DUMPSGATE

## No of Questions: 282

### Question: 1

Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver "capability to provide health and safety training", including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.
The e-learning course will be developed by a specialist external consultancy. The materials for classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.
The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.
The ABC Company standard development model for new courses recommends the following stages:

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| Stage 4 | Delivered pilot courses<br>Finalized materials<br>Project product: Capability to provide health and safety training |

End of the Project scenario.

Additional Information:

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

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

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

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

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

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

The Training Delivery Manager, who reports to the Operations Director, is responsible for ensuring that internal and external trainers deliver ABC Company training courses to the

required standard. He also checks course materials to ensure they are fit for purpose and of the required quality.
The Central Services Director has responsibility for corporate communications, facilities management and configuration management. He recently led a project to consolidate all company quality systems into one quality management system and set up a corporate quality department, now managed by the Corporate Quality Manager.
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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.
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.

**Answer: B**

## Question: 2

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End of the Project scenario.

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End of the additional information.
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.

**Answer: C**

## Question: 3

Project Scenario – Health and Safety Training Project:
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End of the additional information.
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.

**Answer: A**

## Question: 4

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.
MANAGING A STAGE BOUNDARY
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.

**Answer: A**

## Question: 5

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End of the additional information.
Towards the end of stage 2, the stage 3 plan is being prepared. This includes the work required to promote the new courses to other training companies. In addition to the current ways of marketing the courses, the Sales Director wants to advertise in trade magazines. The likely costs involved and the opportunities it may bring have been identified.
As part of the 'update the project plan' activity, what should the project manager be responsible for?

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

**Answer: A**

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End of the Project scenario.

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

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

**Answer: A**

## Question: 7

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End of the additional information.
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.

**Answer: D**

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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 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.

**Answer: B**

## Question: 9

Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver "capability to provide health and safety training", including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.

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

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

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

| | |
|---|---|
| Stage 1 | Initiation stage |
| Stage 2 | Classroom-based training materials<br>Marketing materials<br>Training venue specifications<br>Accredited classroom-based course |
| Stage 3 | E-learning course<br>Amended course booking procedures<br>Marketed courses<br>Planned pilot courses<br>Updated corporate quality procedures<br>Accredited e-learning course<br>Accredited trainers |
| Stage 4 | Delivered pilot courses<br>Finalized materials<br>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.

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the Product and the Sales teams to provide a comprehensive training schedule. ABC Company's IT manager reports to the Operations Director.
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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.
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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.
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.

**Answer: C**

## Question: 10

Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver "capability to provide health and safety training", including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.
The e-learning course will be developed by a specialist external consultancy. The materials for classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.
The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.
The ABC Company standard development model for new courses recommends the following stages:

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| Stage 3 | E-learning course<br>Amended course booking procedures<br>Marketed courses<br>Planned pilot courses<br>Updated corporate quality procedures<br>Accredited e-learning course<br>Accredited trainers |
| Stage 4 | Delivered pilot courses<br>Finalized materials<br>Project product: Capability to provide health and safety training |

End of the Project scenario.
Additional Information:

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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.
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.

**Answer: D**

## Question: 11

DRAG DROP
Project Scenario – Health and Safety Training Project:
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| Stage 4 | Delivered pilot courses<br>Finalized materials<br>Project product: Capability to provide health and safety training |

End of the Project scenario.

Additional Information:

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End of the additional information.

