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PRINCE2®

The PRINCE2 ® Foundation Examination

Sample Paper 2

Question Booklet

Multiple Choice

Exam Duration: 1 hour

Instructions

1. **You should attempt all 60 questions. Each question is worth one mark.**

2. **There is only one correct answer per question.**

3. **You need to answer 33 questions correctly to pass the exam.**

4. **Mark your answers on the answer sheet provided. Use a pencil (NOT pen).**

5. **You have 1 hour to complete this exam.**

6. **This is a 'closed book' exam. No material other than the exam paper is allowed**

1) Which statement about controls is CORRECT?

    A. A highlight report is an event-driven control

    B. An exception report is a time-driven control

    C. A daily log is an event-driven control

    D. A checkpoint report is a time-driven control

2) Which document is used to identify interested parties that need to be informed of project closure?

    A. Change control approach

    B. End project report

    C. Communication management approach

    D. Project brief

3) Identify the missing words in the following sentence.

Any change to the products agreed at the start of a stage is monitored as part of the [?] process, on a day-to-day basis.

    A. directing a project

    B. controlling a stage

    C. managing a stage boundary

    D. closing a project

4) Which two statements about the 'continued business justification' principle are CORRECT?

1. The business justification for a project should be documented
2. The project manager should be responsible for the business justification
3. A project must be stopped if the business justification changes
4. Compulsory projects still require business justification

A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4

5) PRINCE2 mandates that the project board represents the primary stakeholder interests. Which principle does this follow?

A. Manage by stages
B. Focus on products
C. Defined roles and responsibilities
D. Learn from experience

6) When is it confirmed whether a project's objectives have been achieved?

A. During the 'closing a project' process
B. During the final end stage assessment
C. During the 'controlling a stage' process
D. During the 'managing product delivery' process

7) Which statement correctly describes project assurance and quality assurance?

    A. Project assurance provides assurance to the project's stakeholders whereas quality assurance provides assurance to the wider corporate, programme or customer organization

    B. They are both the responsibility of the project board, but project assurance may be delegated

    C. They are both independent of the project management team

    D. Project assurance and quality assurance are both the responsibility of corporate, programme management or the customer

8) Identify the missing words in the following sentence.

If a baselined product requires modification, the recommended [?] procedure, or equivalent procedure should be used.

    A. risk management

    B. exception management

    C. issue and change control

    D. quality control

9) According to the 'manage by exception' principle, what should be defined to establish limits of delegated authority?

    A. Scope of the project

    B. Costs of the project

    C. Timescales for the project

    D. Tolerances for the project

10) Which two statements are CORRECT about the minimum requirements for applying the change theme?

1. Identified issues must be assessed for their impact on the business justification for the project.
2. Project issues must be captured, examined and managed throughout the project lifecycle.
3. The actual status of products must be verified to ensure that this matches the authorized state.
4. A budget must be established to pay for requests for change and their analysis.

A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4

11) Which is a purpose of the 'controlling a stage' process?

A. To agree, perform and deliver project work
B. To draft a plan for the next stage
C. To agree tolerances for the stage
D. To take action so that the stage remains within tolerance

12) What is likely to be avoided by applying the 'tailor to suit the project' principle?

A. Unnecessary management effort
B. Project risks
C. Training
D. Procurement procedures

13) Which is a responsibility of the team manager role?

A. To accept authorized work packages from the project manager
B. To review the highlight report for the previous reporting period
C. To review the tailoring approach and its implications for project controls
D. To examine and escalate issues, taking necessary corrective actions

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14) In which situation might the 'controlling a stage' process be used?

    A. To manage a long initiation stage of a complex project

    B. To manage the activities of a complex programme

    C. To organize support activities following the handover of products to operations

    D. To create an exception plan to replace the current stage plan

15) Which is a step in PRINCE2's recommended approach to planning?

    A. Identify activities and dependencies

    B. Describe the means of communication for the project

    C. Implement responses for opportunities

    D. Baseline the project deliverables

16) What is an advantage of applying the 'learn from experience' principle?

    A. It allows the project board to delegate cost tolerances to the project manager

    B. It allows the project team to fully understand their roles and responsibilities

    C. It allows the project manager to delegate time tolerances to the team managers

    D. It allows the project team to identify improvements to be made during the project

17) Which is a responsibility of the business representative on the project board?

    A. To set tolerance levels for the project

    B. To ensure the project represents value for money

    C. To confirm the project delivers the required functionality

    D. To check the required quality levels are achieved by the project's products

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18) What makes a project a PRINCE2 project?

    A. It has project processes that satisfy the objectives of PRINCE2 processes

    B. It has a permanent project organization to deliver a long-term result

    C. It has established technology to improve business as usual

    D. It applies some of the PRINCE2 principles

19) What is risk probability?

    A. The scale of the risk should it occur

    B. The probable effect on the project being able to deliver its objectives

    C. A probable timeframe within which the risk may occur

    D. A measure of the likelihood of the risk occurring

20) Which describes the 'implement' step within the recommended risk management procedure?

    A. Project support allocates the risk budget to fund the selected risk responses

    B. The risk owner decides the best response to control the risk

    C. The risk owner and the risk actionee carry out activities to control and deal with the risk

    D. The project manager formulates the risk management approach

21) Which is an objective of the 'initiating a project' process?

    A. To ensure that there is authority to initiate the project

    B. To prepare the plans for the subsequent delivery stages

    C. To summarize how the organization's project management method will be tailored for the project

    D. To request authority from programme, corporate management or the customer to deliver the project

22) Which is a minimum requirement for applying the risk theme?

    A. To assign risk actionees to undertake planned risk responses

    B. To escalate identified threats to the project board

    C. To record identified threats in a risk register

    D. To establish a risk budget to fund responses to risks

23) If a work package is forecast to exceed its tolerances, how should a team manager inform the project manager?

    A. By submitting an exception report

    B. By submitting an exception plan

    C. By raising an issue

    D. By raising a risk

24) Who is responsible for documenting any tailoring of work packages?

