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Project Scenario – Health and Safety Training Project:

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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?

- 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.

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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 as 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.

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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 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.

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The ABC Company 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.

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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 ABC Company risk appetite as a result of using the magazine advertisements.

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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?

- 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.

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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?

- 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.

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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?

- 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.

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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.

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End of the Project scenario.

Additional Information:

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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?

- 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.

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End of the additional information.

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.

DRAG DROP -

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DIRECTING A PROJECT -

Here are three actions that are carried out as part of the 'directing a project' process.

During which activity (A-E) should they be carried out?

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

Authorize initiation	After the pilot courses have taken place, sign off the approach to measuring the sales of the 'e-learning course'.
Authorize the project	Approve the plan to deliver the 'classroom-based training materials', 'marketing materials', 'training venue specifications' and 'accredited classroom-based course'.
Authorize a stage or exception plan	Approve the first baseline of the approach to measuring the results of the pilot courses.
Give ad hoc direction	
Authorize project closure	

DRAG DROP -

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End of the additional information.

CONTROLLING A STAGE -

Here are three activities that take place during the 'controlling a stage' process. Which role (A-F) should carry out each activity? Choose only one role for each action. Each role can be used once, more than once, or not at all.

Executive	Enter the delivery dates for the 'marketing materials' work package into the stage plan.
Senior user	Check the accuracy of the information in the highlight report which confirms that the 'classroom-based materials' and 'marketing materials' will be delivered to time and cost tolerances.
Senior supplier	Report on progress towards delivering the 'training venue specifications'.
Project manager	
Team manager	
Project assurance	

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End of the additional information.

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.

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End of the additional information.

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

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End of the additional information.

In order for ABC Company 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.

DRAG DROP -

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End of the additional information.

QUALITY -

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

Here are three activities related to managing quality.

Which role (A-F) should carry them out?

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

Corporate, programme management or customer	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.
Senior user	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.
Senior supplier	Sign off the quality criteria for the 'classroom-based training materials'
Project manager	
Team manager	
Project assurance	

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End of the Project scenario.

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End of the additional information.

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.

DRAG DROP -

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PLANS -

Here are three events to managing plans for the project.

In which management product (A-E) should the result of each event be recorded?

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

Project plan	The project manager instructs the team manager to take corrective action, which will keep costs within the overall project and stage tolerances.
Stage plan	The operations Director tells the project manager during stage 3, that 50% of the Learn-it trainers have been accredited. The remainder will be accredited within the agreed tolerances.
Team plan	The project manager is instructed to produce a replacement plan to the current stage, to be presented to the project board at a meeting the following week.
Exception plan	
Work package	
Project product description	

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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 'delivered pilot courses' will take place during stage 4. This will allow the project board to approve the plan for the pilot courses before the resources are committed to delivering the pilot courses.

Why is this an appropriate application of the plans theme to control the project?

- A. Because a PRINCE2 project should focus on the quality of the products being delivered.
- B. Because the pilot courses have been broken down into two separate products.
- C. Because the project board should ensure that lessons from one stage are applied to the next stage.
- D. Because the delivery steps to create the pilot courses have been aligned to the management stages.

DRAG DROP -

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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 ABC Company. There is a threat that the earlier launch of a competitor's course may reduce the profitability of ABC Company training courses. Here are three responses to this risk.

Which risk response type (A-F) are they?

Choose only one response type for each risk response. Each response type can be used once, more than once, or not at all.

Avoid a threat	Record the risk in the risk register and monitor the competitor's activities.
Reduce a threat	Deliver the health and safety training course earlier than originally planned.
Transfer the risk	Continue with the delivery of the project, as planned, because ABC Company's courses are believed to be on higher quality.
Accept the risk	
Prepare contingent plans	
Enhance an opportunity	

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End of the additional information.

ABC Company 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 in 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.

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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 to 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.

DRAG DROP -

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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 are three actions relating to this request for change.

Which role (A-E) should carry out each action?

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

Senior supplier	Decide whether implementing the proposed changes to the 'amended course booking procedures' will impact the achievement of the predicted sales targets.
Senior user	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.
Project manager	Access the impact of the requested change to the 'amended course booking procedures'.
Team manager	
Project support	

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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 daily log, because a change to a product at the default level can be handled informally.
- B. In the daily log, because the senior user has advised that this change should be 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.

DRAG DROP -

Project Scenario – Health and Safety Training Project:

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End of the Project scenario.

Additional Information:

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End of the additional information.

PROGRESS -

Here are three statements related to tolerances for the Health and Safety Training Project.

For each statement, select the tolerance area (A-E) it represents.

Choose only one tolerance area for each statement. Each tolerance area can be used once, more than once, or not at all.

The 'e-learning course' will be accessible by users for 10 hrs each day +/- 2 hrs per day.

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

Company A plans to generate £1000,000 +/- 10%.

Time

Cost

Scope

Quality

Benefits

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End of the additional information.

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'.

DRAG DROP -

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STARTING UP A PROJECT -

Here are three actions carried out during the 'starting up a project' process.

As part of which activity (A-F) should each action occur?

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

Appoint the executive and the project manager

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

Capture previous lessons

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

Design and appoint the project management team

Define the reporting and control arrangements based on the lessons from the most recently completed training design and delivery project.

Prepare the outline business case

Select the project approach and assemble the project brief

Plan the initiation stage

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End of the additional information.

ABC Company 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 the business plan of ABC Company. This business plan 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 becomes the project brief.

Is this appropriate, and why?

- A. Yes, because the business outcomes are clear, the project brief can be a sample statement elaborating the mandate.
- B. Yes, because the executive can initiate the project based on the project mandate by passing the 'starting up a project' process.
- C. No, because the project brief should be a statement which includes a fuller description of the project.
- D. No, because capturing lessons from previous projects identify lessons to be applied to this project.

DRAG DROP -

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INITIATING A PROJECT -

Here are three statements that were considered by the project management team during the 'initiating a project' process.

As part of which activity (A-F) should they FIRST be considered?

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

Agree the tailoring requirements

Prepare the risk management approach

Prepare the change control approach

Prepare the quality management approach

Set up the project controls

Create the project plan

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.

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

ABC Company's audit department will check to ensure that the 'finalized materials' comply with the government legislation relating to health and safety.

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End of the additional information.

ABC Company has decided to include the Health and Safety Training Project in a programme to support their strategy to deliver 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 are able to 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 programme team cannot constrain the project manager's choices.
- D. No, because each project in the programme will need a revised business case.

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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 ABC Company's quality standards.

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End of the additional information.

The executive identified that there would be a benefit to the construction companies as their working time lost due to accidents would be reduced. This was included as a benefit to ABC Company in the business case for the Health and Safety Training Project.

Is this appropriate, and why?

- A. Yes, because 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 ABC Company will not achieve their benefits if construction companies do not book the courses.
- D. No, because it is the customer's benefits that should be used to justify the project business case.

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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.

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End of the Project scenario.

Additional Information:

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End of the additional information.

A construction company that is one of ABC Company's key clients has agreed to provide a member of the 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.

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End of the additional information.

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.