DIRECTING A PROJECT

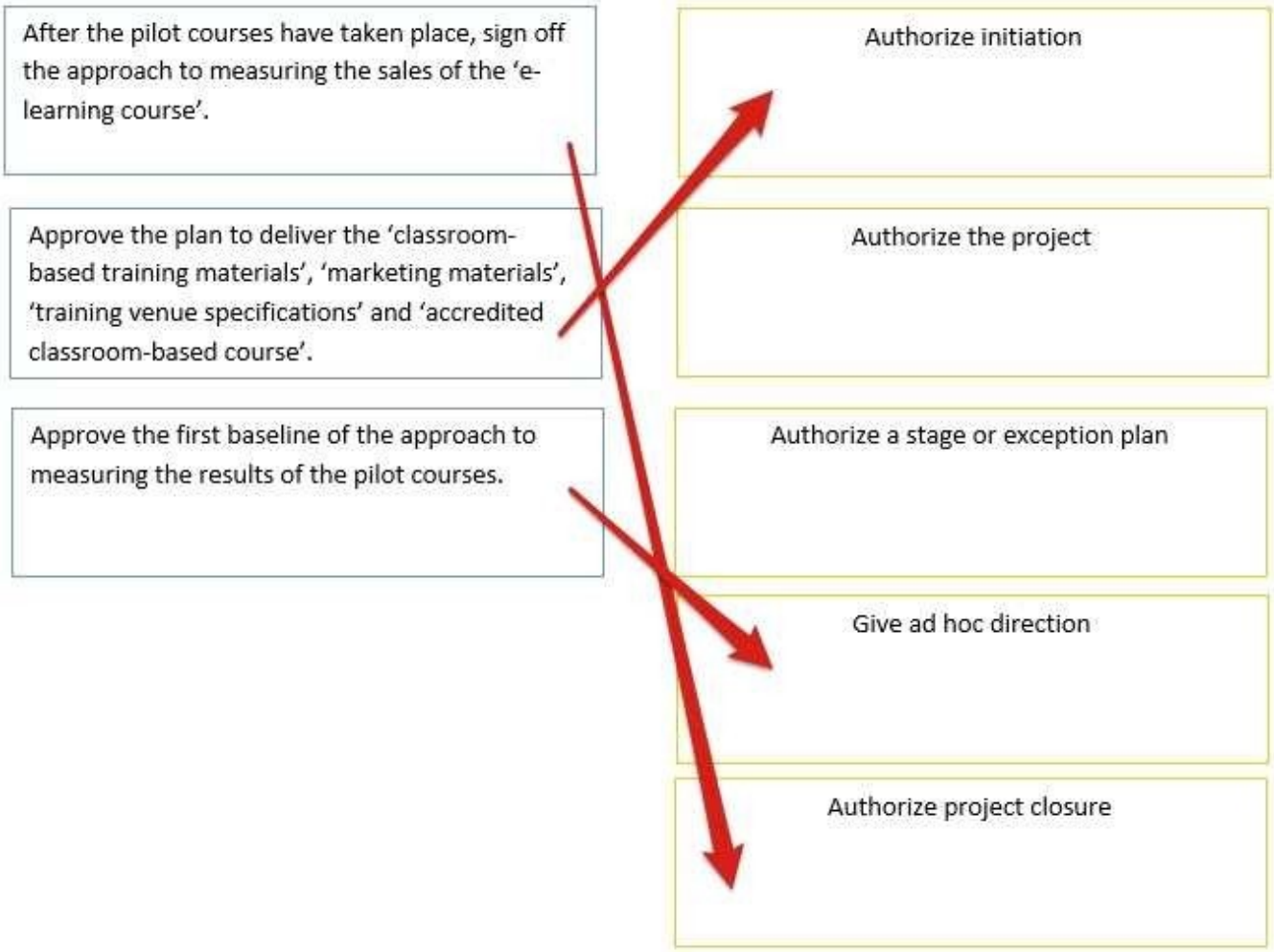
Here are three actions that are carried out as part of the 'directing a project' process.

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 | |

**Answer:**




## Question: 12

DRAG DROP

Project Scenario – Health and Safety Training Project:

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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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| Stage 3 | E-learning course<br>Amended course booking procedures<br>Marketed courses<br>Planned pilot courses<br>Updated corporate quality procedures<br>Accredited e-learning course<br>Accredited trainers |
| Stage 4 | Delivered pilot courses<br>Finalized materials<br>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.

