

PRINCE2-PRACTITIONER^{Q&As}

PRINCE2 Practitioner

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QUESTION 1

Which of the following statements describes an outcome?

- A. Any of the projects specialist products
- B. A result of the change derived from using the project's products
- C. A measurable improvement resulting from a change
- D. Something perceived as advantages by a stakeholder

Correct Answer: B

QUESTION 2

When considering the business options in the business case, which of these is NOT an option?

- A. Do nothing
- B. Do the maximum
- C. Do the minimum
- D. Do something

Correct Answer: B

QUESTION 3

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.

Correct Answer: D

QUESTION 4

Which 2 statements should be recorded under the Major risks heading?

- A. Due to market conditions a suitable service provider may not be found, possibly leading to premature closure of the project.
- B. Owing to employment contract changes staff may resist outsourcing, which would make it difficult to transfer staff to the selected service provider.
- C. MFH's operations may be reduced and the 1a-year contract may not achieve its estimated value of ?0m, which would reduce the service provider's profit.
- D. The initial estimates, taken from the feasibility study report, indicate that the project will take two years to complete, which means that the business problems would remain for this period.
- E. The management stages recommended by the consultants may not be appropriate, resulting in confusion in planning.

Correct Answer: BD

QUESTION 5

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.

Correct Answer: A

QUESTION 6

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

Correct Answer: D

QUESTION 7

HOTSPOT

Hot Area:

	Assertion		Reason	
1	The Engineering Manager should have raised the fact that there has been no contact with the photographer as an issue.	True - false	Any forecast to exceed the agreed stage tolerances should be escalated to the Project Board.	True - false
2	As the person monitoring the contract, the Purchasing Manager would be an appropriate owner for the risk.	True - false	A risk owner should be the person most capable of managing the risk.	True - false
3	The photographer should have raised any concerns about their availability for the work as a risk before accepting the Work Package.	True - false	A separate Risk Register should be created for each Work Package to monitor specialist risks associated with the creation of specialist products.	True - false
4	If estimation of the risk shows that it is likely to impact upon time, the Project Manager will need to raise an Issue Report.	True - false	When the impact of a risk has been identified, an Issue Report will be required to implement any agreed risk actions.	True - false
5	Regular Checkpoint Reports from the photographer will help the Project Manager manage the risk.	True - false	Checkpoint Reports should provide early warning of any delay in the photographer's work.	True - false
6	As a Work Package has been agreed with the photographer, responsibility for the risk will automatically have been transferred to this third party.	True - false	When selecting the most appropriate risk response to take, the best option is usually the least expensive.	True - false

Correct Answer:

	Assertion		Reason	
1	The Engineering Manager should have raised the fact that there has been no contact with the photographer as an issue.	True - false	Any forecast to exceed the agreed stage tolerances should be escalated to the Project Board.	True - false
2	As the person monitoring the contract, the Purchasing Manager would be an appropriate owner for the risk.	True - false	A risk owner should be the person most capable of managing the risk.	True - false
3	The photographer should have raised any concerns about their availability for the work as a risk before accepting the Work Package.	True - false	A separate Risk Register should be created for each Work Package to monitor specialist risks associated with the creation of specialist products.	True - false
4	If estimation of the risk shows that it is likely to impact upon time, the Project Manager will need to raise an Issue Report.	True - false	When the impact of a risk has been identified, an Issue Report will be required to implement any agreed risk actions.	True - false
5	Regular Checkpoint Reports from the photographer will help the Project Manager manage the risk.	True - false	Checkpoint Reports should provide early warning of any delay in the photographer's work.	True - false
6	As a Work Package has been agreed with the photographer, responsibility for the risk will automatically have been transferred to this third party.	True - false	When selecting the most appropriate risk response to take, the best option is usually the least expensive.	True - false

QUESTION 8

Which statement applies to the Quality standards section?

- A. Delete entry 4 because external suppliers are responsible for applying any relevant standards to their work.
- B. Delete entry 5 because the lack of a change management procedure makes the MFH document standards unsuitable.
- C. Add "All contracts must conform to current employment laws".
- D. Add "PRINCE2 change control procedures will be used to manage any changes to baselined products".

Correct Answer: C

QUESTION 9

What additional risk will this place on the project?

- A. None because risks associated with the centralization and rationalization of the Facilities Division will be managed by another project.
- B. These changes will delay stage 3 by three weeks.
- C. There is only 20k left in the project change budget.
- D. The reduced value of the contracted services required by the Outsourcing project may result in an insufficient number of proposals being received.

Correct Answer: A

QUESTION 10

Which of the following activities is NOT an action of preparing for planned closure?

- A. Update the project plan with actual
- B. Update the Project Management Team
- C. Request a product status account
- D. Confirm project has delivered what is defined in Project Product Description

Correct Answer: B

QUESTION 11

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.

Correct Answer: B

QUESTION 12

Which of the following statements best describes what a risk owner is?

- A. Best placed to keep an eye on the risk

- B. Carry out the response actions to a risk
- C. Responsible for management, monitoring and control of all aspects of a risk
- D. Reports to the project manager regularly on the status of a risk

Correct Answer: C

QUESTION 13

DRAG DROP

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.

Select and Place:

Agree the tailoring requirements

Prepare the risk management approach

Prepare the change control approach

Prepare the quality management approach

Prepare the communication management approach

Create the project plan

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

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

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

Correct Answer:

Agree the tailoring requirements

Prepare the risk management approach

Prepare the change control approach

Prepare the quality management approach

Prepare the communication management approach

Create the project plan

Reference: <https://www.whatisprince2.net/prince2-processes/prince2-process-initiating-a-project>

QUESTION 14

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.

Correct Answer: D

QUESTION 15

Using the Project Scenario and the Extract from Stage Plan for stage 3 provided as additional intonation for this question in the Scenario Booklet, answer the following 5 questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photo session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager.

None of the ?00 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Budgets section?

- A. Amend entry 15 because it should also include the cost of management activities.
- B. Delete entry 16 because timescales should NOT be shown under the heading of budgets.
- C. Delete entry 17 because the risk budget should be shown in the Risk Management Strategy.
- D. Add \\Change budget - ?00\\.
- E. Add \\Cost tolerance - +?k 1-?k

Correct Answer: AD

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