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The ‘classroom-based training materials’ will be used as the basis for developing the ‘e-learning course’. As a result, 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 should be the key decision-maker on the project, supported by other project board members.
- C. No, because the senior user should be responsible for specifying the quality criteria for the training materials.
- D. No, because the project manager should be given authority to manage the project on a day-to-day basis.

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ABC Company 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 this initiation stage, the executive has appointed another person to carry out both their business assurance 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.

DRAG DROP -

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ORGANIZATION -

The communication management approach is being developed. ABC Company's corporate management has agreed the information about proposed courses can be shared externally, provided that a non-disclosure agreement is signed and corporate management is informed. Here are three items of information relating to the sharing of course materials.

Under which heading of the communication management approach (A-F) should they be included?

Choose only one heading for each item of information. Each heading can be used once, more than once, or not at all.

Introduction	Information relating to the health and safety training courses can be shared with third parties. This is an exception to normal policy.
Communication procedure	Signed non-disclosure agreements should be copied and stored with project documentation.
Tools and techniques	A list of the signed non-disclosure agreements will be provided to corporate management on a monthly basis.
Records	
Reporting	
Roles and responsibilities	

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End of the additional information.

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 ABC Company. ABC Company 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

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End of the additional information.

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

DRAG DROP -

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BUSINESS CASE -

Here are three actions related to applying the business case theme.

Which role (A-F) should carry out each action?

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

Executive	Obtain further funding because increased costs of developing the 'classroom-based training materials' have caused project cost tolerance to be exceeded.
Senior user	Reforecast during a benefits review, that the sales from the course will be less than originally estimated at the beginning of the project.
Senior supplier	Notify the project manager, after capturing a request for change affecting the accreditation of the trainers, that it will affect business justification.
Project manager	
Project assurance	
Project support	

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End of the additional information.

The Health and Safety Training Project is part of a programme of strategic expansion, which is important for ABC Company’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.

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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?

- 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.

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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?

- 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.

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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?

- 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.

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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.

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One of the senior managers of the company that is developing the ‘e-learning course’ has worked with ABC Company before. The team manager

for the delivery of the 'e-learning course' has looked on ABC Company'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

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During stage 3, a work package was assigned to produce the 'planned pilot courses'. The product's quality criteria were defined and baselined before the work package was agreed.

Which principle is being applied, and why?

- A. 'Focus on products', because delivering a product's complete set of features is more important than delivering it on time or to cost.
- B. 'Focus on products', because a product should be agreed and defined to a reasonable extent before production begins.
- C. 'Continued business justification', because the business justification is partly defined in the product description of a specialist product.
- D. 'Continued business justification', because both work activities and products contribute to the success of the project.

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Checkpoint reports are being produced monthly. A week after the last checkpoint report was prepared, the team responsible for developing the

'classroom-based training materials' have realized that they will not be able to deliver the materials to the accreditor by the work package completion deadline.

Which action demonstrates application of the 'manage by exception' principle?

- A. The team manager reports the issue in the next checkpoint report.
- B. The team manager immediately produces an exception plan to replace the current plan.
- C. The team manager immediately reports the issue to the project manager.
- D. The team manager raises a risk that the deadline may be missed.

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End of the additional information.

ABC Company produces a corporate business plan which includes the targets for the next 12 months. For the Health and Safety Training Project, a

feasibility study was carried out and, as a result, the expected sales were included in this plan. During the 'starting up a project' process, the executive advised the project manager that the corporate business plan provides sufficient justification to initiate the project.

Is this a correct application of the 'continued business justification' principle, and why?

- A. Yes, because the executive is responsible for the project's continued business justification.
- B. Yes, because the business justification needs to be recorded and approved in some form.
- C. No, because the feasibility study provides sufficient business justification for the project.
- D. No, because business justification is not required until the 'initiating a project' process.

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The government agency held a seminar for training organizations to discuss the approach to accreditation for new health and safety courses. The project manager attended on behalf of ABC Company. Other training organizations described delays that had occurred when accrediting course

material in the past. As a result, the project manager has produced a report recommending ways to improve the 'classroom-based training materials' to avoid such delays.

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

- A. Yes, because it ensures that risks to accreditation are recorded effectively.
- B. Yes, because opportunities to improve should be recorded and acted upon.
- C. No, because competitors' experiences are not relevant to ABC projects.
- D. No, because this is an example of improved business justification.

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The Training Delivery Manager was identified as the senior user. However, before the project begins, this manager goes on long-term sick leave. The executive says that they do not need to replace the role of senior user on the project board. Is this an appropriate application of the 'defined roles and responsibilities' principle, and why?

- A. Yes, because the executive can ensure that the investment provides value for money.
- B. Yes, because having two out of three of the stakeholder interests represented on the project board is enough.
- C. No, because trainers need to be represented on the project board to ensure the outcomes meet the trainers' needs.
- D. No, because the resources and expertise required by the project may be internal or external.

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The Health and Safety Training Project has been divided into four stages. The executive considers this project to be a compulsory project and has

advised the project manager that it is not necessary to produce the project initiation documentation. This would mean that the project would consist of three delivery stages.

How well does this apply the 'manage by stages' principle?

- A. It applies it well, because the project management method should be tailored to the project.
- B. It applies it well, because the justification for delivering the project is already understood.
- C. It applies it poorly, because the stages should be shorter to provide more control to the project board.
- D. It applies it poorly, because solid foundations should be established for every project.

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A new Training Delivery Manager is being recruited to replace the current manager in six month's time. The new Training Delivery Manager will need to review the 'classroom-based training materials' before they are finalized. As a result, the Chief Executive Officer (CEO), who is not part of

the project management team, has stated that the project's duration should be at least seven months. Any deviations from this timescale must be escalated to the CEO.

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

- A. Yes, because a project time constraint should be set to meet ABC Company's business objectives.
- B. Yes, because the CEO should be responsible for resolving exceptions throughout the project.
- C. No, because the executive should set time tolerances for the Health and Safety Training Project.
- D. No, because completing the project earlier than expected should not be reported as an exception.

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During the initiation stage, the project manager aligns the project's risk management approach to ABC Company's risk management policy. As a result, the project will use two risk registers, one for ABC Company's risks and one for external supplier risks.

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

- A. Yes, because the risk management approach should comply with the supplier's needs.
- B. Yes, because project controls should take the project's environment into account.
- C. No, because all three stakeholder interests need to be represented effectively on the project.
- D. No, because a single risk register should be used to record risks to the project.

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ABC Company's centre of excellence (COE) has asked the project manager for the Health and Safety Training Project to trial a new standard

course development model using an agile approach. The model recommends several shorter management stages, running in parallel, to enable more feedback and faster delivery to the market with reduced risk.

Is this an appropriate recommendation, and why?

- A. Yes, because shorter stages bring greater project board control to reduce risk
- B. Yes, because delivery steps and management stages can occur at different times
- C. No, because management stages should be sequential to allow commitment of resources
- D. No, because delivery steps and management stages need to be aligned

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The Health and Safety Training Project is following ABC Company's standard course development model. This model is updated regularly by the

company's centre of excellence based on feedback from projects at key stages throughout the project lifecycle. During the 'starting up a project' process, the centre of excellence provided the Health and Safety Training project manager with the latest version of the model.

Which principle is being applied, and why?