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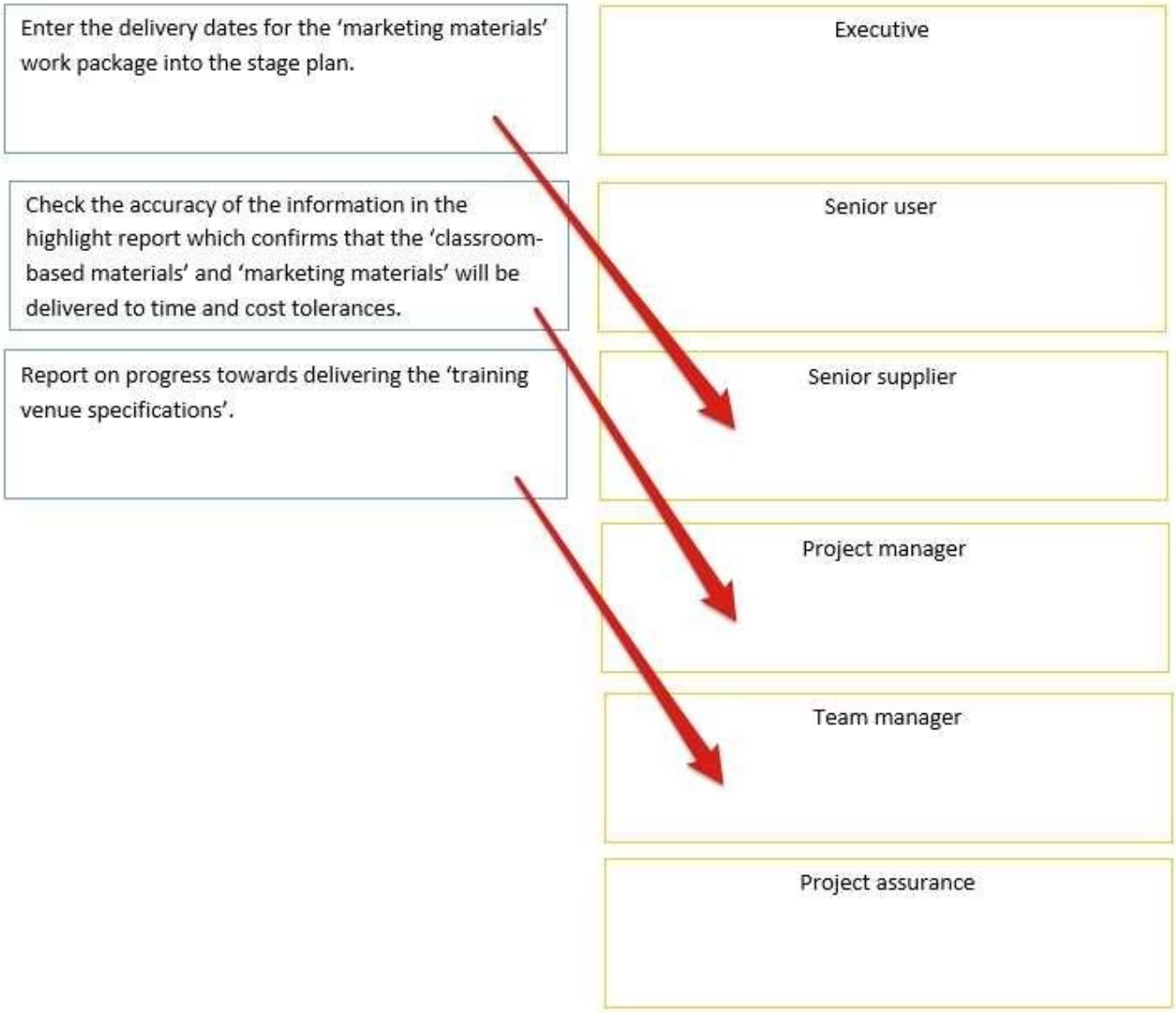
End of the additional information.

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 | |

**Answer:**




## Question: 13

Project Scenario – Health and Safety Training Project:

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| Stage 3 | E-learning course<br>Amended course booking procedures<br>Marketed courses<br>Planned pilot courses<br>Updated corporate quality procedures<br>Accredited e-learning course<br>Accredited trainers |
| Stage 4 | Delivered pilot courses<br>Finalized materials<br>Project product: Capability to provide health and safety training |

End of the Project scenario.

Additional Information:

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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.
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.

**Answer: B**

## Question: 14

Project Scenario – Health and Safety Training Project:
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training materials and deliver courses to customers.

