and techniques.
- d) Records.
- e) Reporting.
- f) Roles and responsibilities.

17 Use the 'Additional Information' in the Scenario Booklet to answer this question.

The Operations Director is the executive for the project and has proposed that a senior course developer be appointed as project manager. The course developer works in the Training Development Manager's team and has a good understanding of the standard course development model. The course developer was a team manager on a previous project for which the Operations Director was the executive.

Is this proposed appointment appropriate, and why?

- a) Yes, because the course developer is responsible for ensuring that trainers deliver courses to the required standard.
- b) Yes, because the course developer is likely to have the project management and specialist knowledge required.
- c) No, because the course developer's team reports to the Business Development Director, not the Operations Director.
- d) No, because there is a conflict of interest as the Training Development Manager is responsible for gaining accreditation.

18 The 'classroom-based training materials' will be used as the basis for developing the 'e-learning course'. Therefore, the executive wants to ensure that the 'classroom-based training materials' are of the required standard. The executive has asked to meet the project manager every day during stage 2 to discuss progress and identify any concerns regarding quality.

Is this an appropriate approach to applying the organization theme, and why?

- a) Yes, because the executive should be available to provide ad hoc direction to the project manager.
- b) Yes, because the executive is accountable for the overall direction and management of the project.
- c) No, because the senior user should have responsibility for identifying problems in the training material.
- d) No, because the project manager should have authority to manage the project on a day-to-day basis.

19 QUALITY

Teams have been set up to develop different parts of the 'classroom-based training materials'.

Here is an activity related to managing quality:

When a completed work package is received, check the quality register to see that the quality methods specified in the work package have been implemented.

Which role should carry this out?

- a) Corporate, programme management or customer.
- b) Senior user.
- c) Senior supplier.
- d) Project manager.
- e) Team manager.
- f) Project assurance.

20 Teams have been set up to develop different parts of the 'classroom-based training materials'.

Here is an activity related to managing quality:

Provide confidence that the accreditation of trainers will not be delayed by a failure to follow the quality procedures that have been agreed with the Training Delivery Manager.

Which role should carry this out?

- a) Corporate, programme management or customer.
- b) Senior user.
- c) Senior supplier.
- d) Project manager.
- e) Team manager.
- f) Project assurance.

21 Teams have been set up to develop different parts of the 'classroom-based training materials'.

Here is an activity related to managing quality:

Sign off the quality criteria for the 'classroom-based training materials'.

Which role should carry this out?

- a) Corporate, programme management or customer.
- b) Senior user.
- c) Senior supplier.
- d) Project manager.
- e) Team manager.
- f) Project assurance.

- 22** A quality review of the 'marketing materials' has started. The team manager for the 'marketing materials' has been unhappy with the team's workload throughout the project and refuses to attend the review meeting to present the material. The team manager suggests that a new marketing team member make the presentation. However, the chair decides to represent the marketing team and makes a list of actions to resolve later.

Is this an appropriate approach to the quality review, and why?

- a) Yes, because the role of presenter should not be performed by a junior member of the team.
- b) Yes, because the roles of chair, presenter and administrator may be combined.
- c) No, because the role of presenter should be performed by the team manager.
- d) No, because the chair should be independent from the product being reviewed.

- 23** At the end of stage 2, the specialist 'e-learning course' supplier will be selected. As a result, it is decided that the quality management approach will not be created until the end of stage 2, to take into account this supplier's standards and techniques.

Is this appropriate, and why?

- a) Yes, because the quality management approach should take into account the supplier's standards, tools and techniques.
- b) Yes, because the product description for each product will define the required quality approach within each stage.
- c) No, because the quality management approach should be created during the initiation stage and updated later.
- d) No, because the quality management approach should be limited to Learn-it's quality standards.

24 PLANS

Here is an event related to managing plans for the project:

The project manager instructs the team manager to take corrective action, which will keep costs within the overall project and stage tolerances.