    A. Executive

    B. Project manager

    C. Team manager

    D. Project support

25) Which is a minimum requirement for applying the quality theme?

    A. To define the use and format of quality records

    B. To define the project's approach to quality assurance

    C. To define proxy measures that indicate achievable benefits

    D. To define the project's approach to project assurance

26) Which is a purpose of the quality theme?

    A. To establish the mechanisms to judge whether a project is desirable and achievable

    B. To look for ways to improve the effectiveness of the management of the project

    C. To control uncertainty to improve the ability of the project to succeed

    D. To establish mechanisms to control any unacceptable deviation

27) Which is a purpose of the business case theme?

    A. To establish mechanisms for managing issues that may impact the baseline

    B. To establish methods to judge whether the ongoing project is justified

    C. To assess and control uncertain events or situations

    D. To describe how products will be delivered that are fit for purpose

28) Which process provides the project board with the information it requires in order to commit resources to the project?

    A. Managing product delivery

    B. Initiating a project

    C. Controlling a stage

    D. Directing a project

29) Which two statements describe a highlight report?

    1. It provides a summary of the stage status

    2. It is used by the project board to monitor the progress of the stage and project

    3. It is produced by the project manager when a new risk is identified

    4. It is used by the project manager to escalate an exception

    A. 1 and 2

    B. 2 and 3

    C. 3 and 4

    D. 1 and 4

30) Which product provides the version number of all products in a particular stage?

    A. Issue register
    B. Product status account
    C. Product description
    D. Configuration item record

31) Which two statements about the risk theme are CORRECT?

    1. It identifies how to manage risks at the corporate programme management or customer level of an organization.
    2. It aims to support better decision-making through a good understanding of threats and opportunities.
    3. It explains the risk management activities to use to improve the chances of a project delivering its objectives.
    4. It identifies, assesses and controls approved changes to the baseline

    A. 1 and 2
    B. 2 and 3
    C. 3 and 4
    D. 1 and 4

32) What must be recorded in the project initiation documentation to meet the minimum requirements for applying the progress theme?

    A. The overall approach to managing by exception
    B. The tailoring required for progress reports
    C. The tolerance areas that will not be controlled
    D. The levels of management control that will be used

33) Which theme establishes mechanisms to monitor and compare actual achievements against those planned?

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

34) Which role is responsible for the management of a risk assigned to it?

   A. Project support
   B. Risk owner
   C. Risk actionee
   D. Project assurance

35) Which is a responsibility of the change authority?

   A. To ensure an acceptable solution is being developed
   B. To prepare a team plan and agree it with the project manager
   C. To maintain project files according to document control procedures
   D. To approve or reject requests for change within the delegated limits

36) What does applying the 'manage by stages' principle ensure?

   A. That the customer's quality expectations and acceptance criteria are captured and agreed
   B. That the project is properly initiated before work begins on delivery of the project's outputs
   C. That the project management team understands what they are accountable for
   D. That the project is only started and continued if it is desirable, viable and achievable

37) Identify the missing word in the following sentence.

A management stage can be longer when risk is [?], typically in the middle of projects.

A. complex
B. understood
C. lower
D. higher

38) What takes place during the 'closing a project' process?

A. The post-project benefits reviews are performed
B. Ownership of the project's products is transferred to the customer
C. An end stage report is prepared for the final stage
D. The project closure notification is reviewed and approved

39) Which is a purpose of the 'starting up a project' process?

A. To understand the resources and costs to deliver the project's products
B. To ensure that there is authority to deliver the project's products
C. To do the minimum to decide whether it is worthwhile initiating the project
D. To create the management products required to control the project

40) In a customer/supplier context, which is a responsibility of a supplier?

A. To deliver the benefits of the project
B. To provide the project mandate
C. To deliver the outputs of the project
D. To provide the requirements for the products

41) Which is a minimum requirement for applying the organization theme?

    A. To ensure the senior user verifies user requirements

    B. To ensure that the change authority is delegated

    C. To ensure that all the responsibilities of the project board are fulfilled

    D. To ensure that the supplier resources are available

42) When should the team manager produce a checkpoint report?

    A. When a work package is being negotiated

    B. At the frequency agreed in the work package

    C. On completion of the quality-checking activities for each product

    D. When reviewing how a stage is progressing

43) Which statement describes the 'directing a project' process?

    A. It enables the project board to assure that there is continued business justification

    B. It covers the day-to-day activities of the project manager

    C. It ensures there are regular progress meetings

    D. It begins on completion of the 'initiating a project' process

44) Which is a purpose of the plans theme?

    A. To identify, assess and control uncertainty within the project

    B. To establish a coding system for all components of the project's products

    C. To define the means of delivering the products

    D. To produce a benefits management approach

45) Which is a purpose of a quality management approach?

    A. To define the customer's quality expectations for the project

    B. To define the quality standards to be applied to a project

    C. To identify the level of quality required for each of the project's products

    D. To summarize the planned quality management activities

46) How does defining a product's quality requirements support the 'focus on products' principle?

    A. By providing the project's tolerances so that authority can be delegated

    B. By providing the responsibilities for the project management team

    C. By providing the justification for the project to be initiated

    D. By providing an explicit understanding of what the project must deliver

47) Which is a feature of PRINCE2?

    A. It is a method specifically designed for technical projects

    B. It promotes continual learning in organizations

    C. It includes many motivational techniques

    D. It is designed to manage both projects and programmes

48) Which roles should NOT be combined?

    A. Project board and change authority

    B. Project manager and team manager

    C. Executive and project manager

    D. Project manager and project support

49) Which is a characteristic of a project?

    A. It is considered low risk

    B. It avoids stresses and strains between organizations

    C. It maintains business as usual

    D. It involves cross-functional teams

50) Which is an objective of the 'managing a stage boundary' process?