- A. 'Manage by stages', because the course development model is updated by the centre of excellence at key stages
- B. 'Manage by stages', because the 'starting up a project' process is a key input to the initiation stage
- C. 'Learn from experience', because the Health and Safety Training project manager should communicate lessons to cause change
- D. 'Learn from experience', because lessons from previous similar projects are applied throughout the standard course development model

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End of the additional information.

The Finance Director has been appointed as the executive of the Health and Safety Training Project. She likes to be involved personally in all

projects and authorize all large contracts. She has therefore asked the project manager to provide daily updates on project progress so that she can make decisions throughout each stage.

Is this an appropriate action, and why?

- A. Yes, because the executive should be senior enough within the corporate organization to make funding decisions
- B. Yes, because the executive should be available to make decisions and provide direction to the project manager
- C. No, because the executive should maintain credibility within the corporate organization by operating at the project board level
- D. No, because the executive should give the project manager enough space to manage the project day-to-day

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MANAGING A STAGE BOUNDARY -

At the end of stage 3, the pilot courses have been planned and this work revealed that sales of the health and safety training course were

expected to be higher than originally expected. Therefore, the project manager revised the sales forecast for the course. This revised forecast needs to be both reviewed and approved.

Who should review this forecast after it has been updated as part of the 'update the business case' activity?

- A. ABC Company's board of directors including the Chief Executive Officer
- B. The Business Development Director who is the executive
- C. The Operations Director who is the senior user
- D. The team manager for the 'delivered pilot courses' work package

DRAG DROP -

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PLANS -

The project manager is preparing the stage 3 plan and has asked the team manager for the 'amended course booking procedures' work package to prepare the team plan at the same time.

Here are three actions that will need to be carried out when preparing these plans.

Which role (A-F) should be responsible for each action?

Choose only ONE role for each action. Each role can be used once, more than once, or not at all.

Provide assistance with using the planning software package when the plan for the 'amended course booking procedures' is being prepared

Executive

Provide an expert from the Sales Team to identify the impact that the 'amended course booking procedures' will have on sales staff

Senior user

Timetable the tasks to deliver the 'amended course booking procedures' and allocate them to specific individuals

Project manager

Team manager

Project assurance

Project support

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When planning the project during the initiation stage, the project manager recommended that there should be a stage boundary before starting

work on the e-learning course. This would allow the project board to approve the 'accredited classroom-based course', and understand its impact on the sales before work on the e-learning course begins.

Which reason explains why this is a good application of the 'manage by stages' principle?

- A. Every PRINCE2 project must have at least two management stages, including the initiation stage
- B. Stage boundaries are decision points allowing the opportunity for the project's viability to be assessed
- C. The project needs to be properly initiated before work starts on delivery of the e-learning course
- D. The project manager should be able to manage the project on a day-to-day basis during the project

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The Health and Safety Training Project is following ABC Company's standard course development model. This model requires that the project

initiation documentation (PID) should include an additional section that shows how different learning styles will be accommodated in the classroom-based and e-learning courses. The executive has agreed that this section should be included in this project's PID.

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

- A. Yes, because management products should be tailored to ensure PRINCE2 is used appropriately
- B. Yes, because the PID should describe how PRINCE2 has been tailored to meet the needs of a particular project
- C. No, because PRINCE2 management products can be combined or split, but should not include additional sections
- D. No, because the project manager and project board should make proactive choices about tailoring

DRAG DROP -

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INITIATING A PROJECT -

Here are three actions that are carried out as part of the 'initiating a project' process.

During which activity (A-F) should the action occur?

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

Review the following entry in the daily log: "a delay to the accreditation of the 'classroom-based training materials' could lead to a delay in the 'e-learning course' being delivered", and record it appropriately

Agree the tailoring requirements

Ensure that the information needs of existing ABC Company customers are understood and are met

Prepare the risk management approach

Decide that stage 2 will include the delivery of the 'accredited classroom-based course' and stage 3 will include 'accredited trainers'

Prepare the change control approach

Prepare the quality management approach

Prepare the communication management approach

Create the project plan

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During the 'accept a work package' activity, the team manager for the marketed courses' asked project assurance for advice on reviewers. The

team manager was unsure who from the sales team should be involved in reviewing the advertisements to ensure that they will deliver the required sales. The team manager then added the new reviewers and their responsibilities to the team plan.

Which theme is being applied by consulting project assurance?

- A. Business case
- B. Organization
- C. Quality
- D. Plans

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The 'e-learning course' is being delivered by an external consultancy. The consultancy completed work on the 'accredited e-learning course' during

stage 3. However, the 'delivered pilot courses' includes piloting of the e-learning course. As a result, the external consultancy is required to do further work as part of the 'finalized materials'.

When should the external consultancy close their project, and why?

- A. When ABC Company closes the Health and Safety Training Project, because ABC Company's project manager should recommend project closure
- B. When ABC Company closes the Health and Safety Training Project, because project closure should be planned by ABC Company's project manager
- C. When the 'finalized materials' have been approved, because the external consultancy's business case is separate from ABC Company's business case
- D. When the 'finalized materials' have been approved, because the external consultancy should complete its contractual activities before closing

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CHANGE -

A request for change has been raised to increase the number of advertisements published as part of the 'marketed courses' work package.

Here are three actions that will be carried out when managing this change.

In which management product (A-F) should they be recorded?

Choose only ONE management product for each action. Each product can be used once, more than once, or not at all.

Produce a report on the version numbers of all products, and their stage of development, within the 'marketed courses' work package	Change control approach
Identify that the agreed increase in the number of advertisements could lead to higher-than-expected sales of the health and safety training course, with additional trainers being required to meet that need	Configuration item record
Recommend that this change is approved, which will require a change to all products within the 'marketed courses' work package, and an increase in the cost of the work package, if it is approved	Issue register
	Issue report
	Risk register
	Product status account

Project Scenario – Health and Safety Training Project:

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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
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End of the Project scenario.

Additional Information:

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End of the additional information.

The 'e-learning course' is being delivered by an external consultancy. The team manager has advised the project manager that their plan is

confidential and will be displayed on their team board as a list of requirements. The project manager has requested that the team manager share a milestone plan with the project management team instead for them to view.

Is this an appropriate action, and why?

- A. Yes, because the project manager needs enough information to be able to monitor the plan
- B. Yes, because the contract should specify rights of inspection on the e-learning course being delivered
- C. No, because the supplier's plans are typically confidential as they include details of other clients' projects
- D. No, because team plans can be in any format to meet the team's needs, including being presented as a list on team boards

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PRINCIPLES -

The Health and Safety Training project is following ABC Company's standard course development model. The executive wants start the project as

quickly as possible to exploit the market opportunities offered by the new legislation. Therefore, the executive has advised the project manager that a project brief is not required, and that the project can proceed to the initiation stage.

Is this an appropriate action for the 'continued business justification' principle, and why?

- A. Yes, because the project is following the company's standard course development model
- B. Yes, because the recent government legislation means there is a market opportunity to exploit
- C. No, because every project needs some form of documented and approved business justification
- D. No, because compulsory projects that are driven by legislation must show that the chosen option is value for money

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The e-learning course is being delivered by an external consultancy. The consultancy wants to grow its e-learning business and use this project as an opportunity to demonstrate its skills in this area. They have asked ABC Company if they can publish a testimonial from ABC Company on their

website following successful completion of the Health and Safety Training Project. A representative from the external consultancy has been invited to act as senior supplier on the Health and Safety Training project board.