In which management product should the result of the event be recorded?

- a) Project plan.
- b) Stage plan.
- c) Team plan.
- d) Exception plan.
- e) Work package.
- f) Project product description.

25 Here is an event related to managing plans for the project:

The Operations Director tells the project manager that 50% of the Learn-it trainers have been accredited, and that the remainder will be accredited within the agreed tolerances.

In which management product should the result of the event be recorded?

- a) Project plan.
- b) Stage plan.
- c) Team plan.
- d) Exception plan.
- e) Work package.
- f) Project product description.

26 Here is an event related to managing plans for the project:

The project manager is instructed to produce a replacement plan for the current stage, to be presented to the project board at a meeting the following week.

In which management product should the result of the event be recorded?

- a) Project plan.
- b) Stage plan.
- c) Team plan.
- d) Exception plan.
- e) Work package.
- f) Project product description.

27 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 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.

- 28** The delivery of the pilot courses has been split into two separate products: 'planned pilot courses' and 'delivered pilot courses'. 'Planned pilot courses' will be produced during stage 3, and the pilot courses will be delivered during stage 4. This will allow the project board to give approval to the plan before the pilot courses take place.

Why is this an appropriate application of the plans theme?

- a) Because a PRINCE2 project should focus on the products being delivered.
- b) Because the pilot courses are made up of two separate products.
- c) Because the project board should authorize the delivery of one stage at a time.
- d) Because the delivery steps have been aligned to the management stages.

29 RISK

The project is in stage 2. The project manager has heard that a competitor may launch a similar e-learning course much sooner than Learn-it. There is a threat that the earlier launch of a competitor's course may reduce the profitability of Learn-it training courses.

Here is a response to this risk:

Record the risk in the risk register and monitor the competitor's activities.

Which risk response type is this?

- a) Avoid a threat.
- b) Reduce a threat.
- c) Transfer the risk.
- d) Accept the risk.
- e) Prepare contingent plans.
- f) Enhance an opportunity.

- 30** The project is in stage 2. The project manager has heard that a competitor may launch a similar e-learning course much sooner than Learn-it. There is a threat that the earlier launch of a competitor's course may reduce the profitability of Learn-it training courses.

Here is a response to this risk:

Deliver the health and safety training course earlier than originally planned.

Which risk response type is this?

- a) Avoid a threat.
- b) Reduce a threat.
- c) Transfer the risk.
- d) Accept the risk.
- e) Prepare contingent plans.
- f) Enhance an opportunity.

- 31** The project is in stage 2. The project manager has heard that a competitor may launch a similar e-learning course much sooner than Learn-it. There is a threat that the earlier launch of a competitor's course may reduce the profitability of Learn-it training courses.

Here is a response to this risk:

Continue with the delivery of the project, as planned, because Learn-it's courses are believed to be of higher quality.

Which risk response type is this?

- a) Avoid a threat.
 - b) Reduce a threat.
 - c) Transfer the risk.
 - d) Accept the risk.
 - e) Prepare contingent plans.
 - f) Enhance an opportunity.
- 32** Learn-it 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 as 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) Yes, because the corporate risk management policy was updated, as a result of lessons from previous projects.
- c) No, because the risk management approach should be tailored to suit the project and its environment.
- d) No, because a separate risk management approach is not necessary when the company has a risk management policy.

- 33** An external consultant has signed a contract and agreed a work package to accredit the trainers. The Purchasing Manager will monitor the contract, which states the requirement to organize the accreditation with the Training Delivery Manager. The Training Delivery Manager has tried to contact the consultant but there has been no response. The project manager believes there is a risk that the consultant is prioritizing other clients' work.

The Purchasing Manager has been assigned as the risk owner. Is this an appropriate approach to managing this risk, and why?

- a) Yes, because the Purchasing Manager is monitoring the contract and therefore best suited to controlling the risk.
- b) Yes, because the Purchasing Manager should have identified the risk when the work package was agreed.
- c) No, because the team manager should be the risk owner for risks concerning the delivery of a work package.
- d) No, because the risk was transferred to the Training Delivery Manager when the work package was authorized.

