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QUESTION 1

Scenario:

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

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

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

Correct Answer: C

QUESTION 2

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

Correct Answer: A



QUESTION 3

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

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

Correct Answer: B

QUESTION 4

Scenario

Additional Information

Extract from the Communication Management Strategy.

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



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

Using the Project Scenario, select the appropriate response to each of the following 5 questions which have been raised by the Project Board. The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PIO). The PIO includes the Business Case, a product checklist and several Product Descriptions, including the Project Product Description. Short sections are also included for each of the strategies and the controls to be applied. The Project Manager has elected to use the Daily Log to record all risks, issues, lessons and quality - results. After the initiation stage there will be two further stages during which a small number of Work Packages will be authorized. While these are being managed, the Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board. This question provides a number of changes which may or may not be required to the Extract from the Communication Management Strategy provided in the additional information.

Which statement applies to the Communication procedure section?

A. No change to entry 2 because this is a sufficient description of the process required.



B. Amend entry 2 to include MNO Manufacturing Company standards for both internal and external company communications.

C. Delete entry 2 because only variations from the MNO Manufacturing Company standards should be recorded here.

Correct Answer: B

QUESTION 5

Project Scenario

Calendar Project (Note: The companies and people within the scenario are fictional.)

There has been a reduction in the number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for

next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company

image as described in the existing corporate branding standards. Another project is currently producing a new company logo when it is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

Design for each month - correctly showing public holidays and new company logo

Selected photographs- 12 professionally-produced photographs, showing different members of staff

Selected paper and selected envelope - for printing and mailing the calendar

Chosen label design - a competition to design a label will be held as part of this project

List of customers - names and addresses of customers to whom the calendar will be sent.

The project is currently in initiation and will have two further stages:

Stage 2 will include the activities to:

Create the customer list using information from the Accounts and Marketing departments

Confirm compliance with the Data Protection Legislation

Create a design for each month - this will be done by the internal creative team

Select and appoint a professional photographer

Gather photograph design ideas from previous project and agree photographic session schedule

Prepare a production cost forecast

Select paper and envelope.

Stage 3 will include the activities to:

Produce and select the professionally-taken photographs



Hold the label design competition and choose the label design

Assemble the prepared calendar pack.

A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of

the project. The product cost forecast will be reviewed by the Project Board to determine whether the project should continue. It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to

enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance

of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

Whilst identifying the mailing costs for the calendars the Project Manager was surprised to find the costs could vary considerably depending on the size of the package and the delivery service used. For the purpose of this project, the Project

Manager has selected an appropriate service but feels that a corporate standard for postage would have reduced the time and effort invested. It could reduce the company's overheads by up to £20k per year. How should the Project Manager

record this observation within the project?

- A. Produce a project mandate, outlining the potential savings to be achieved by the introduction of a corporate standard.
- B. Make a note of the observation in the Daily Log to be transferred to a Benefits Review Plan at the end of the project.
- C. Record the observation in an Exception Report to the Project Board.
- D. Make an entry in the Lessons Log for future consideration by corporate management.

Correct Answer: D

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