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| Stage 4 | Delivered pilot courses<br>Finalized materials<br>Project product: Capability to provide health and safety training |

End of the Project scenario.

Additional Information:

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End of the additional information.
MANAGING PRODUCT DELIVERY
The team manager for the production of the 'marketing materials' has identified that they will not be ready within the timescale agreed in the work package. The team manager has sufficient tolerance to take corrective action. As a result, additional resources have been assigned to this work package.
Which theme is being applied?

A. Risk
B. Organization

C. Progress
D. Change

**Answer: A**

## Question: 15

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.
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.

**Answer: A**

## Question: 16

DRAG DROP
Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver "capability to provide health and safety training", including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.
The e-learning course will be developed by a specialist external consultancy. The materials for classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to

its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.

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

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

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

End of the Project scenario.

Additional Information:

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

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

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

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

The Business Development Director has recently been appointed to identify new training

needs and propose new products. She will work with the Operations. Director to ensure a cost-conscious approach and that appropriate development technologies are used for the health and safety course.
The Training Development Manager reports to the Business Development Director and is responsible for developing training materials and gaining accreditation, in accordance with the standard course development model. Course developers in his team have skills in a range of development technologies and are allocated to projects as needed.
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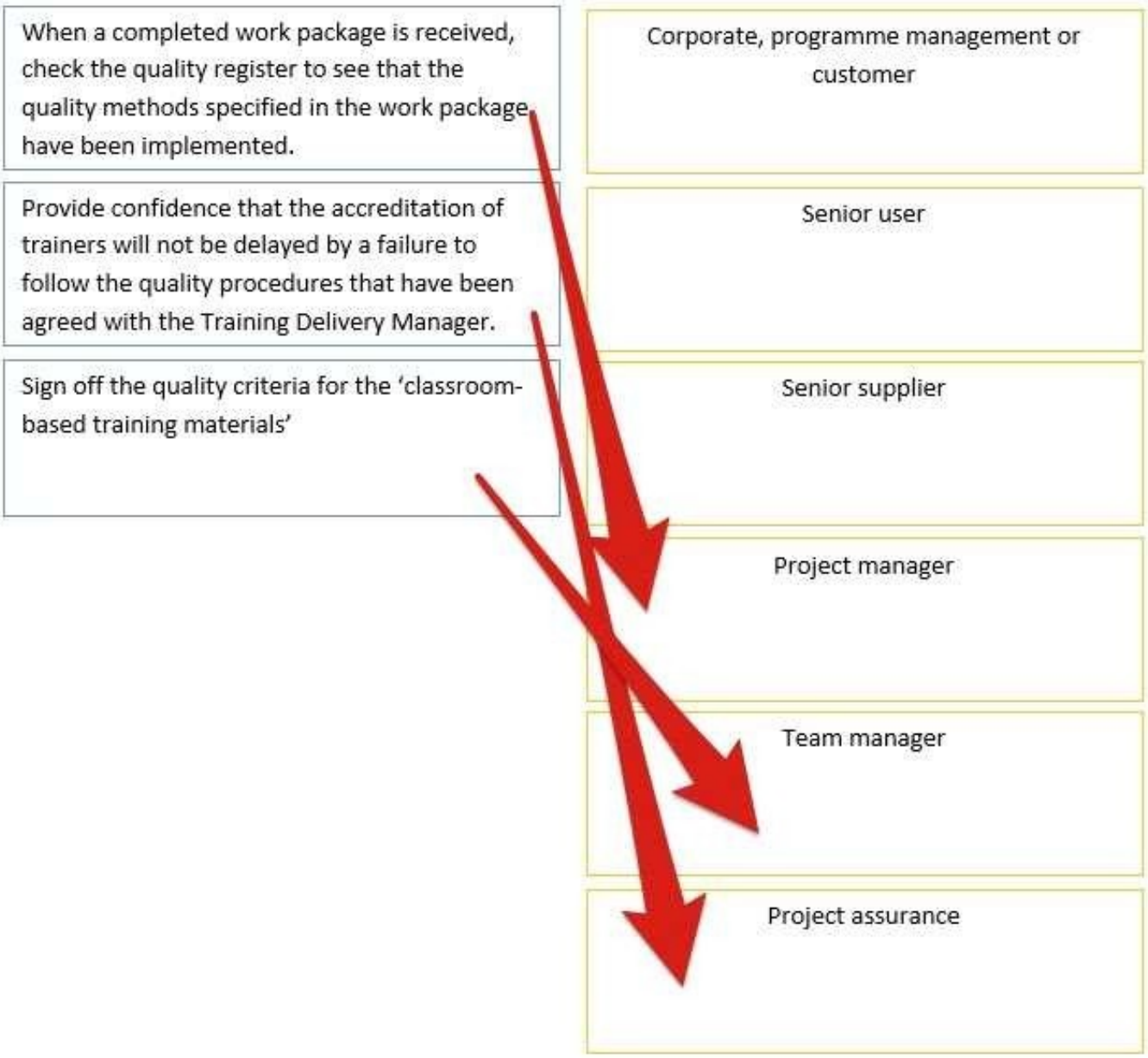
The Corporate Document Manager reports to the Central Services Director. She helped establish the company's document management system and now operates it across the business. She manages a team of administrators and contracts staff when workload is high.
The Sales Director joined ABC Company two months 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.
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 | |