34 CHANGE

A request has been received from a user to add the function to pay by credit card to the 'amended course booking procedures' for the 'e-learning course'. The user has suggested that sales of the course will be reduced if this change is not implemented.

Here is an action related to the request for change:

Decide whether implementing the proposed changes to the 'amended course booking procedures' will impact the achievement of the predicted sales targets.

Which role (A-E) should carry out the action? Choose only one role for the action.

- a) Senior supplier.
- b) Senior user.
- c) Project manager.
- d) Team manager.
- e) Project support.

- 35** A request has been received from a user to add the function to pay by credit card to the 'amended course booking procedures' for the 'e-learning course'. The user has suggested that sales of the course will be reduced if this change is not implemented.

Here is an action related to the request for change:

Provide information on the current status of the 'e-learning course', and the 'amended course bookings procedures', to assist with the 'capture and examine issues and risks' activity.

Which role (A-E) should carry out the action? Choose only one role for the action.

- a) Senior supplier.
- b) Senior user.
- c) Project manager.
- d) Team manager.
- e) Project support.

- 36** A request has been received from a user to add the function to pay by credit card to the 'amended course booking procedures' for the 'e-learning course'. The user has suggested that sales of the course will be reduced if this change is not implemented.

Here is an action related to the request for change

Assess the impact of the requested change to the 'amended course booking procedures'.

Which role (A-E) should carry out the action? Choose only one role for the action.

- a) Senior supplier.
- b) Senior user.
- c) Project manager.
- d) Team manager.
- e) Project support.

- 37** Learn-it has a number of projects in progress. The executive of the Health and Safety Training Project is also a member of the project board for two other projects and is very busy. As a result, during the initiation stage, the executive has appointed another person to carry out both their business assurance role and the role of change authority for minor and medium severity issues.

Is this appropriate, and why?

- a) Yes, because people with delegated project assurance roles may act as the change authority.
- b) Yes, because projects that are likely to have many changes should delegate the change authority.
- c) No, because the decision to have a change authority should be made before the project is authorized.
- d) No, because the project manager identifies the level of tailoring that is relevant for the project.

- 38** 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 additional marketing activities be carried out to support the launch of the training course. The senior user has suggested that this should be managed informally, as it is a change to the detail of an existing requirement.

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

- a) In the daily log, because a change to a product at the detail level can be handled informally.
- b) In the daily log, because the senior user has advised that this change should be handled informally.
- c) In the issue register, because this is a request for change requiring a change to a baseline.
- d) In the issue register, because issues should be recorded here first, before determining how to manage them.

39 PROGRESS

Here is a statement related to tolerances for the Health and Safety Training Project:

The 'e-learning course' will be available 10 hrs a day +/- 2 hrs per day.

Select the tolerance area it represents.

- a) Time.
- b) Cost.
- c) Scope.
- d) Quality.
- e) Benefits.

40 Here is a statement related to tolerances for the Health and Safety Training Project:

The 'classroom-based training material' must include slides and exercises. It should also include pre-course reading.

Select the tolerance area it represents.

- a) Time.
- b) Cost.
- c) Scope.
- d) Quality.
- e) Benefits.

41 Here is a statement related to tolerances for the Health and Safety Training Project:

Learn-it plans to generate £100,000 +/- 10%.

Select the tolerance area it represents.

- a) Time.
- b) Cost.
- c) Scope.
- d) Quality.
- e) Benefits.

42 The project is in stage 2. The project manager is reviewing stage status and has collected the checkpoint reports from the team managers. These show that the products are being completed on schedule. However, project support has raised issues that quality reviews have not been completed as agreed. The project manager reports in the highlight report that the stage is progressing well.

Is this appropriate, and why?