    A. To request authorization to start the next stage

    B. To ensure that all threats and opportunities for the current stage have been closed

    C. To ensure that work on products allocated to the team for the next stage is authorized

    D. To implement actions to resolve tolerance deviations from the stage plan

51) In which process is authorization given to deliver the project's products?

    A. Starting up a project

    B. Initiating a project

    C. Managing a stage boundary

    D. Directing a project

52) Which is a minimum requirement for applying the business case theme?

    A. To document the responsibility for defining the standards for the business case

    B. To appoint a senior user from an area of the business impacted by the project

    C. To have the benefits management approach approved by the participants of benefits reviews

    D. To delegate the development of the business justification to the project manager

53) How is the project initiation documentation used during the 'closing a project' process?

    A. It is used as the basis for comparing the original aim of the project against what was actually achieved

    B. It provides the controls for the final stage of the project

    C. It is updated to include relevant lessons from previous projects

    D. It provides the project product description for approval by the project board

54) Which process aims to ensure that during the project all parties understand the project objectives?

    A. Starting up a project

    B. Directing a project

    C. Initiating a project

    D. Managing product delivery

55) When should the 'managing a stage boundary' process be undertaken?

    A. Close to the end of each management stage

    B. Close to the start of each management stage

    C. At the end of the final stage

    D. At the end of the 'starting up a project' process

56) What is a project outcome?

    A. A measurable improvement that is perceived as an advantage by one or more stakeholders

    B. The reason for the project

    C. The result of the change derived from using the project's outputs

    D. The project's specialist products

57) Identify the missing words in the following sentence.

The six aspects of project performance to be managed are [?], costs, timescales and scope.

   A. benefits, change, risk

   B. benefits, quality, risk

   C. change, quality, risk

   D. benefits, change, quality

58) Which management stages must a PRINCE2 project consist of, as a minimum?

   A. Starting up, initiation, and at least one other stage for the rest of the project

   B. At least one stage for developing products, and a closing stage

   C. Initiation, and at least one other stage for the rest of the project

   D. Initiation, at least one stage for developing products, and a closing stage

59) Which statement about project stakeholders is CORRECT?

   A. All stakeholders must be identified at the start of the project

   B. All stakeholders are members of the project board

   C. All stakeholders are external to the corporate organization

   D. All three principle categories of stakeholder have their interests represented by the project board

60) What should be provided by a project mandate?

   A. Terms of reference for a project

   B. A detailed business case

   C. Tolerances for each management stage

   D. A plan for the initiation stage

END OF EXAMINATION

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PRINCE2® Foundation Examination

Sample Paper 2

Answers and rationales

For exam paper: EN_P2_FND_2017_SamplePaper2_QuestionBk_V1.0

Q	A	Syllabus Ref	Rationale
1	D	3.7.3a	A. Incorrect. A highlight report is a time-driven control, produced at a predefined frequency. Ref 12.2.2 B. Incorrect. An exception report is an event-driven control, produced when a tolerance is forecast to be exceeded. Ref 12.2.2 C. Incorrect. A daily log is a useful tool for recording actions when reviewing progress, but it is not defined as a PRINCE2 control. Ref 12.2.2, A.7.1 D. Correct. A team manager prepares a checkpoint report for the project manager at a predefined frequency. Therefore, checkpoint reports are a time-driven control. Ref 12.2.2
2	C	3.2.1b	A. Incorrect. A change control approach is used to identify how, and by whom, the project's products will be controlled and protected. Ref A.3.1 B. Incorrect. An end project report is used during project closure to review how the project performed against the version of the project initiation documentation (PID) used to authorize it. A.8.1 C. Correct. A communication management approach contains a description of the means and frequency of communication to parties both internal and external to the project. A.5.1 D. Incorrect. A project brief is used to provide a full and firm foundation for the initiation of the project and is created in the 'starting up a project' process. It is not used in the 'closing a project' process. Ref A.19.1
3	B	4.2d	A. Incorrect. The purpose of the 'directing a project' process is to enable the project board to be accountable for the project's success by making key decisions and exercising overall control while delegating day-to-day management of the project to the project manager. Ref 15.1 B. Correct. An objective of the 'controlling a stage' process is to ensure attention is focused on delivery of the stage's products. Any movement away from the direction and products agreed at the start of the stage is monitored to avoid uncontrolled change and loss of focus. The 'controlling a stage' process describes the work of the project manager in handling the day-to-day management of the stage. Ref 17.2, 17.3 C. Incorrect. The purpose of the 'managing a stage boundary' process is to enable the project manager to provide the project board with sufficient information to be able to confirm continued business justification and acceptability of the risks. Ref 19.1 D. Incorrect. The purpose of the 'closing a project' process is to provide a fixed point at which acceptance for the project product is confirmed, and to recognize that objectives set out in the original project initiation documentation (PID) have been achieved. Ref 20.1

4	D	2.1a	D. Correct.
			(1) Correct. PRINCE2 requires that, for all projects, the business justification is recorded and approved. Ref 3.1
			(2) Incorrect. The business justification is the responsibility of the executive, not the project manager. Ref 6.2.1
			(3) Incorrect. A project should be stopped if the justification disappears. However even though the justification should remain valid, it may still change. It is important for the evolving justification to be valid. Ref 3.1
			(4) Correct. Even compulsory projects should be supported by a business justification that demonstrates value for money. Ref 3.1
5	C	2.1c	A. Incorrect. Application of the 'manage by stages' principle ensures that a PRINCE2 project is planned, monitored and controlled on a stage-by-stage basis. Ref 3.4
			B. Incorrect. Application of the 'focus on products' principle ensures that a PRINCE2 project focuses on the definition and delivery of products, in particular their quality requirements. This principle does not represent the primary stakeholders. Ref 3.6
			C. Correct. Application of the 'defined roles and responsibilities' principle ensures that a PRINCE2 project has defined and agreed roles and responsibilities within an organization structure that engages the business, user and supplier stakeholder interests. Ref 3.3
			D. Incorrect. Application of the 'learn from experience' principle ensures that PRINCE2 project teams learn from previous experience: lessons are sought, recorded and acted upon throughout the life of the project. Ref 3.2
6	A	4.1g	A. Correct. The purpose of the 'closing a project' process is to provide a fixed point at which acceptance of the project product is confirmed, and to recognize that objectives set out in the original project initiation documentation have been achieved, or that the project has nothing more to contribute. Ref 20.1
			B. Incorrect. There is not an end stage assessment at the end of the final stage. A purpose of the 'closing a project' process is to recognize that objectives set out in the original project initiation documentation have been achieved. Ref 20.1, Ref 12.2.2.4
			C. Incorrect. The 'controlling a stage' process describes the work of the project manager in handling the day-to-day management of the stage. The achievement of a project's objectives is measured and confirmed during the 'closing a project' process. Ref 17.3, 20.1
			D. Incorrect. The 'managing product delivery' process is used to control delivery of the project's products at work package level and interfaces with the 'controlling a stage' process. A purpose of the 'closing a project' process is to recognize that objectives set out in the original project initiation documentation have been achieved. Ref 20.1, 18.2

