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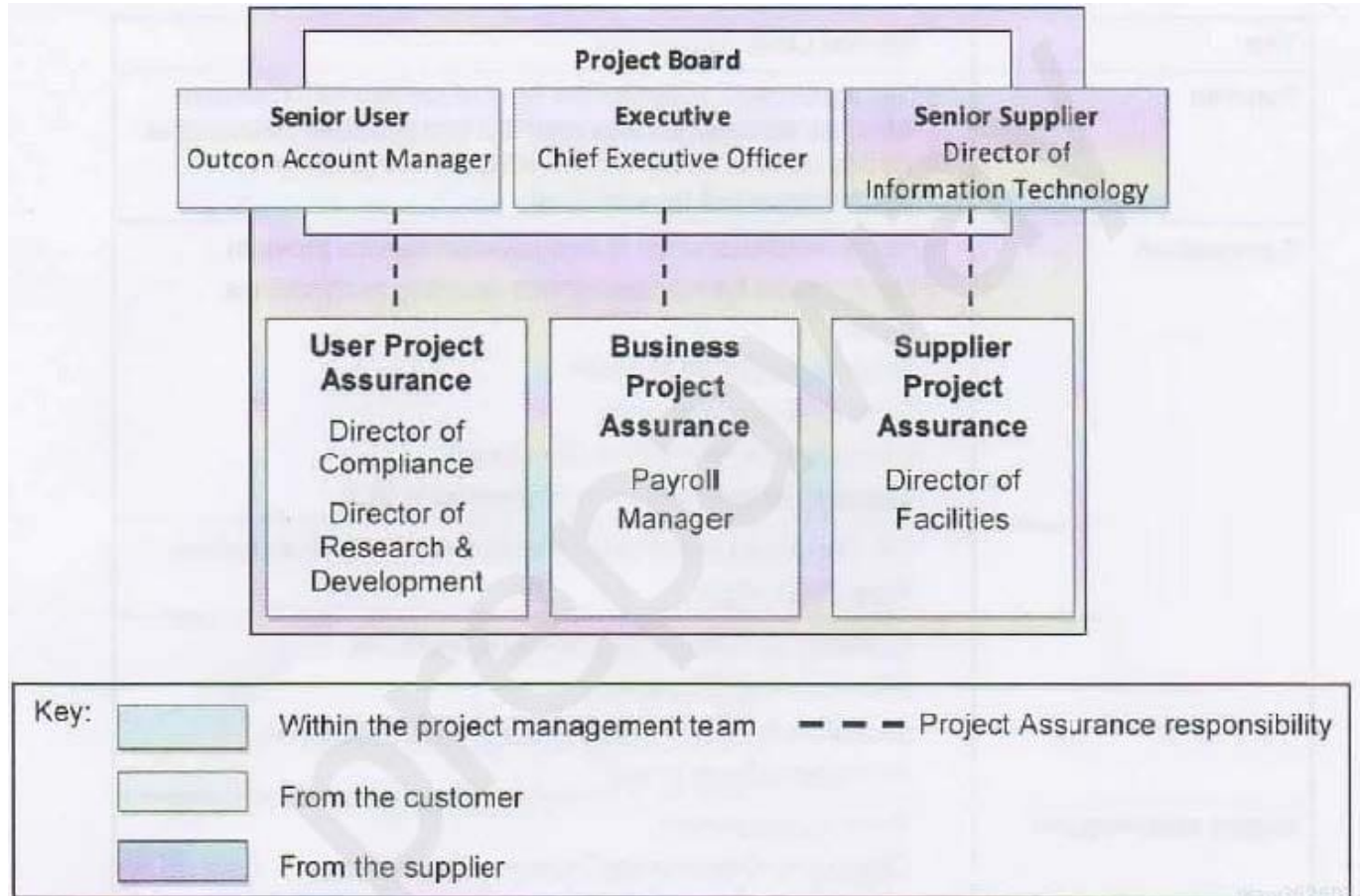
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**QUESTION 1**

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 business assurance for this project?

A. Remove because he will be impacted by the project and therefore represents a user.



B. Replace with '\\Project Manager\\' because this is a simple project that does not require additional business assurance.

C. Add Outcome Consultants\\' because they carried out the feasibility study.

D. Add '\\Director of Finance Division\\' because she is responsible for checking that any supplier and contractor payments are authorized.

E. Retain because he is familiar with the Ministry of Food Hygiene business strategy, the business level risk assessment and the Business Case standards.