**Answer:**




## Question: 17

Project Scenario – Health and Safety Training Project:

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| Stage 4 | Delivered pilot courses<br>Finalized materials<br>Project product: Capability to provide health and safety training |

End of the Project scenario.

Additional Information:

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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.
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.

**Answer: D**

## Question: 18

DRAG DROP

Project Scenario – Health and Safety Training Project:
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| Stage 4 | Delivered pilot courses<br>Finalized materials<br>Project product: Capability to provide health and safety training |

End of the Project scenario.
Additional Information:
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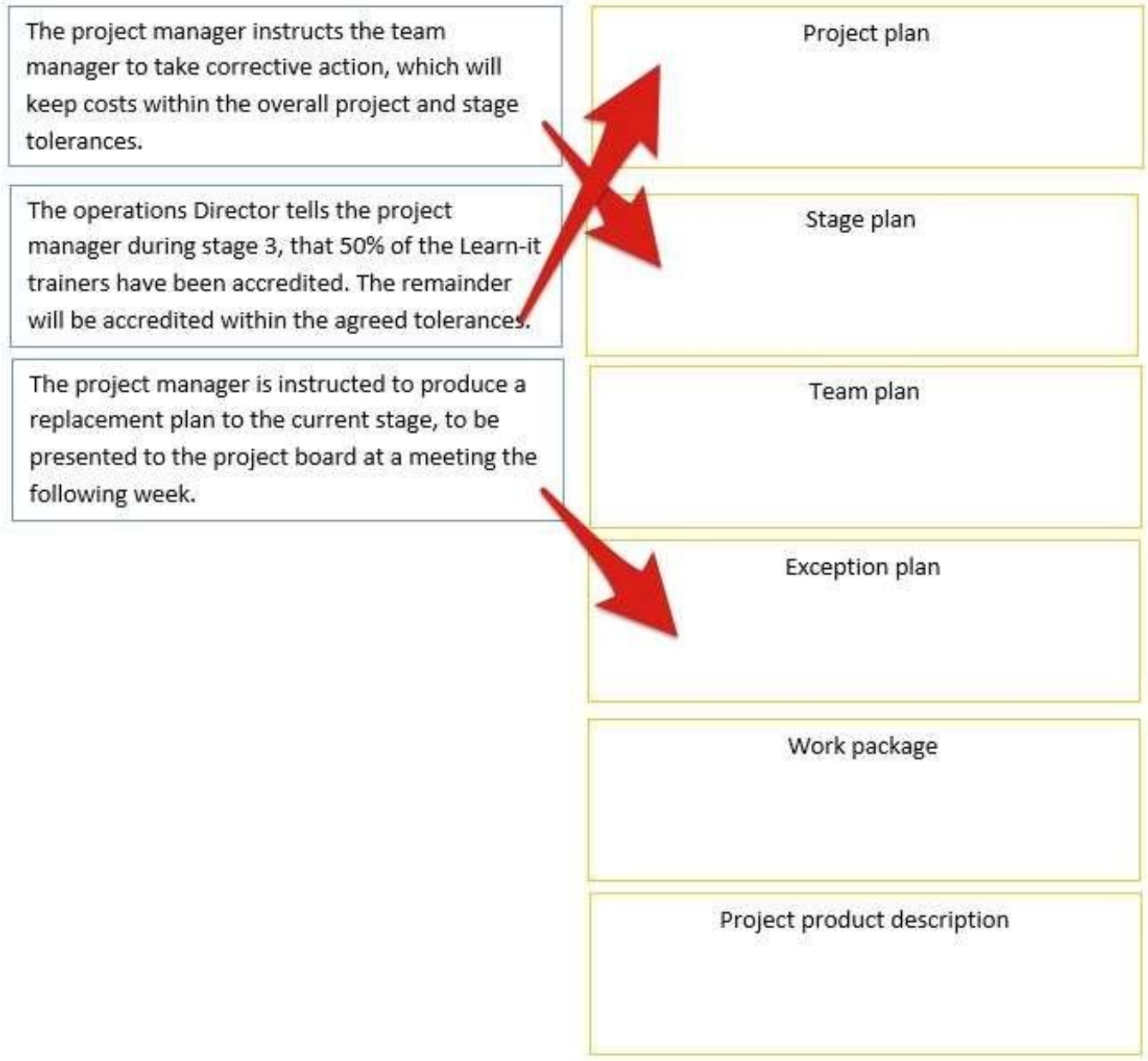
End of the additional information.
PLANS
Here are three events to managing plans for the project.
In which management product (A-E) should the result of each event be recorded?
Choose only one product for each event. Each product can be used once, more than once or not at all.