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7	A	3.3.3b	A. Correct. Quality assurance provides assurance to corporate, programme management or customer on the project's compliance with relevant corporate, programme management or customer standards and policies. Project assurance provides assurance to the project's stakeholders that the project is being conducted properly. Ref tab 8.1, 8.1.1 B. Incorrect. Quality assurance is the responsibility of the programme or corporate organization. Ref tab 8.1, 8.1.1 C. Incorrect. Quality assurance is independent of the project. Project assurance is independent of the project manager, but not the project. Ref tab 8.1, 8.1.1 D. Incorrect. Project assurance is the responsibility of the project board. Quality assurance is the responsibility of corporate, programme management or customer. Ref tab 8.1, 8.1.1
8	C	3.6.3b	A. Incorrect. This procedure assesses and controls uncertainty, not change. Ref 10.4 B. Incorrect. When there is an exception situation, this must be raised to the next level of management. This is part of the progress theme rather than a defined procedure. Ref 12.2.3 C. Correct. This procedure identifies and controls changes to baselined products. The PRINCE2 recommended issue and change control procedure can be used, or an equivalent procedure. Ref 11.4.1-4 D. Incorrect. This activity defines and implements methods to check that products will meet their quality criteria. Ref 8.1.1
9	D	2.1e	A. Incorrect. Project scope must be defined, but it is the tolerances that define limits of delegated authority. Ref 3.5 B. Incorrect. Project cost must be defined, but it is the tolerances that define limits of delegated authority. Ref 3.5 C. Incorrect. Timescales must be defined, but it is the tolerances that define limits of delegated authority. Ref 3.5 D. Correct. A PRINCE2 project has defined tolerances for each project objective to establish limits of delegated authority. Ref 3.5

10	A	3.6.2	A. Correct. (1) Correct. To be following PRINCE2, a project must, as a minimum, assess whether identified issues might have a material impact on the business justification of the project (PRINCE2's 'continued business justification' principle). Ref 11.2. (2) Correct. To be following PRINCE2, a project must, as a minimum, ensure that project issues are captured, examined, managed and reviewed throughout the project lifecycle. Ref 11.2 (3) Incorrect. As part of the change theme, verification of the actual status of products can be considered, however this is not a minimum requirement. Ref. 11.2, 11.3.3 (4) Incorrect. Unless the anticipated level of change on a project is low, it is advisable for a budget to be set up to pay for changes. However, this is not a minimum requirement for applying the change theme. Ref 11.2, 11.3.6
11	D	4.1d	A. Incorrect. To agree, perform and deliver project work is a purpose of the 'managing product delivery' process. Ref 18.1 B. Incorrect. To draft a plan for the next stage is a purpose of the 'managing a stage boundary' process. Ref 19.1 C. Incorrect. The stage plan for the next stage is created in the 'managing a stage boundary' process and approved in the 'directing a project' process. During the 'authorize a stage or exception plan activity', tolerances will be set for the stage plan being approved. Ref 19.1, 15.4.3 D. Correct. The purpose of the 'controlling a stage' process is to assign work, monitor it, deal with issues, report progress and take corrective action to ensure that the stage remains within tolerance. Ref 17.1
12	A	2.1g	A. Correct. If PRINCE2 is not tailored, it is unlikely that the project management effort and approach would be appropriate for the needs of the project. Tailoring ensures the project management method used is appropriate to the project's environment. Ref 3.7 B. Incorrect. Tailoring is done according to the project's risk. It does not avoid risk. Ref 3.7 C. Incorrect. Tailoring does not avoid the need for training. It does ensure that the project management method and controls are appropriate to the project's environment. Training may still be necessary. Ref 3.7 D. Incorrect. Tailoring will align the project method to the business processes that may govern and support the project, such as human resources, finance and procurement. It does not avoid the need for these processes. Ref 3.7

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13	A	3.2.3h	A. Correct. The team manager's primary responsibility is to ensure production of those products allocated by the project manager. PRINCE2 uses work packages to allocate work to team managers. Ref 7.2.1.8 B. Incorrect. Reviewing the highlight report for the previous reporting period is a responsibility of the project manager in the 'controlling a stage' process. Ref 7.2.1.7, 17.4.5 C. Incorrect. Reviewing the tailoring approach and its implications for project controls is a responsibility of the project manager in the 'initiating a project' process. Ref 7.2.1.7, 16.4.6 D. Incorrect. Capturing, examining and escalating issues and risks, and taking corrective actions are responsibilities of the project manager in the 'controlling a stage' process. Ref 7.2.1.7, 17.4
14	A	4.3d	A. Correct. For complex projects with a large initiation stage, the 'controlling a stage' process can be used to control the activities. Ref 17.3 B. Incorrect. The 'controlling a stage' process is used by the project manager to manage the day-to-day activities of a stage, not a programme. Ref 17.3 C. Incorrect. Support activities are business as usual. 'Controlling a stage' is a project process. Ref 17.3 D. Incorrect. Creating an exception plan is an activity within the 'managing a stage boundary' process. Ref 19.4.5
15	A	3.4.3a	A. Correct. 'Identifying activities and dependencies' is a step in PRINCE2's recommended approach to planning. The step identifies the activities required to deliver a planned product. Ref fig 9.2, 9.3.1.3 B. Incorrect. Describing the means of communication in the project is done as part of creating the communication management approach. Ref 7.2.2 C. Incorrect. Implementing responses for risks is part of the recommended risk management process. Ref 10.3.2 D. Incorrect. The 'baselining project deliverables' activity takes place whenever a product is either ready for review or has been approved. Ref 11.1