- a) Yes, because the highlight report is a summary of the information in the checkpoint reports.
- b) Yes, because the highlight report is used to provide the project board with stage and project progress.
- c) No, because the project manager should have recorded the cause of the delay to the quality reviews in the lessons log.
- d) No, because the issues raised by project support are a cause for concern and should be reflected in the highlight report.

43 During stage 4, a work package was authorized for the 'delivered pilot courses' to be completed by the end of week 2. The 'finalized materials' work package will start in week 3. Both work packages have zero tolerances, and finalizing the materials is dependent on feedback from the pilot courses.

During week 1, there were some problems with the pilot courses, so at the start of week 2 the team manager rescheduled the courses to week 3, and reported this in the weekly checkpoint report at the end of week 2.

Should the team manager have reported this delay previously as an issue, and why?

- a) Yes, because the work package to deliver the pilot courses was forecast to exceed its time tolerance.
- b) Yes, because a team manager should not change the scheduled order of a work package.
- c) No, because the checkpoint report for week 1 should include information on any issues that occurred.
- d) No, because the feedback from the rescheduled courses can be used in week 4 to finalize the materials.

44 STARTING UP A PROJECT

Here is an action carried out during the 'starting up a project' process:

Agree whether Learn-it's IT department has the skills and capacity to deliver the 'e-learning course' or whether it should be delivered by an external supplier

As part of which activity should this action occur?

- a) Appoint the executive and the project manager.
- b) Capture previous lessons.
- c) Design and appoint the project management team.
- d) Prepare the outline business case.
- e) Select the project approach and assemble the project brief.
- f) Plan the initiation stage.

45 Here is an action carried out during the 'starting up a project' process:

Discuss the need for the health and safety training, in order to identify who would be a suitable candidate to manage the project.

As part of which activity should this action occur?

- a) Appoint the executive and the project manager.
- b) Capture previous lessons.
- c) Design and appoint the project management team.
- d) Prepare the outline business case.
- e) Select the project approach and assemble the project brief.
- f) Plan the initiation stage.

46 Here is an action carried out during the 'starting up a project' process:

Review the impact of using an external supplier for the 'e-learning course' on controlling the work of the first stage.

As part of which activity should this action occur?

- a) Appoint the executive and the project manager.
- b) Capture previous lessons.
- c) Design and appoint the project management team.
- d) Prepare the outline business case.
- e) Select the project approach and assemble the project brief.
- f) Plan the initiation stage.

- 47** Learn-it uses a standard development model to develop courses and uses PRINCE2 to manage these projects. The objectives from the Health and Safety Training Project have been documented in Learn-it's business plan, which has triggered this project. As a result, to save time, the executive has decided to simplify the 'starting up a project' process. The project mandate will be adapted and become the project brief, and the initiation stage plan will be in the form of a list.

Is this appropriate, and why?

- a) Yes, because, when the business outcomes are clear, the project brief can be a simple statement referencing the mandate.
- b) Yes, because the executive can initiate the project based on the project mandate without using the 'starting up a project' process.
- c) No, because when creating the initiation stage plan, risks to the 'initiating a project' process should be assessed.
- d) No, because capturing lessons from previous projects should identify lessons to be applied to this project.

48 DIRECTING A PROJECT

Here is an action that is carried out as part of the 'directing a project' process:

After the pilot courses have taken place, sign off the approach to measuring the sales of the 'e-learning course'.

During which activity should this be carried out?

- a) Authorize initiation.
- b) Authorize the project.
- c) Authorize a stage or exception plan.
- d) Give ad hoc direction.
- e) Authorize project closure.

- 49** Here is an action that is carried out as part of the 'directing a project' process:

Approve the plan to deliver the 'classroom-based training materials', 'marketing materials', 'training venue specifications' and 'accredited classroom-based course'.

During which activity should this be carried out?

- a) Authorize initiation.
- b) Authorize the project.
- c) Authorize a stage or exception plan.
- d) Give ad hoc direction.
- e) Authorize project closure.