| | |
|---|---|
| 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 | |

**Answer:**




## Question: 19

Project Scenario – Health and Safety Training Project:

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

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| Stage 4 | Delivered pilot courses<br>Finalized materials<br>Project product: Capability to provide health and safety training |

End of the Project scenario.

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End of the additional information.
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.

**Answer: D**

## Question: 20

DRAG DROP
Project Scenario – Health and Safety Training Project:
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| Stage 4 | Delivered pilot courses<br>Finalized materials<br>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.
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End of the additional information.
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 | |

**Answer:**

## Question: 21

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.
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.

**Answer: A**

## Question: 22

Project Scenario – Health and Safety Training Project:
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training materials and deliver courses to customers.

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End of the Project scenario.

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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.
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.

**Answer: A**

## Question: 23

DRAG DROP
Project Scenario – Health and Safety Training Project:
ABC Company is a well-established training company that uses a standard model to develop training materials and deliver courses to customers.
ABC Company has commissioned a project in response to recent changes in government legislation relating to health and safety on construction sites. The project will deliver "capability to provide health and safety training", including the materials needed for classroom-based training and e-learning. The expected benefits for construction companies include a reduction in lost days and legal costs due to accidents.
The e-learning course will be developed by a specialist external consultancy. The materials for classroom-based training will be delivered by ABC Company's development team. All course materials will be piloted before they are used. ABC Company will deliver training to its customers and also hopes to sell the course materials to other training companies as part of their operational business. ABC Company will use their own sales and marketing departments to promote the courses.
The legislation requires construction companies to comply with the new legislation within two years. The course materials and trainers have to be accredited by a government agency before courses can be delivered. ABC Company is planning to deliver pilot courses within five months of starting the project.
The ABC Company standard development model for new courses recommends the following stages:

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

End of the Project scenario.

Additional Information:

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

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

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

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

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

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

The Training Delivery Manager, who reports to the Operations Director, is responsible for ensuring that internal and external trainers deliver ABC Company training courses to the

required standard. He also checks course materials to ensure they are fit for purpose and of the required quality.

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

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

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

End of the additional information.

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.