16	D	2.1b	A. Incorrect. A PRINCE2 project has defined tolerances for each project objective to establish limits of delegated authority. This is an advantage of applying the 'manage by exception' principle. Ref 3.5 B. Incorrect. A PRINCE2 project has defined and agreed roles and responsibilities within an organization structure that engages the business, user and supplier stakeholder interests. This is an advantage of applying the 'defined roles and responsibilities' principle. Ref 3.3 C. Incorrect. A PRINCE2 project has defined tolerances for each project objective to establish limits of delegated authority. This is an advantage of applying the 'manage by exception' principle. Ref 3.5 D. Correct. As the project progresses the project should continue to learn. Lessons should be included in relevant reports and reviews. The goal is to seek opportunities to implement improvements during the life of the project. Ref 3.2
17	B	3.2.3b	A. Incorrect. Project tolerance levels are set by corporate or programme management. The project board sets stage tolerance levels. Ref 12.2.1 B. Correct. The executive (who represents the business interest) is appointed to ensure that the project is focused on achieving and delivering a product that will achieve the forecast benefits and will deliver value for money. Ref 7.2.1.2 C. Incorrect. Confirming the project delivers the required functionality is part of the responsibilities/focus of the senior user who is appointed by the executive. Ref 7.2.1.3, C.3.1 D. Incorrect. Checking the required quality levels are achieved by the project's products is part of the responsibilities/focus of the senior supplier who is appointed by the executive. Ref 7.2.1.4
18	A	1.1d	A. Correct. As one of the minimum requirements, a PRINCE2 project must demonstrate that the project has processes that satisfy the purpose and objectives of the PRINCE2 processes. Ref 1.3 B. Incorrect. A project organization is always temporary. For this reason having a permanent structure is not a minimum requirement. Ref 2.1 C. Incorrect. A project is a means to change an existing business as usual. However, PRINCE2 does not define how this change is going to take place. Technology to improve the business as usual will be an output for the project, and PRINCE2 will be tailored to manage the delivery of that output. Ref 2.1 D. Incorrect. Application of all of the PRINCE2 principles is mandatory. Ref 1.3

19	D	3.5.3e	A. Incorrect. The scale or probable effect of the risk is referred to as its impact. Ref 10.4.2.1
			B. Incorrect. The scale or probable effect of the risk is referred to as its impact. Ref 10.4.2.1
			C. Incorrect. A probable timeframe within which the risk may occur is a definition of the risk proximity. Ref 10.4.2.1
			D. Correct. Probability measures the likelihood of the risk occurring. Ref 10.4.2.1
20	C	3.5.4	A. Incorrect. Project support is not responsible for allocating the risk budget- they provide administrative duties to the project by maintaining the risk register. Ref tab 10.1
			B. Incorrect. Risk responses are decided by the project team during the 'plan' step. Ref 10.4.3
			C. Correct. The risk owner manages and controls all aspects of a risk and the risk actionee implements specific responses to a risk as part of the 'implement' step. Ref 10.4.4
			D. Incorrect. The risk management approach is formulated during the 'identify context' step. Ref 10.4.1.1
21	C	4.2c	A. Incorrect. An objective of the 'directing a project' process is to ensure that there is authority to initiate the project. Ref 15.2
			B. Incorrect. Preparation may begin for the next stage (which triggers the 'managing a stage boundary' process), but subsequent stages are planned towards the end of each stage. Ref 19.2
			C. Correct. The project initiation documentation should include or reference the project controls and summarize how the project intends to tailor PRINCE2. Ref 16.2
			D. Incorrect. Authority to deliver the project is sought from the project board, not programme, corporate management or the customer. Ref 16.3

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22	C	3.5.2	A. Incorrect. As part of the 'implement' step in the risk management procedure, risk actionees should be assigned to carry out risk responses. However, this is not a minimum requirement for applying the risk theme. Ref 10.2, 10.4.4
			B. Incorrect. Risks will be raised to the project board if they exceed tolerance however, not all risks are raised to the project board. However, this is not a minimum requirement for applying the progress theme. Ref 12.2
			C. Correct. As a minimum, the project should maintain some form of risk register to record identified risks and decisions relating to their analysis, management and review. Ref 10.2
			D. Incorrect. A risk budget can be established as part of managing risk, however this is not a minimum requirement for applying the risk theme. Ref 10.2, 10.3.7
23	C	3.7.3b	A. Incorrect. An exception report is created by the project manager in the 'controlling a stage' process when issues and risks are escalated to the project board. Ref 17.4.7
			B. Incorrect. An exception plan is produced by the project manager in the 'managing a stage boundary' process. Ref 19.4.5
			C. Correct. If a work package is forecast to exceed tolerances agreed in a work package, the team manager should inform the project manager by raising an issue. The project manager will then advise on corrective actions required. Ref 12.2.3
			D. Incorrect. A risk is an uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. A forecast to exceed work package tolerances is an issue. Ref 10.1, 12.2.1
24	B	2.2	A. Incorrect. The executive, as a member of the project board, has responsibility for approving any tailoring, but it is the project manager who is responsible for identifying and documenting the level of tailoring for the project. Ref 4.3.2
			B. Correct. The project manager is responsible for identifying and documenting the level of tailoring for the project. Ref 4.3.2
			C. Incorrect. The team manager may propose to the project manager any tailoring which would help them manage their work packages more effectively, but it is the project manager who is responsible for identifying and documenting the level of tailoring for the project. Ref 4.3.2
			D. Incorrect. It is the project manager who is responsible for identifying and documenting the level of tailoring for the project, not project support. Ref 4.3.2