50 Here is an action that is carried out as part of the 'directing a project' process:

Approve the first baseline of the approach to measuring the results of the pilot courses.

During which activity should this be carried out?

- a) Authorize initiation.
- b) Authorize the project.
- c) Authorize a stage or exception plan.
- d) Give ad hoc direction.
- e) Authorize project closure.

51 The project is now closed. The expected increase in revenue is not being achieved. It has been agreed with the team manager for the 'marketing materials' that additional marketing activities will be undertaken to achieve the expected increase in revenue.

Who should be responsible for monitoring the results of the marketing activities, and why?

- a) Senior user, because this person is responsible for realizing the benefits post-project.
- b) Senior user, because this person is responsible for specifying the desired outcome from the project.
- c) The team manager for the 'marketing materials', because this person has the skills to demonstrate that the activities are effective.
- d) The team manager for the 'marketing materials', because the project board is disbanded at the end of the project.

52 INITIATING A PROJECT

Here is a statement that was considered by the project management team during the 'initiating a project' process:

Any new user requirements requested for the 'accredited classroom-based course' will only be implemented if it is allocated a 'must have' priority, and approved by the executive.

As part of which activity should this FIRST be considered?

- a) Agree the tailoring requirements.
- b) Prepare the risk management approach.
- c) Prepare the change control approach.
- d) Prepare the quality management approach.
- e) Set up the project controls.
- f) Create the project plan.

- 53** Here is a statement that was considered by the project management team during the 'initiating a project' process:

Review the recommendation, made in the project brief, to combine the roles of executive and senior user.

As part of which activity should this FIRST be considered?

- a) Agree the tailoring requirements.
- b) Prepare the risk management approach.
- c) Prepare the change control approach.
- d) Prepare the quality management approach.
- e) Set up the project controls.
- f) Create the project plan.

- 54** Here is a statement that was considered by the project management team during the 'initiating a project' process:

Learn-it's audit department will check to ensure that the project is complying with corporate risk policy.

As part of which activity should this FIRST be considered?

- a) Agree the tailoring requirements.
- b) Prepare the risk management approach.
- c) Prepare the change control approach.
- d) Prepare the quality management approach.
- e) Set up the project controls.
- f) Create the project plan.

- 55** Learn-it has decided to include the Health and Safety Training Project in a programme to support their strategy to deliver training globally. The programme team has provided the detailed business justification and, as a result, the project board has decided that the business case will not need refining further during the 'initiating a project' process.

Is this an appropriate action for the project board, and why?

- a) Yes, because the project board may use the business case provided by the programme.
- b) Yes, because when the project is part of a programme, the programme team provides the business case.
- c) No, because the identified costs, timescales and risks should be reflected in the revised business case.
- d) No, because the project board uses the revised business case to check whether the project is viable.

56 CONTROLLING A STAGE

Here is an activity that take place during the 'controlling a stage' process:

Review the dates supplied by the team manager when creating the team plan for the 'marketing materials' and update the stage plan.

Which role should carry out the activity?

- a) Executive.
- b) Senior user.
- c) Senior supplier.
- d) Project manager.
- e) Team manager.
- f) Project assurance.

57 Here is an activity that take place during the 'controlling a stage' process:

Review the highlight report to verify that the 'classroom-based training materials' and 'marketing materials' will be delivered on time and to cost.

Which role should carry out the activity?

- a) Executive.
- b) Senior user.
- c) Senior supplier.
- d) Project manager.
- e) Team manager.
- f) Project assurance.

58 Here is an activity that take place during the 'controlling a stage' process:

Report on progress towards delivering the 'training venue specifications'.

Which role should carry out the activity?

- a) Executive.
- b) Senior user.
- c) Senior supplier.
- d) Project manager.
- e) Team manager.
- f) Project assurance.

- 59 The project board has asked for highlight reports every six weeks during stage 3. As a result, the project manager has asked each team manager for checkpoint reports every six weeks, in order to collate these into the highlight report. The team manager for the 'marketed courses' is new to team management.