Correct Answer: DE

QUESTION 2

Scenario Additional Information Product Description



Title	Service Level Agreement
Purpose	<ul style="list-style-type: none">• This agreement specifies the level of service MFH requires from the selected service provider and provides measurable criteria against which the selected service provider's performance will be assessed.
Composition	<ul style="list-style-type: none">• Responsibilities of MFH and selected service provider.• Mechanisms for monitoring and reporting performance levels.• Dispute resolution process.• Confidentiality provisions.• Conditions for termination of contract.• Glossary of technical terms contained in SLA.
Format and presentation	<ul style="list-style-type: none">• A4, Word document, printed both sides in black and white.• Font: Arial, 12pts.
Quality criteria	<ul style="list-style-type: none">• Contains all composition items listed above.• Not more than 60 pages.• Complies with MFH corporate branding standards.• No typographical errors.
Quality skills required	<ul style="list-style-type: none">• Proof-reading skills.• Director of Compliance Division - Reviewer.• Director of Information Technology Division - Reviewer.• Administrator.
Quality responsibilities	<ul style="list-style-type: none">• Producer/Presenter: Director of Facilities Division.• Chair: Project Manager.

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff

before the final contract is signed with the selected service provider.

The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

MFH has a quality management system which contains a document control procedure for all its documentation, however this does not include change management.

All project documents will be subject to a quality review. Nominated products will require a formal approval record signed-off by the quality review chair.



Extract from the draft Quality Management Strategy (may contain errors)

Introduction

1.

This document defines the approach to be taken to achieve the required quality levels during the project.

2.

The Project Board will have overall responsibility for the Quality Management Strategy.

3.

Project Assurance will provide assurance on the implementation of the Quality Management Strategy. Quality management procedure - Quality standards

4.

The selected service provider will operate to industry standards for providing outsourced services.

5.

MFH document standards will be used.

Records

6.

A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.

7.

Configuration Item Records will be maintained for each product to describe its status, version and variant.

8.

Approval records for products that require them will be stored in the quality database. Roles and responsibilities

9.

The DIT will check that the employment contracts for outsourced staff adhere to employment law.

10.

Team Managers will provide details of quality checks that have been carried out.

11.

Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.

12.

The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.



Which is a correctly defined acceptance criterion for the running cost of the outsourced service?

- A. Must be kept to a minimum.
- B. Must be kept to a level acceptable to the Ministry of Food Hygiene.
- C. Subject to market conditions.
- D. The annual increase to be less than half the rate of inflation.

Correct Answer: D

QUESTION 3

Scenario

Additional Information

Extract from the Communication Management Strategy.

The project information in the table below is true, but it may not be recorded under the correct heading or be in the correct document.



Introduction	1. This document contains details of how the project management team will send information to individuals working on the Calendar project, and receive information from them.
Communication procedure	2. See MNO Manufacturing Company standards for all internal company communications.
Tools and techniques	3. Use the staff newsletter to launch the label design competition and to promote the chosen label design. 4. Using the number of responses to the label design competition as a measure, report fortnightly to the Project Board on the effectiveness of the staff newsletter as a vehicle for communication. 5. Use the company website to advertise the promotional calendar to customers.
Records	6. A record should be maintained for each product of the project. As a minimum this should show the project name, product name, product title, and version number. 7. External email and correspondence relating to the Calendar project should be recorded electronically in the project folder. 8. Information received in hard copy should, where possible, should be scanned and filed as above.
Timing of communication activities	9. At the end of each stage, audit and report on the performance of the communication methods being used. 10. Highlight Reports to be provided to appropriate stakeholders, at the frequency defined in each Stage Plan.
Stakeholder analysis: Interested parties	11. Photographer. 12. Print company.
Information needs for each interested party	13. Weekly updates will be provided by email to the individual producing the staff newsletter. 14. Engineering Manager is to be consulted when preparing the photo session schedule.

Using the Project Scenario, select the appropriate response to each of the following 5 questions which have been raised by the Project Board. The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PIO). The PIO includes the Business Case, a product checklist and several Product Descriptions, Including the Project Product Description. Short sections are also included for each of the strategies and the controls to be applied. The Project Manager has elected to use the Daily Log to record all risks, issues, lessons and quality - results. After the initiation stage there will be two further stages during which a small number of Work Packages will be authorized. While these are being managed, the Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.

There is no Project Brief. How can there be a common understanding of the desired outcomes for the prepared calendar pack?

A. The simple Project Initiation Documentation contains the Quality Management Strategy. This contains details of the acceptance criteria for this project.



- B. The Project Brief should have been produced and approved before the project progressed into the initiation stage.
- C. The simple Project Initiation Documentation contains the project definition.

Correct Answer: C

QUESTION 4

When updating the project plan as part of Managing a stage boundary, what else might be updated?