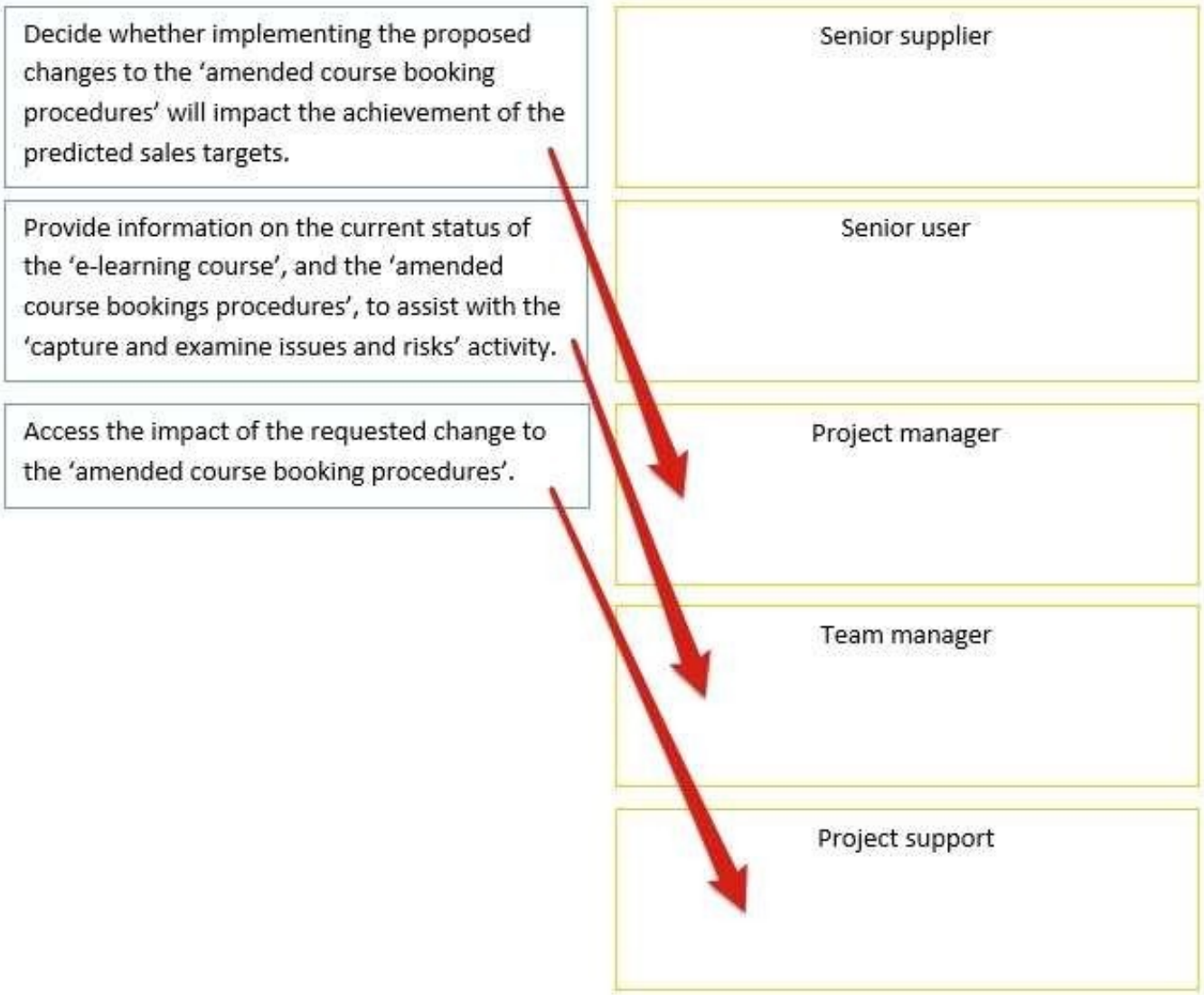
Here are three actions relating to this request for change.

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 | |

**Answer:**




## Question: 24

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

A. In the 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.

**Answer: D**

## Question: 25

DRAG DROP
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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. | Time |
| The 'classroom-based training material' must include slides and exercises. It should also include pre-course reading. | Cost |
| Company A plans to generate £1000,000 +/- 10%. | Scope |
| | Quality |
| | Benefits |

**Answer:**

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Cost

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Benefits

## Thank You for trying PRINCE2-PRACTITIONER PDF Demo