Is this an appropriate action for the 'defined roles and responsibilities' principle, and why?

- A. Yes, because the supplier interest needs to be represented on the Health and Safety Training project board
- B. Yes, because the supplier needs to demonstrate its skills in e-learning to grow its business
- C. No, because the supplier needs to demonstrate its skills in e-learning to grow its business
- D. No. because the supplier needs to publicize the success of the project on their website

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End of the additional information.

During stage 3 the project manager authorizes the work package for the 'marketed courses'. The project manager and internal marketing team manager agreed that the course should be marketed in a minimum of three trade magazines, and a maximum of five, by the end of stage 3.

Which principle is being applied, and why?

- A. 'Manage by exception', because the project manager should set tolerances for the scope of the products to be delivered
- B. 'Manage by exception', because the project manager should set tolerances for the quality of the products to be delivered
- C. 'Defined roles and responsibilities', because the internal marketing team need to understand what they need to deliver and when
- D. 'Defined roles and responsibilities', because suppliers can be either internal or external to ABC Company

DRAG DROP -

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End of the Project scenario.

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End of the additional information.

BUSINESS CASE -

The project product is the 'capability to provide health and safety training'. The benefits management approach needs to include activities post-project to ensure that the benefits are measured. The executive wants to focus on selling the new health and safety training course to other training companies.

Here are three items of information that will be included in the benefits management approach.

Under which heading (A-F) should they be recorded?

Choose only ONE heading for each item of information. Each heading can be used once, more than once, or not at all.

ABC Company does not currently sell any courses to other training companies as part of its operational business

The scope of the benefits management approach covering what benefits are to be managed and measured

Sales agents will need to be trained on the benefits of the health and safety training course and how it can help other training companies expand their business

Who is accountable for the expected benefits

Sales to other training companies will be calculated monthly from launch by identifying the number of contracts signed, and the number of health and safety training courses that have been sold

What management actions are required in order to ensure that the project outcomes are achieved

How to measure achievement of expected benefits, and when they can be measured

What resources are needed

Baseline measures from which the improvement will be calculated

DRAG DROP -

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RISK -

The following risk has been identified during a risk identification workshop:

"Because the project is reliant on the government agency accrediting the 'classroom-based training materials' before work can continue on the project, there is a risk that the accreditation will either be withheld or delayed, leading to a delay in the overall project with associated cost implications."

Here are three items of information that will be included in the risk register about this risk.

Under which heading (A-F) should they be recorded?

Choose only ONE heading for each item of information. Each heading can be used once, more than once, or not at all.

The accrediting agency will be involved throughout stage 2 by having ongoing discussions and releasing of early drafts to ensure a smooth accreditation	Probability, impact and expected value
The Business Development Director will be responsible for monitoring and reporting on the progress of accreditation and the impact this might have on costs	Proximity
This risk could occur in the last few weeks of stage 3	Risk response
	Risk status
	Risk owner
	Risk actionee

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End of the additional information.

Following discussions with the senior user, benefits tolerance in the business case has been set for the first year, with a minimum benefits

tolerance specified. The project manager is authorizing the work package for the 'marketed courses' which will need to generate sales, and has set this benefits tolerance within the work package.

Is this an appropriate action, and why?

- A. Yes, because the 'marketed courses' need to generate the sales to achieve the business case
- B. Yes, because it is the senior user that is accountable for specifying the benefits to be realized
- C. No, because benefits tolerance should only be set at the project-level within the business case
- D. No, because it is the senior user that should ensure that the expected benefits are realized

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End of the additional information.

STARTING UP A PROJECT -

Here are three decisions that have been made as part of the 'starting up a project' process.

During which activity (A-F) should the decision be made?

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

The 'e-learning course' will be delivered by a specialist external consultancy

Appoint the executive and project manager

The PID needs to be presented to ABC Company's board of directors for approval before the financial year end in four weeks' time

Capture previous lessons

The 'capability to deliver health and safety training' will include both an 'accredited classroom-based course' and an 'accredited e-learning course'

Design and appoint the project management team

Prepare the outline business case

Select the project approach and assemble the project brief

Plan the initiation management stage

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End of the additional information.

The Health and Safety Training Project is a critical project within a programme. Due to resource constraints within the programme, the programme manager has been appointed as both executive and project manager of the Health and Safety Training Project.

Is this an appropriate action, and why?

- A. Yes, because the programme manager can ensure that the project is aligned to the programme outcomes
- B. Yes, because the programme manager can be appointed as executive of the programme's projects
- C. No, because the programme manager's role should remain separate from that of the project's executive
- D. No, because the role of executive and project manager should remain separate for governance reasons

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End of the additional information.

During the 'initiating a project' process the Training Delivery Manager identified that there would be additional work in auditing the delivery of the classroom-based health and safety training course. This work will have to be carried out by existing staff members. The project manager recorded

this information as a dis-benefit in the benefits management approach and asked the Training Delivery Manager to capture the team's current workload.

Is this an appropriate action for the prepare the 'benefits management approach' activity, and why?

- A. Yes, because the baseline for the current workload needs to be captured in order to measure the dis-benefit
- B. Yes, because the Training Delivery Manager perceives the additional workload as a negative outcome
- C. No, because the additional workload is an additional cost that should be included in the business case
- D. No, because the additional workload is an issue that should be recorded in the issue register for resolution

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End of the additional information.

During the 'update the project plan' activity at the end of stage 3, the project manager identified that any delay in completing the 'delivered pilot

courses' could lead to a delay in the 'finalized materials'. The project manager noted this information in the daily log immediately, with a note to transfer it to the appropriate record when it was accessible.

Which theme is being applied?

- A. Plans
- B. Risk
- C. Change
- D. Progress

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End of the additional information.

The Health and Safety Training Project has been commissioned in response to recent government legislation relating to health and safety on

construction sites. While the legislation has been finalized, it will only become clear how the governments accrediting agency will interpret the legislation in key areas as they accredit the products and trainers.

How should the project manager respond to this situation when preparing the project product description, and why?

- A. By prioritizing the acceptance criteria, because it may not be possible to meet all acceptance criteria
- B. By prioritizing the acceptance criteria, because the acceptance criteria should form a list of measurable attributes
- C. By allowing the acceptance criteria to evolve, because the project manager should include information through change control when it is known
- D. By allowing the acceptance criteria to evolve, because the executive should approve the finalized project product description

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End of the additional information.

During stage 3 work on the 'planned pilot courses' is underway. The costs of the 'delivered pilot courses' have been re-estimated as part of this work. The costs are significantly higher than originally estimated.

Who should review how these costs will affect the business case, and why?

- A. Project assurance, because they should ensure continued alignment of the project with corporate standards
- B. Project assurance, because they should be involved in assessing the impact of changes on the business case
- C. Project support, because they should ensure that the business case is baselined and kept under change control
- D. Project support, because they should advise the project manager of any changes that will affect the business case

DRAG DROP -

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QUALITY -

The 'training venue specification' is a key product in the project. It includes the need to specify the size of training rooms. Here are three facts that need to be identified during activities of the 'quality' theme for the 'training venue specification'. During which activity (A-E) should these facts FIRST be identified?