- A. Exception Plan
- B. Project Management team
- C. Business Case
- D. Project Initiation Documentation

Correct Answer: A

QUESTION 5

The chair of a quality review meeting advised the Team Manager that, because there were so many major issues, the product had been rejected. The presenter estimated that the corrections would take about two weeks. The re-assessment of the product will take a further week, resulting in a three-week delay. The Work Package only has one week tolerance.

Which 2 actions should the Team Manager take in response to this situation?

- A. Ask the reviewers to work overtime to prevent the delay.
- B. Ensure that the situation is included in the next Highlight Report.
- C. Raise an issue explaining that tolerances are forecast to be exceeded.
- D. Advise the Project Manager of the risk that there may be a two-week delay in the delivery of one of the products.
- E. Ensure that the Quality Register is updated with the quality review result.

Correct Answer: CE

QUESTION 6

Which of the following activities could trigger the production of an exception plan?

- A. Review Stage status
- B. Giving ad hoc direction
- C. Escalating a project issue



D. Report stage end

Correct Answer: B

QUESTION 7

Scenario

Additional Information

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There is no project schedule in the Project Initiation Documentation. How can project progress be tracked without a schedule to track against?

- A. This is an error as a Gantt chart or some form of time line, where actuals will be recorded and tracked against the planned schedule of delivery, is mandatory.
- B. Progress can be recorded and tracked using the product checklist, with the planned and actual quality management activities captured in the Daily Log.
- C. With a clear end date of 30 November, and a small number of Work Packages, the Project Board should track project progress using individual Team Plans.

Correct Answer: B

QUESTION 8

The Manage by Exception principle sets tolerances for six areas of the project. Time, Cost and Quality are three of them, what are the other three?

- A. Scope, People and Resources, Benefit
- B. Scope, Risk, Product
- C. Risk, Benefit, Product
- D. Scope, Risk, Benefit

Correct Answer: D

QUESTION 9

During which of the following activities is the Project Product Description created?

- A. Design and appoint the Project Management Team
- B. Prepare the outline business case
- C. Select the project approach and assemble the project brief
- D. Plan the initiation stage

Correct Answer: B

**QUESTION 10**

Scenario

Additional Information

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This question provides a number of changes which may or may not be required to the Extract from the Communication Management Strategy provided in the additional information.

Which statement applies to the Information needs for each interested party section?

- A. Delete entry 13 because the activity to provide the weekly updates should be scheduled in the relevant Stage Plan.
- B. Move entry 13 to Tools and techniques because it describes the method to be used to communicate to the individual producing the staff newsletter.
- C. Delete entry 14 because this relates to the development of a particular product and should be recorded under Development interfaces within the relevant Work Package.

Correct Answer: C

QUESTION 11

Scenario Additional Information Product Description



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11.

Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.

12.

The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Which is a correctly defined acceptance criterion for the transferred staff?



- A. No staff are to be left behind.
- B. Staff should be transferred as soon as possible.
- C. All legal requirements are adhered to for the transfer of staff.
- D. Retained staff should be of reasonable competence to maintain the SLA.

Correct Answer: C

QUESTION 12

Scenario:

The Ministry of Food Hygiene (MFH) has a quality management system which contains a document control process to manage all documentation requirements. The document control process was created by the MFH Quality Manager, who now maintains all of MFH's documents and performs an organization-wide configuration management role. The MFH Quality Manager will administer the configuration management procedure for the Restructuring project since this must comply with the MFH document control process.

According to PRINCE2, which statement about appointing the MFH Quality Manager to administer the configuration management procedure is correct?

- A. The MFH Quality Manager should administer the configuration management procedure on this project because this task should always be assigned to corporate or programme management.
- B. The MFH Quality Manager should only administer the configuration management procedure on one project at a time. If the MFH Quality Manager already performs this task on another project, another individual should be appointed.
- C. The MFH Quality Manager would be suitable to perform this task because he is the author of the document control process and is likely to have the knowledge required for this role.

Correct Answer: C

QUESTION 13

Which of the following is not part of the composition of a Plan?

- A. Pre-requisites
- B. Assumptions
- C. Quality responsibilities
- D. Product descriptions

Correct Answer: C

QUESTION 14

Which of the following is NOT an objective of Initiating a Project?



- A. Understanding the scope of what is to be done and the products to be delivered
- B. Understanding the roles and responsibilities of the Project Management Team
- C. Understand how quality required will be achieved
- D. Understand how progress will be monitored and controlled

Correct Answer: B

QUESTION 15

While capturing previous lessons, the Project Manager discovered several interesting facts about outsourcing.

Which fact is an appropriate lesson for the Outsourcing project?

- A. Outsourcing is a growth industry and is being implemented by many private sector organizations.
- B. Four other government departments are also considering outsourcing some of their business functions next year.
- C. Contracts with service providers should include the timescale within which readiness for service is expected following the transfer of equipment and staff.

Correct Answer: C

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