Is this an appropriate action as part of the 'controlling a stage' process, and why?

- a) Yes, because the project board will need to be updated with the progress of every team.
- b) Yes, because checkpoint reports are a time-driven control providing progress information.
- c) No, because the frequency of reporting should reflect the level of control required for the work package.
- d) No, because the project board should decide on the frequency and content of progress reporting.

60 MANAGING PRODUCT DELIVERY

The team manager for the production of the 'marketing materials' has identified that they will not be ready within the timescale agreed in the work package. The team manager has sufficient tolerance to take corrective action. As a result, additional resources have been assigned to this work package.

Which theme is being applied?

- a) Risk.
- b) Organization.
- c) Progress.
- d) Change.

- 61 The development of the 'e-learning course' will be outsourced to an external supplier and their key members will join the project management team. The supplier wants to keep their work processes confidential and not share these with Learn-it. Learn-it has agreed.

Who should approve the external supplier's team plan?

- a) Senior supplier.
- b) Project manager.
- c) Supplier assurance.
- d) Corporate, programme management or customer.

- 62** The external team manager for the 'e-learning course' has reviewed the quality register to ensure all quality activities have been completed. The 'e-learning course' has been approved and accreditation has been achieved. As a result, the team manager updated the work package to notify the project manager that it is complete, and updated the team plan.

Is this appropriate, and why?

- a) Yes, because the project manager needs to receive confirmation that work has been completed and approved.
- b) Yes, because a team plan to gain accreditation of the 'e-learning course' is required to be part of the work package.
- c) No, because it is the configuration item record of the relevant product description that is updated, not the work package.
- d) No, because the work package should be checked to confirm the reporting arrangements of the 'e-learning course'.

63 MANAGING A STAGE BOUNDARY

The Learn-it trainers have been accredited and the course booking procedures have been amended. The 'managing a stage boundary' process is taking place at the end of stage 3.

Which activity should occur during the 'update the business case' activity?

- a) Update the overall plan with the time and cost taken to develop the 'e-learning course' and 'amended course booking procedures'.
- b) Break the 'planned pilot courses' down into component products in order to identify the work required to deliver them.
- c) Review whether the possible sales of the training course to external companies are likely to cover the project costs.
- d) Review whether a new team manager should be appointed to lead the delivery of the pilot courses during stage 4.

- 64** 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?

- 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 Learn-it's risk appetite as a result of using the magazine advertisements.

65 All the products that are due in stage 3 have been completed, apart from the 'updated corporate quality procedures'. This has not yet been approved by Learn-it's senior management. The executive has been told that it will be signed off before the end of the project, at a meeting in six weeks' time. In response to an exception report, the executive has instructed the project manager to reschedule the approval to the next stage.

Is this appropriate, and why?

- a) Yes, because a stage can be completed provided the delay of a product's approval has been agreed with the project board.
- b) Yes, because the executive has the authority to instruct the project manager when to end stage 3.
- c) No, because approval of the quality procedures was planned for stage 3 and must be completed within the stage.
- d) No, because an exception plan is required before the approval of the quality procedures can be delayed.

66 CLOSING A PROJECT

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

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

- 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.

67 The project is at the end of stage 4. The project manager has changed the benefits management approach. It now includes all the activities necessary to measure the increased revenue.

Who should approve this update?

- a) Corporate management.
- b) Project board.
- c) Project assurance.
- d) Project manager.

68 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 formal notification to all suppliers of this invoicing deadline as part of 'recommend project closure'.

Is this appropriate, and why?

- a) Yes, because the project board should approve the project closure notification drafted by the project manager.
- b) Yes, because project communications need to be issued in accordance with the communication management approach.
- c) No, because the project board should notify stakeholders as part of the 'directing a project' process.
- d) No, because the project manager should notify stakeholders using the approved project closure notification.

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