Choose only ONE heading for each item of information. Each heading can be used once, more than once, or not at all.

The 'training venue specification' must define the maximum and minimum size of the training rooms	Planning quality
ABC Company's Corporate Quality Manager advised the executive that the corporate quality system requires an independent review of the test plans for the 'training venue specification'	Controlling quality
The 'training venue specification' has passed its quality review and is now approved by the Training Delivery Manager	Planning project assurance
	Understanding quality assurance
	Defining quality responsibilities

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During the initiation stage, ABC Company’s project manager contacted a specialist external consultancy and asked them to provide a quotation for

the 'e-learning course'. This triggered the 'starting up a project' process for the external consultancy. As a result, the consultancy's project manager responded to the request for proposal stating that the 'e-learning course' work package will be a simple project from their perspective. Is this an appropriate response to the request for a proposal by the external consultancy, and why?

- A. Yes, because the consultancy's project manager should be appointed during the 'starting up a project' process
- B. Yes, because the supplier's 'starting up a project' process should happen before the contract is agreed
- C. No, because the supplier's 'starting up a project' process should happen at the same time as the customer's pre-project activities
- D. No, because the 'starting up a project' process can be handled less formally in a simple project with acceptable risks

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End of the additional information.

During the 'execute a work package' activity, the team manager for the 'training venue specifications' needs to obtain sign off for completed products.

Who should review these sign off records within the 'execute a work package' activity?

- A. Executive
- B. Training Delivery Manager
- C. Project manager
- D. Project assurance

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End of the Project scenario.

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End of the additional information.

The project is now in the 'closing a project' process and the project manager is evaluating the project. The project manager has asked the team

manager for the 'delivered pilot courses' to identify how many errors were found in the 'accredited classroom-based training course' during the piloting of the course. In addition, the team manager of the 'finalized materials' was asked to state how many of these errors had been fixed. Which theme is being applied?

- A. Quality
- B. Progress
- C. Change
- D. Plans

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End of the additional information.

During the initiation stage the project management team have reviewed and updated the project product description. They have created a project plan, which separates the project into management stages.

Which reason explains why this is a good application of the 'focus on products' principle?

- A. The project manager needs to plan the work so the products can be delivered
- B. Products should be agreed collaboratively with the users to ensure user acceptance
- C. A project needs to be delivered management stage by management stage
- D. Projects should focus on what is going to be delivered including the acceptance criteria

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The e-learning course is being delivered by an external consultancy. The project manager has included a warranty period in the contract with the consultancy to ensure that any faults in the course can be fixed after the course is in operational use. This means that the work of the external

consultancy will continue post-project. The project manager has suggested that an additional step be added to the standard course development model to be used for future projects to accommodate this additional work after the project has closed.

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

- A. Yes, because the project management method used should be appropriate to the customer/supplier environment
- B. Yes, because the project controls should be appropriate to the complexity and risk of the project
- C. No, because the PRINCE2 project lifecycle should not include project work after the project has closed
- D. No, because the project should be following ABC Company's standard course development model

DRAG DROP -

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End of the additional information.

ORGANIZATION -

When preparing the communication management approach, the project manager considered how best to communicate with the internal marketing department. The marketing department is currently focused on promoting other existing ABC Company courses.

Here are three items of information that will be included in the communication management approach.

Under which heading (A-F) should they be recorded?

Choose only ONE heading for each item of information. Each heading can be used once, more than once, or not at all.

Regular demonstrations of the course will be used to engage the marketing department and keep them informed of updates to the course content

Tools and techniques

The marketing department is currently focused on promoting ABC Company's current range of courses

Records

Feedback from the demonstrations of the course content will be captured in the lessons log

Reporting

Timing of communication activities

Roles and responsibilities

Stakeholder analysis

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End of the additional information.

ABC Company's development team are using an agile delivery approach to produce the 'classroom-based training materials'. They have asked if

their existing product owner can also act as team manager for their work package, although the team will continue to organize its own work within delegated limits of authority. The project manager has agreed to this request.

Is this an appropriate action, and why?

- A. Yes, because the product owner can also act as team manager while allowing the team to self-organize
- B. Yes, because agile teams need to be empowered by the use of management by exception
- C. No, because the team manager is responsible for managing the work of project team members
- D. No, because the product owner should represent the wider view of the customer in cross-functional projects

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End of the additional information.

The e-learning course is being delivered by an external consultancy. The external consultancy has their own business case that justifies their involvement in the project. As a result, the project manager has refused to show the supplier any information related to ABC Company’s benefits.

This means that the external team manager has not seen any information relating to ABC Company's business justification for the project. Therefore, the external consultancy does not understand how the e-learning course contributes to the project's benefits.

Is this an appropriate action for the project manager to take, and why?

- A. Yes, because the supplier should have their own business case that justifies their involvement in the project, separate from the customer's business case
- B. Yes, because ABC Company should ensure that the project is viable from their perspective and the supplier should not be involved in this
- C. No, because the supplier needs to understand the link between the outputs they are producing and the project benefits
- D. No, because the expected benefits from the health and safety training course sales will benefit the customer, not the supplier

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The following risk description has been recorded in the risk register: "Because the 'delivered pilot courses' takes place during stage 4, there is a risk that some of the feedback from the pilot could contradict feedback received from other participants."

Is this an appropriate risk description, and why?

- A. Yes, because the risk effect on the project objectives is clear
- B. Yes, because the risk cause is clearly defined
- C. No, because the risk cause is an issue not a risk
- D. No, because the risk effect on the project objectives is unclear

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End of the additional information.

The 'e-learning course' is being delivered by an external consultancy. The testing of the e-learning has been completed by ABC Company’s testers

and some faults have been found that still need to be fixed. The team manager for the 'e-learning course' work package believes the faults can be fixed within existing work package tolerances and has raised a request for change with the project manager.

Is this an appropriate action, and why?

- A. Yes, because the testers have authority to request changes to the way the e-learning works
- B. Yes, because team managers should raise issues to the project manager for capture and analyse
- C. No, because the team manager should raise an off-specification for the faults, rather than a request for change
- D. No, because the faults can be fixed within existing work package tolerances and do not need to be recorded

Project Scenario – Health and Safety Training Project:

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End of the Project scenario.

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End of the additional information.

As part of the 'authorize a work package' activity, the project manager is preparing the work package for the marketing materials. The project

manager has asked the team manager for this work package to draft some specialist sections of the work package. The project manager and project assurance will review these sections before the work package is authorized.

Is this an appropriate action, and why?

- A. Yes, because project assurance is responsible for the work package being correctly authorized
- B. Yes, because the project manager is responsible for authorizing the work package even if its preparation is delegated
- C. No, because the project manager should produce the work package as part of the 'authorize a work package' activity
- D. No, because the team manager should approve the work package once authorized by the project manager

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CLOSING A PROJECT -

The project is in the 'closing a project' process and the pilot courses have been delivered. The project manager has updated the sales forecast for the health and safety training course based on the results from the 'delivered pilot courses'.