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25	D	3.3.2	A. Incorrect. Where there is already an established quality management system for projects, for example in a programme or portfolio, only the project-specific approaches will need to be documented, but this is not a minimum requirement. Ref 8.3.5
			B. Incorrect. Although PRINCE2 does not address quality assurance, and it is good practice to include it in the project's quality management approach, it is defining project assurance that is the minimum requirement. Ref 8.2, 8.3.5
			C. Incorrect. In considering acceptance criteria, it can be useful to select proxy measures that will be accurate and reliable indicators of whether benefits will subsequently be achieved, but this is not a minimum requirement. Ref 8.3.10
			D. Correct. To be following PRINCE2, a project must, as a minimum, define the project's approach to project assurance. Ref 8.2
26	B	3.3.1a	A. Incorrect. Establishing the mechanisms to judge whether a project is desirable and achievable is a purpose of the business case theme. Ref 6.1
			B. Correct. A purpose of the quality theme is to use the lessons identified during the project to introduce more efficiency and effectiveness into the management of the project and the project's products. Ref 8.1
			C. Incorrect. Controlling uncertainty to improve the ability of the project to succeed is a purpose of the risk theme. Ref 10.1
			D. Incorrect. Establishing mechanisms to control any unacceptable deviation is a purpose of the progress theme. Ref 12.1
27	B	3.1.1a	A. Incorrect. Establishing mechanisms for managing issues that may impact the baseline is a purpose of the change theme. Ref 11.1
			B. Correct. A purpose of the business case theme is to allow decisions to be made regarding continued project investment and benefit achievement. Ref 6.1
			C. Incorrect. Assessing and controlling uncertain events or situations is a purpose of the risk theme. Ref 10.1
			D. Incorrect. Describing how products will be delivered that are fit for purpose is a purpose of the quality theme. Ref 8.1

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28	B	4.1c	A. Incorrect. The 'managing product delivery' process provides accurate progress information to the project manager at an agreed frequency to ensure that expectations are managed. Ref 18.2
			B. Correct. The 'initiating a project' process establishes solid foundations for the project, enabling the organization to understand the work that needs to be done to deliver the project's products before committing to a significant spend. Ref 16.1
			C. Incorrect. The 'controlling a stage' process monitors the work of the stage and reports progress to the project board at regular intervals defined by them. Ref 17.1
			D. Incorrect. The 'directing a project' process is where the project board will make decisions to commit resources, but it can only do so if provided with the appropriate information from the 'initiating a project' process or the 'managing a stage boundary' process. Ref 15.4.2
29	A	3.7.1b	A. Correct.
			(1) Correct. A highlight report is used to provide the project board (and possibly other stakeholders) with a summary of the stage and project status at intervals defined by them. Ref A.11.1.
			(2) Correct. The project board uses the highlight report to monitor stage and project progress. Ref A.11.1.
			(3) Incorrect. A highlight report is time-driven so is only produced on set intervals. A highlight report is not used when an event occurs, such as a new risk being identified. Ref 12.2.2.4, A.11.1.
			(4) Incorrect. An exception report is produced when a stage plan or project plan is forecast to exceed tolerance levels set. It is prepared by the project manager in order to inform the project board of the exception situation. Ref A.10.1
30	B	3.6.1b	A. Incorrect. The issue register holds details of all issues which are to be formally managed and which will have issue reports created. Ref A.12.1
			B. Correct. The product status account should provide details of all the products of a stage, including the version numbers. Ref A.18.1
			C. Incorrect. The product description defines purpose and function of each product. Ref A.17.1
			D. Incorrect. The configuration item record product holds the version number of one specific configuration item. Ref A.6.1

31	B	3.5.1a	B. Correct.
			(1) Incorrect. The purpose of the risk theme is to manage project risks, not at the corporate, programme management or customer level. Ref 10.1
			(2) Correct. The risk theme aims to support better decision making through a good understanding of risks. Ref 10.1
			(3) Correct. Management of risk should be systematic and proactive, and is implemented by the risk management approach which defines activities that should be implemented to control risks on a project. Ref 10.1
			(4) Incorrect. It is the change theme that identifies, assesses and controls any potential and approved changes to the baseline. Ref 11.1
32	A	3.7.2	A. Correct. To be following PRINCE2, a project must, as a minimum, define its approach to controlling progress in the project initiation documentation. The 'manage by exception' principle is particularly important when controlling progress. Ref 12.2
			B. Incorrect. Only the overall approach to controlling progress needs to be recorded, as a minimum, not the detail of how reports are to be amended. Ref 12.2
			C. Incorrect. To be following PRINCE2, a project must, as a minimum, set tolerances. All six tolerance areas must be used, as given in the 'manage by exception' principle. Ref 12.2, 3.5
			D. Incorrect. The levels of control will remain the same even if the project management team structure and roles are tailored. Ref 7.1, 12.2
33	C	3.7.1a	A. Incorrect. The purpose of the plans theme is to facilitate communication and control by defining the means of delivering the products (the where and how, by whom, and estimating the when and how much). Ref 9.1
			B. Incorrect. The purpose of the change theme is to identify, assess and control any potential and approved changes to the baseline. Ref 11.1
			C. Correct. The purpose of the progress theme is to establish mechanisms to monitor and compare actual achievements against those planned, provide a forecast for the project objectives and the project's continued viability, and control any unacceptable deviations. Ref 12.1
			D. Incorrect. The purpose of the quality theme is to define and implement the means by which the project will verify that products are fit for purpose. Ref 8.1

