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PRINCE2

PRINCE2-7-Practitioner

PRINCE2 Project Management Practitioner (Version 7)



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Question: 1

Scenario

A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for their services has been set up and is being monitored by the Purchasing Manager and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photo sessions to minimize the impact on the Engineering staff. This meeting should have occurred by now.

The Engineering Manager was made aware of this requirement but when asked he reported that he has received no communication from the photographer. The Project Manager has tried to call the photographer and has had no response. The Project Manager believes there is a risk that Portraits Ltd are overbooking work and prioritizing other clients' work. If Portraits Ltd do not deliver on schedule the project will be delayed and the expected benefits will be reduced.

The contract is to be reviewed and Portraits Ltd reminded of their agreement.

The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early release of a competitor's calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.

Which 2 statements should be recorded under the Risk management procedure heading?

- A. When a new problem arises, a full impact analysis will be undertaken to assess the impact on the project's objectives and Business Case.
 - B. Probability will be assessed against the scales defined in this Risk Management Strategy.
 - C. Any risk which has an expected value of more than £1 k will NOT be registered.
 - D. Every threat and opportunity identified must be clearly defined in terms of cause, event and effect.
 - E. 'Reduce' Response actions which result in a lower impact and/or probability rating.
- Total Questions: 100

Answer: B,D

Question: 2

Which of the following statements would NOT be included in the Project Product Description?

- A. Purpose of the product
- B. Composition
- C. Project level tolerances
- D. Quality criteria

Answer: D

Question: 3

Which management product defines the detailed nature, purpose and function of a product?

- A. Plan
- B. Quality Register
- C. Project Product Description
- D. Product Description

Answer: D

Question: 4

PRINCE2 proposes 3 levels of Plan, which are they?

- A. Initiation, Project and Stage Plans
- B. Project, Stage and Exception Plans
- C. Initiation, Project and Benefit Review Plans
- D. Project, Stage and Team Plans

Answer: D

Question: 5

The project is approaching the end of stage 4 and all work will be completed as planned. The project manager is now preparing a plan for acceptance and the handover of the ' capability to provide health and safety training ' .

Is this appropriate, and why?

- A. Yes, because a plan should be created to measure the number of courses carried out after project closure.
- B. Yes, because a separate closure stage plan should be created during stage 4.
- C. No, because closure activities should have been planned at the end of stage 3.
- D. No, because user acceptance of the project ' s products should have taken place throughout the project.

Answer: A

Question: 6

A concern about possible subsidence damage has been recorded as an issue.
Is this an appropriate application of the issues practice, and why?

- A. Yes, because the concern must be assessed for impact and urgency
- B. Yes, because the historian is an important stakeholder
- C. No, because the historian is not on the project team
- D. No, because the supplier should pay

Answer: A

Explanation:

PRINCE2 defines an issue as any event that has happened, is happening, or is expected to happen and requires management action. The concern raised represents a potential problem requiring assessment. Recording it as an issue is correct and enables structured evaluation.

Question: 7

Scenario

A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:

- Do nothing.
- Re-engineer selected business functions.
- Outsource selected business functions.

The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:

- One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.
- A 10-year service contract should be agreed with the selected service provider.

The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following recommendations for the management of the project:

- Use PRINCE2.
- Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service provider.

Stage 3. Request and evaluate proposals, select service provider and agree contract.

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.

Initial estimates indicated that the project would cost £2.5m and take two years to complete.

MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an expected saving of £20m over 10 years.

The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the

role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

Which 2 statements should be recorded under the Expected dis-benefits heading?

- A. An investment of £2.5m is required.
- B. Staff morale will be negatively affected.
- C. The project will take two years to deliver.
- D. Staff may lose the opportunity to work in Information Technology.
- E. MFH will lose direct control over the outsourced business functions.

Answer: C,E

Question: 8

Product based planning focuses on which of the following:

- 1. Creating product descriptions
- 2. Identifying activities
- 3. Creating a Product hierarchy
- 4. Creating a Product sequence

- A. 1, 2, 3
- B. 2, 3, 4
- C. 1, 3, 4
- D. 1, 2, 4

Answer: A

Question: 9

Who sets the tolerances for a work package?

- A. The project board
- B. The project manager
- C. The team manager
- D. Corporate or programme management

Answer: B

Question: 10

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

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

Answer: C

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