Who should approve the revised sales forecast?

- A. The executive
- B. The senior user
- C. The senior supplier
- D. ABC Company's board of directors including the Chief Executive Officer (CEO)

DRAG DROP -

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DIRECTING A PROJECT -

Here are three actions that are carried out as part of the 'directing a project' process.

During which activity (A-E) should the action occur?

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

Approve the request for a communications expert to help with the preparation of the communication management approach to ensure that ABC Company's existing customers are engaged throughout the project

Authorize initiation

Review whether the project delivered the 'capability to deliver health and safety training' within the cost and time tolerances originally specified in the PID

Authorize the project

Advise the project manager of a change in ABC Company's approach to course delivery that will affect the 'classroom-based training materials'

Authorize a stage or exception plan

Give ad-hoc direction

Authorize project closure

DRAG DROP -

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PROGRESS -

Stage 3 is nearly finished and the end stage report is being produced.

Here are three items of information that will be included in the end stage report for stage 3.

Under which heading (A-F) should they be recorded?

Choose only ONE heading for each item of information. Each heading can be used once, more than once, or not at all.

The 'marketing materials' and 'training venue specifications' work packages were completed within the time tolerances set for stage 3

Review of the business case

The 'e-learning course' will be demonstrated to users more regularly than the 'classroom-based training materials' were, to get earlier feedback

Review of the management stage objectives

The project manager is confident that the remaining accreditation activities will be completed in stage 4, without affecting any of the existing stage and project tolerances

Review of team performance

Lessons

Issues and risks

Forecast

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The following risk has been recorded in the risk register:

"Because the 'e-learning course' is based on the 'classroom-based training materials', there is a risk that the materials may not be suitable for an e-learning environment, which could lead to a significant rewrite of the materials, increasing cost and time."

The risk has a high probability and impact. An appropriate 'reduce' response has been approved that aims to develop the 'classroom-based training materials' so that they are more likely to be suitable for e-learning.

What is the NEXT step to ensure effective management of the risk, and why?

- A. Appoint a risk actionee on the team plan, because the risk response needs to be implemented when delivering the work package
- B. Appoint a risk actionee on the team plan, because risk responses should balance the cost of the response against the impact of the risk occurring
- C. Monitor the risk on the risk register, because the risk owner should be responsible for monitoring and controlling the risk
- D. Monitor the risk on the risk register, because the team manager should report on risks via checkpoint reports

DRAG DROP -

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CONTROLLING A STAGE -

The project is now in stage 2 and work on the 'training venue specifications' work package is underway. This work package includes a phased handover of any completed products to the Training Delivery Manager. The work is running behind schedule and over budget.

Here are three actions that are carried out as part of the 'controlling a stage' process.

During which activity (A-F) should the action occur?

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

Consult the communications management approach and advise the Operations Director how work on the 'training venue specifications' and other stage 2 products is progressing	Authorize a work package
Agree to increase the budget and cost tolerance in the 'training venue specifications' work package so that the team can continue work	Review work package status
Hand over approved products within the 'training venue specifications' work package to the Training Delivery Manager who will keep these products up to date	Receive completed work package
	Review management stage status
	Report highlights
	Capture and examine issues and risks

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End of the additional information.

The 'training venue specifications' work package is now complete. All products have been approved by the Training Delivery Manager, as specified. The work package noted that the Training Delivery Manager should be sent the completed products. Therefore, the team manager sent the

products to the Training Delivery Manager without notifying the project manager, and updated the team plan to reflect that the work package has been delivered and no further work is required.

Has the team manager completed the required actions for the 'deliver a work package' activity, and why?

- A. Yes, because the team manager followed the procedure for completed products defined in the work package
- B. Yes, because the Training Delivery Manager was the named approver in the product descriptions
- C. No, because the team manager should update the configuration item records before the work package is complete
- D. No, because the project manager should be notified in order to update the configuration item records

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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.

During stage 3 the 'amended course booking procedures' are being delivered using an agile delivery approach. The work package has a fixed time and cost. There are three sprints during the stage and the prioritized products will be handed over in a phased manner throughout the stage. As

part of the 'report management stage end' activity, the project manager identified some follow-on action recommendations relating to the maintenance of the booking procedures that had been handed over.

Is this an appropriate action, why?

- A. Yes, because time and cost are fixed therefore scope should be prioritized and flexed
- B. Yes, because the users have taken on ongoing ownership of the products handed over
- C. No, because the project manager should ensure that all planned products have been created
- D. No, because the user acceptance should have been obtained at the end of each of the sprints

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End of the Project scenario.

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End of the additional information.

The Health and Safety Training Project is part of a programme within ABC Company to move into legislative training courses. The programme has specified that it wants members of the programme office to participate in the pilot of the health and safety training course in the capacity of

project assurance. The executive of the Health and Safety Training Project has rejected the request for the programme office to be involved in the pilot as they have appointed their own project assurance to provide advice. This has been documented in the quality management approach. Is this an appropriate action by the executive, and why?

- A. Yes, because the executive's project assurance should advise how to implement the quality management approach
- B. Yes, because it is the executive's responsibility to approve the quality management approach
- C. No, because the quality management approach should be tailored to suit each project's environment
- D. No, because the quality management approach should be influenced by the programme's approach and needs

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ABC Company has set an overall budget for the Health and Safety Training Project. During stage 3, there was a delay in delivering the 'e-learning course' by the external consultancy and the cost and time tolerance for the work package was exceeded. This led to additional costs in running

the 'planned pilot courses'. Therefore, the project cost will exceed the agreed overall project budget, so the project board requested additional funding from ABC Company's board of directors.

Is this an appropriate action, and why?

- A. Yes, because project cost tolerances are forecast to exceed the limits set out by corporate management
- B. Yes, because the delay to the 'e-learning course' has caused the work package time tolerances to be exceeded
- C. No, because the external supplier should fund the overspend on the 'planned pilot courses' work package
- D. No, because the project board should request an exception plan and reset the tolerances for the remainder of the project

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During the initiation stage, the executive decided to appoint a change authority because a large number of small changes were expected. The

executive wanted to restrict the cost of any single change that the change authority will be allowed to authorize. As a result, the change authority will only be allowed to authorize requests for change that require no more than 2 days of effort with the associated cost.

Is this an appropriate action, and why?

- A. Yes, because there are typically limits for any single change applied within the change budget
- B. Yes, because the change budget should be agreed when setting up the project controls
- C. No, because it is the project board that is responsible for approving requests for change
- D. No, because cost tolerance should be used to fund work that costs a small amount more than expected

DRAG DROP -

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BUSINESS CASE -

Here are three statements from the business case for the Health and Safety Project.

Under which heading in the business case (A-F) should they be recorded?

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

New legislation relating to health and safety improvements on construction sites has been published.

The Finance Director will release the project funds.

ABC's revenue will increase by 5%.

Reasons

Business options

Expected benefits

Expected dis-benefits

Timescale

Costs

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The executive has asked the project manager to plan for the 'e-learning course' to be used as soon as it is accredited. The aim is to start selling

the 'e-learning course' while the remainder of the outputs relating to classroom-based delivery are finished. The sales of the 'e-learning course' will be entered into the business case.