34	B	3.5.3c	A. Incorrect. A risk owner is responsible for the management, monitoring and control of all aspects of a particular risk allocated to them. Project support assists the project manager in maintaining the risk register. Ref tab 10.1, 10.4.4
			B. Correct. A risk owner is responsible for the management, monitoring and control of all aspects of a particular risk allocated to them. Ref 10.4.4
			C. Incorrect. A risk owner is responsible for the management, monitoring and control of all aspects of a particular risk allocated to them. The risk actionee is an individual assigned to carry out a risk response action, taking direction from the risk owner. Ref 10.4.4
			D. Incorrect. A risk owner is responsible for the management, monitoring and control of all aspects of a particular risk allocated to them. Project assurance reviews risk management practices to check that they are in line with the risk management approach. Ref 10.4.4, tab 10.1
35	D	3.2.3f	A. Incorrect. It is a responsibility of project assurance to ensure an acceptable solution is being developed. Ref 7.2.1.5
			B. Incorrect. It is a responsibility of the team manager to prepare a team plan and agree it with the project manager. Ref 7.2.1.8
			C. Incorrect. It is a responsibility of project support to maintain project files according to document control procedures. Ref 7.2.1.9
			D. Correct. It is the project board's responsibility to agree to each change before it's implemented. The project board may delegate some authority for approving or rejecting requests for change to the change authority. Ref 7.2.1.6
36	B	2.1d	A. Incorrect. The 'focus on products' principle ensures that the project focuses on the definition and delivery of products, in particular their quality requirements. Ref 3.6
			B. Correct. The focus on managing by stages ensures that the project is properly initiated before work starts on delivery of the project's outputs. Ref 3.4
			C. Incorrect. The 'defined roles and responsibilities' principle defines an organization structure that engages the business, user and supplier stakeholder interests, setting out who is accountable. Ref 3.3
			D. Incorrect. The 'continued business justification' principle defines that a project must be desirable, viable and achievable. Ref 3.1

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37	C	3.4.3c	A. Incorrect. The length of management stages can be longer when risk is lower- a complex risk is unlikely to be lower risk. Ref 9.3.1.1
			B. Incorrect. The length of management stages can be longer when risk is lower- understanding risk does not make a risk lower. Ref 9.3.1.1
			C. Correct. The length of management stages can be longer when risk is lower, typically in the middle of projects. Ref 9.3.1.1
			D. Incorrect. The length of management stages can be shorter when risk is higher. Ref 9.3.1.1
38	B	4.3g	A. Incorrect. When handing over products, the benefits management approach is checked to ensure that post-project benefits reviews are planned. However, these are performed after the project, not within the 'closing a project process'. Ref 20.4.3
			B. Correct. During the 'closing a project' process, ownership of the products is transferred to the customer and the responsibility of the project management team is then terminated. Ref 20.3, 20.4.3
			C. Incorrect. At the end of the final stage an end project report is created. Ref 20.4.4
			D. Incorrect. The project closure notification is sent to the project board for review and approval in the 'directing a project' process. Ref 20.4.5, 15.4.5
39	C	4.1a	A. Incorrect. To understand the resources and costs to deliver the project's products is an objective of the 'initiating a project' process. Ref 16.1
			B. Incorrect. To ensure that there is authority to deliver the project's products is an objective of the 'directing a project' process. Ref 15.1
			C. Correct. The 'starting up a project' process is a lighter process compared to the more detailed and thorough 'initiating a project' process. Ref 14.1
			D. Incorrect. The suite of management products make up the project initiation documentation which is created during the 'initiating a project' process. Ref 16.3
40	C	1.2b	A. Incorrect. PRINCE2 refers to the organization that commissions a project as 'corporate, programme management or the customer'. This organization is responsible for providing the project's mandate, governing the project, and for realizing any benefits that the project might deliver. Ref 2.5
			B. Incorrect. PRINCE2 refers to the organization that commissions a project as 'corporate, programme management or the customer'. This organization is responsible for providing the project's mandate. Ref 2.5
			C. Correct. PRINCE2 refers to a supplier as the person, group or groups responsible for the supply of the project's specialist products. Ref 2.5
			D. Incorrect. The senior user provides the customer's quality expectations and defines acceptance criteria for the project. The senior user will define and verify user requirements and expectations. Ref C.3.1, tab 7.1

41	C	3.2.2	A. Incorrect. It is the responsibility of the senior user to verify user requirements, but it is not a minimum requirement. Ref 7.2, tab 7.1
			B. Incorrect. A delegated change authority is optional not a minimum, requirement. Ref 7.2
			C. Correct. To be following PRINCE2, a project must, as a minimum, define its organization structure and roles. This must minimally ensure that all of the responsibilities in PRINCE2's role descriptions are fulfilled. Ref 7.2.
			D. Incorrect. It is the responsibility of the senior supplier to provide supplier resources, but it is not a minimum requirement to ensure they are available. Ref 7.2, tab 7.1
42	B	4.2e	A. Incorrect. When a work package is being negotiated is when the project manager and team manager agree the timing of checkpoint reports. Ref 12.2.2.4, 18.4.1
			B. Correct. A team manager is required to provide checkpoint reports at the frequency agreed with the project manager in the relevant work package. Ref 18.2, 12.2.2.4, 18.4.2
			C. Incorrect. Checkpoints are a time-driven control and done at a frequency agreed in the work package, not driven by such events as completing quality-checking activities. Ref 12.2.2.4, 18.4.2
			D. Incorrect. The team manager is not involved in reviewing how a stage is progressing. Ref 12.2.2.2, 17.4.4, tab 17.4
43	A	4.1b	A. Correct. The 'directing a project' process provides a mechanism for the project board to achieve such assurance without being overburdened by project activity. Ref 15.3
			B. Incorrect. The 'directing a project' process covers the activities of those at the level of management above the project manager. Ref 15.3
			C. Incorrect. The project board manage by exception. It monitors via reports and controls through a small number of decision points. There should be no need for other 'progress meetings' for the project board. Ref 15.3
			D. Incorrect. The 'directing a project' process starts on completion of the 'starting up a project' process. Ref 15.1
44	C	3.4.1a	A. Incorrect. The purpose of the risk theme is to identify, assess and control uncertainty within the project. Ref 10.1
			B. Incorrect. The identification of project products involves configuration management, part of the change theme. Ref 11.3.3.
			C. Correct. The purpose of the plans theme is to define the means of delivering the products. Ref 9.1
			D. Incorrect. A benefits management approach is associated with the business case theme, not the plans theme. Ref 6.2, A.1.1