Why is the executive's decision to deliver the benefits early appropriate for managing the business case?

- A. Because organizations with mature project management often include the early justification for the project in the business case.
- B. Because the outputs being delivered incrementally will be beneficial and will allow the business case to be justified.
- C. Because one of the PRINCE2 principles is that a project should focus on products to deliver the outputs early.
- D. Because the business case should be updated after every increment of the 'e-learning course'.

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During stage 3, the project scope was extended to include a practice test for learners to take during the training course. The cost of this test will be included in the cost of the course.

The change to project scope was approved and the cost of £2,500 was paid for from the change budget. The project manager documented an increase of £2,500 in the project budget in the business case.

Is this an appropriate action, and why?

- A. Yes, because the justification for the project should be recalculated based on the revised project budget.
- B. Yes, because the project manager determines which costs need to be updated at the end of each stage
- C. No, because the use of the change budget means that the project budget does not need to be increased.
- D. No, because changes to operational costs post-project should have been included in the business case.

DRAG DROP -

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ORGANIZATION -

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

Here are three individuals who work for ABC Company.

Which project management team role (A-F) would be the most appropriate for each individual?

Choose only one role for each individual. Each role can be used ONCE, or not at all.

Training Delivery Manager.	Executive
Corporate Document Manager.	Delegated business assurance
Operations Director.	Senior supplier
	Delegated supplier assurance
	Delegated user assurance
	Project support

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End of the additional information.

The project is part of a program to develop more training courses that respond to new legislation. The project manager has requested that project support be made available from the program. As a result, the executive has confirmed that this will be carried out by the program office.

Is this appropriate, and why?

- A. Yes, because the program office should provide support to projects, if requested.
- B. Yes, because the project support role is not optional and must be provided.
- C. No, because the project manager should take on project support responsibilities.
- D. No, because program and project team structures need to be separate.

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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:

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End of the Project scenario.

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End of the additional information.

As a result of experiences on previous projects, a change authority has been established for the Health and Safety Training Project. A key client for the training materials has a representative on the project board.

Should their interests be represented within the change authority for the project, and why?

- A. Yes, because this will give them a better understanding of the training materials.
- B. Yes, because a change authority should consider external stakeholder needs.
- C. No, because the change authority should be internal to the ABC organization.
- D. No, because their project board member will be able to agree any required changes.

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At the end of stage 2, an external consultant responsible for developing the 'e-learning course', was appointed to the project board as a senior

supplier. The stage 3 plan identifies the consultant as a reviewer of the 'e-learning course'. When preparing for a quality review of the 'e-learning course', the consultant found 15 possible errors. The consultant then documented these possible errors in the quality register.

Is this an appropriate activity when preparing for a quality review, and why?

- A. Yes, because each team manager should update the quality register as quality review activities are completed.
- B. Yes, because the quality reviewers should update the quality register as quality review activities are completed.
- C. No, because possible errors that are found when preparing for a quality review should be documented on a question list.
- D. No, because the senior supplier should not be identified as a reviewer as part of the quality review technique.

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End of the additional information.

ABC has experience of delivering training projects that respond to new legislation. Previous projects have had to change the acceptance criteria, due to further updates being made to legislation during the project.

What action should be taken to address this, and why?

- A. Agree and prioritize the acceptance criteria during the initiation stage, because these criteria will be used to determine if the project can be closed.
- B. Agree and prioritize the acceptance criteria during the initiation stage, because they can be amended through change control, if needed.
- C. Set the quality tolerances for the acceptance criteria in the product descriptions, because this would allow for additional changes in legislation.
- D. Set the quality tolerances for the acceptance criteria in the product descriptions, because quality tolerances define the acceptable range.

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End of the additional information.

During the 'create the project plan' activity as part of the initiation stage, the project manager identifies several threats to the project timescales.

These threats relate to stage 3 products. Therefore, the project manager decides to wait until the end of stage 2 to assess the risks to the project plan.

Is this an appropriate application of the plans theme, and why?

- A. Yes, because detailed planning of stage 3 should take place after completion of the stage 2 products.
- B. Yes, because risk planning should take place in the stage plan before the risks occur, not in the project plan.
- C. No, because the risks inherent in the project plan should be assessed, and the plan modified to manage them.
- D. No, because the risk actions to manage project-level threats should be recorded in the risk register.

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End of the additional information.

A change authority has been appointed for the project. During the development of the 'classroom-based training material', a large number of

changes were proposed to the design of the 'e-learning course'. Therefore, the change authority has decided to use the Moscow technique to prioritize changes based on the impact they will have on completing each stage on time.

Is this an appropriate application of the Moscow technique, and why?

- A. Yes, because it should be used to prioritize change based on the estimated impact on time.
- B. Yes, because it is a prioritization technique that should be used to prioritize a product's quality criteria.
- C. No, because it should define scope tolerances, supporting the management by exception principle.
- D. No, because it should be used to prioritize change based on the project's business justification.

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End of the additional information.

During previous projects, stakeholders became confused when using a number of separate project registers. Therefore, when preparing the risk

management approach, the project manager created a risk register template and added it to an integrated project register. This register is a spreadsheet that includes project assumptions, issues, dependencies, and now risks, on separate pages.

Is this appropriate for a risk register, and why?

- A. Yes, because the project registers should be tailored to meet the needs of the organization.
- B. Yes, because risks are often identified as a result of issues being raised.
- C. No, because an integrated project register should include the quality register as well.
- D. No, because assumptions and dependencies are sources of risk.

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The project is using PRINCE2’s recommended risk management procedure. In the ‘identify’ step, a risk was recorded in the risk register: “If the ‘accredited classroom-based course’ is delayed, there is a threat that work on the ‘e-learning course’ will be delayed, resulting in the ‘accredited e-learning course’ not being ready for the ‘pilot courses’.”

In the 'implement' step, a risk response was decided: "Work will start incrementally on the 'e-learning course' whenever a part of the 'classroom-based training materials' gains accreditation".

Is this appropriate, and why?

- A. Yes, because delivering incrementally will reduce the impact of the threat.
- B. Yes, because a risk response needs to be implemented for this major threat.
- C. No, because risks responses should be identified as part of the 'plan' step.
- D. No, because a risk action should be allocated to implement a response.

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PRINCIPLES -

The Health and Safety Training Project is in the 'starting up a project' process. An agile delivery approach will be used by the specialist external consultancy, so the executive has decided that it is not necessary for the project board to review progress against the business case throughout the projects lifetime.

Is this an appropriate application of the 'continued business justification' principle, and why?

- A. Yes, because the agile approach will ensure that the project's outcomes are achieved
- B. Yes, because the specialist external consultancy is responsible for delivering the outcomes
- C. No, because the project should define how and when the outcomes will be reassessed
- D. No, because the Operations Director is responsible for the delivery of all the training outcomes

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During the delivery of the initial pilot course, an issue was raised about the technology defined in the ‘training venue specifications’. During project

closure, the project manager confirmed that the issue was recorded in the issue log and an entry in the daily log recorded how it had been resolved for the remaining pilot courses. The project manager then produced a related lessons report.

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

- A. Yes, because a lessons report must be produced as part of the 'closing a project' process
- B. Yes, because a lessons report is used to support the lessons log if more information is required
- C. No, because the issue was resolved and the remaining pilot courses were not impacted
- D. No, because a lessons report should have been produced as soon as the issue was resolved

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End of the additional information.

The executive has proposed that the Central Services Director should take the senior user role on the project board.

Is this appropriate, and why?

- A. Yes, because the senior user is responsible for the quality of project products
- B. Yes, because it is beneficial for the senior user to have experience in leading projects
- C. No, because it should be the Corporate Quality Manager as they manage the quality department
- D. No, because the senior user should represent the users who will use the project products

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End of the additional information.

When reviewing the draft project plans, the executive has identified that it will be necessary to receive corporate investment approval during stage

3. The executive has asked the project manager to split stage 3 into two management stages (3A and 3B), with the key investment decision taking place at the end of stage 3A.

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

- A. Yes, because shorter management stages reduce the burden on senior management
- B. Yes, because the key investment decision will now be linked to a project control point
- C. No, because the length of management stages should be based on product delivery
- D. No, because splitting stage 3 into two stages will increase the complexity of the project

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End of the additional information.

ABC Company’s corporate management has decided that the Health and Safety Training Project must achieve within -2% or +10% of the predicted sales defined in the business case for the training course.

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

- A. Yes, because the predicted benefits should be updated when the business case is reviewed
- B. Yes, because it is appropriate for corporate management to set overall project tolerances
- C. No, because the benefit tolerance should be based upon realized benefits, not estimated benefits
- D. No, because tolerances should be based on cost time and quality, rather than benefits

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The project board has appointed a change authority. The change authority has been given responsibility for reviewing, rejecting or approving all requests for change within delegated limits.

Which principle does the appointment of a change authority enable, and why?

- A. 'Focus on products', because it ensures that all changes are agreed in terms of how they will impact the business justification for the project
- B. 'Focus on products', because it will ensure that authority is delegated management stage by management stage to the change authority
- C. 'Manage by exception', because it ensures that the project only carries out work that directly contributes to the delivery of a product
- D. 'Manage by exception', because it uses an assurance mechanism so that the project board can be confident controls are effective

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ABC Company's Sales Director proposed entering an alliance with other training companies to develop the 'capability to provide health and safety

training' as a joint enterprise and this has now been agreed. The executive is concerned about effective governance and has asked that consideration be given to adopting programme management because of the complicated relationships between the consortium partners. Is programme management governance appropriate, and why?

- A. Yes, because programme management governance can help to achieve a consensus
- B. Yes, because programme management should be adopted in multi-organizational contexts
- C. No, because 'the capability to provide health and safety training' is a project deliverable
- D. No, because each training company can be represented on the project board

DRAG DROP -

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BUSINESS CASE -

Here are three responsibilities relating to the 'business case' theme.

Which role (A-F) is suitable for each responsibility?

Choose only ONE role for each responsibility. Each role can be used once, more than once, or not at all.

Document the resources required to meet the executive's requirements for the management of benefits

Ensure that the 'capability to provide health and safety training' is the correctly specified project outcome

Be accountable for the benefits management approach after the 'capability to provide health and safety training' has been delivered

Corporate, programme management or the customer

Executive

Senior user

Senior supplier

Project manager

Team manager

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End of the additional information.

The project manager was preparing the business case during stage 1. The Sales Director asked the project manager to include the following key

message to other training companies in the business case:

“The ‘e-learning course’ has been fully accredited by the government agency so you can sell it to your clients with confidence.”

How well does this action apply the ‘business case’ theme, and why?

- A. It applies it well because the other training companies are likely to have a significant influence on the project's success
- B. It applies it well because the Sales Director needs to be communicated this key sales message to other training companies
- C. It applies it poorly, because stakeholders are groups or individuals who will be affected by the project's outputs
- D. It applies it poorly because stakeholder messages should be included in the communication management approach

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The e-learning course will be developed by a specialist external consultancy. The materials for classroom-based training will be delivered by ABC Company’s development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.

The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.

The ABC Company standard development model for new courses recommends the following stages:

Stage 1	Initiation stage
Stage 2	Classroom-based training materials Marketing materials Training venue specifications Accredited classroom-based course
Stage 3	E-learning course Amended course booking procedures Marketed courses Planned pilot courses Updated corporate quality procedures Accredited e-learning course Accredited trainers
Stage 4	Delivered pilot courses Finalized materials Project product: Capability to provide health and safety training

End of the Project scenario.

Additional Information:

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

The Finance Director is also a founder member of ABC Company and is responsible for authorizing budgets for the Operations and Development Teams. She authorizes all large contracts personally.

The Purchasing Manager reports to the Finance Director and is responsible for managing and monitoring supplier contracts.

The Operations Director is responsible for the delivery of all training and for the training development budget. His department organizes courses, venues and trainers. They work with the Product and the Sales teams to provide a comprehensive training schedule. ABC Company’s IT manager reports to the Operations Director.

The Business Development Director has recently been appointed to identify new training needs and propose new products. She will work with the Operations Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.

The Training Development Manager reports to the Business Development Director and is responsible for developing training materials and gaining accreditation, in accordance with the standard course development model. Course developers in his team have skills in a range of development technologies and are allocated to projects as needed.

The Training Delivery Manager, who reports to the Operations Director, is responsible for ensuring that internal and external trainers deliver ABC Company training courses to the required standard. He also checks course materials to ensure they are fit for purpose and of the required quality.

The Central Services Director has responsibility for corporate communications, facilities management and configuration management. He recently led a project to consolidate all company quality systems into one quality management system and set up a corporate quality department, now managed by the Corporate Quality Manager.

The Corporate Document Manager reports to the Central Services Director. She helped establish the company’s document management system and now operates it across the business. She manages a team of administrators and contracts staff when workload is high.

The Sales Director joined ABC Company two months ago and is keen to establish himself by suggesting new markets for the courses and material. All account managers and the marketing team report to him. They promote existing training courses to other training companies and existing customers.

End of the additional information.

The executive has confirmed that ABC Company’s annual business plan includes the benefits that the Health and Safety Training Project is

expected to deliver. The executive has therefore advised the project manager that this provides sufficient business justification for the project during the 'starting up a project' process. As a result, the project manager will not need to produce an outline business case.

Is this an appropriate application of the 'business case' theme, and why?

- A. Yes, because the executive is accountable for the business case for the duration of the project
- B. Yes, because a business case can be developed when the scope of the project has been more fully defined
- C. No, because a separate formal business case should be produced to justify every project
- D. No, because the principle of 'continued business justification' should be applied to every project

DRAG DROP -

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End of the additional information.

ORGANIZATION -

Here are three statements relating to management decisions that have been made.

Which level of management (A-E) would have made each decision?

Choose only ONE level for each responsibility. Each level can be used once, more than once, or not at all.

The 'capability to provide health and safety training' must be delivered within +/-10% of the project budget

The number of days planned for the 'initiation stage' has been increased by 5 days therefore an exception plan is not required

There should be no less than three and no more than four 'accredited trainers' delivered by the relevant work package

Corporate, programme management or the customer

Directing

Managing

Delivering

Assurance

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End of the additional information.

The Training Development Manager is the senior supplier. Towards the end of stage 3, the Training Development Manager selected a course