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45	B	3.3.1b	A. Incorrect. The customer's quality requirements are defined in a project product description. Ref A.21.1
			B. Correct. The quality management approach is used to define the quality techniques and standards to be applied during a project. Ref A.22.1
			C. Incorrect. The level of quality required for each of a project's products is the quality specification that is recorded as the quality criteria in the associated product description. Ref A.17.1
			D. Incorrect. The quality register is used to summarize all of the quality management activities that are planned. Ref A.23.1
46	D	2.1f	A. Incorrect. A product's quality criteria describe the criteria against which a product will be approved. The setting of tolerances supports the 'manage by exception' principle. Ref 3.5, A.17.5
			B. Incorrect. A product's quality criteria describe the criteria against which a product will be approved. The defining of responsibilities supports the 'defined roles and responsibilities' principle. Ref 3.3, A.17.5
			C. Incorrect. A product's quality criteria describe the criteria against which a product will be approved. The justification of the project supports the 'continued business justification' principle. Ref 3.1, A.17.5
			D. Correct. A PRINCE2 project uses product descriptions to provide such clarity by defining each product's purpose, composition, derivation, format, quality criteria and quality method. Ref 3.6
47	B	1.2a	A. Incorrect. PRINCE2's strength is in its wide applicability - it is entirely generic. Consequently, industry-specific or type-specific activity is excluded. Specific techniques can readily be used alongside PRINCE2. Ref 1.2
			B. Correct. PRINCE2 promotes learning from project experience and continual improvement in organizations. Ref 1
			C. Incorrect. Leadership styles and motivational skill vary greatly from one project environment to another. Hence, to keep the generic nature of PRINCE2 intact, such styles and skills are excluded. Ref 1.2
			D. Incorrect. PRINCE2 is intended to be used to manage only projects, not programmes. Ref 1

48	C	3.2.3j	A. Incorrect. It is the project board's responsibility to agree to each potential change before it is implemented. In a project where few changes are envisaged, it may be reasonable to leave this authority in the hands of the project board. Ref 7.2.1.6
			B. Incorrect. The team manager role may be assigned to the project manager or a separate person. Ref 7.2.1.8
			C. Correct. The executive and project manager roles cannot be combined. The executive's accountability for project success cannot be delegated. Ref 7.2.1.10
			D. Incorrect. Project support is the responsibility of the project manager. The role defaults to the project manager if it is not otherwise allocated. Ref 7.2.1.9
49	D	1.1a	A. Incorrect. Projects introduce threats and opportunities over and above those typically encountered in the course of business as usual. Ref 2.1
			B. Incorrect. Projects often cross the normal functional divisions within an organization and sometimes span entirely different organizations. This frequently causes stresses and strains. Ref 2.1
			C. Incorrect. A project is a temporary organization that is created for the purpose of delivering one or more business products. There are a number of characteristics of project work that distinguishes it from business as usual. Ref 2.1
			D. Correct. Projects involve a team of people with different skills working together to introduce a change that will impact others outside the team. Ref 2.1
50	A	4.2f	A. Correct. An objective of the 'managing a stage boundary' process is for the project manager to request authorization from the project board to start the next stage. Ref 19.2
			B. Incorrect. Risks do not have to be closed at the end of a stage. During each of the activities within the 'managing a stage boundary' process, the issue register and risk register are updated as necessary. Ref 17.4, 17.4.1-8
			C. Incorrect. Ensuring that work on products allocated to the team for the next stage is authorized is an objective of the 'managing product delivery' process, which ensures that work on products allocated to a team is authorized and agreed in a work package. Ref 18.2
			D. Incorrect. An exception plan may be prepared during the 'managing a stage boundary' process to show how to recover from a tolerance deviation, but selecting and implementing actions to resolve the deviation would occur as part of the 'take corrective action' activity in the 'controlling a stage' process. Ref 17.4.8

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51	D	4.2b	A. Incorrect. The 'starting up a project' process only requests authorization to initiate a project. Ref fig 14.1
			B. Incorrect. The 'initiating a project' process only requests authorization to deliver a project; it is the 'directing a project' process that provides the authority. Ref 16.3, 15.2
			C. Incorrect. The 'managing a stage boundary' process only requests authorization to start the next stage; it is the 'directing a project' process that provides the authority. Ref 19.2, 15.2
			D. Correct. An objective of the 'directing a project' process is to ensure that there is authority to deliver the project's products. Ref 15.2
52	A	3.1.2	A. Correct. It is a minimum requirement that the roles and responsibilities for the business case and benefits management are defined and documented. Therefore this includes responsibility for defining any standards to which the business case needs to be developed. Ref 6.2, tab 6.1
			B. Incorrect. It is usually advisable that the senior user comes from an area of the business impacted by the change, but it is not a minimum requirement. Ref 6.2.3, 6.2
			C. Incorrect. If corporate, programme management or the customer are to manage or participate in the benefits reviews, the project board may need to seek their approval but it is not a minimum requirement to obtain such approval. Ref 6.2.3, 6.2
			D. Incorrect. Development of the business justification may be delegated, for example to the project manager. However, this is not a minimum requirement. Ref 6.2.1, 14.4.4, 6.2
53	A	4.1i	A. Correct. The project initiation documentation, baselined in the 'initiating a project' process, is used during the 'closing a project' process as the benchmark to review how the project actually performed against its planned targets and tolerances. Ref 20.2, 20.4.4
			B. Incorrect. The controls for the final stage are contained in the stage plan rather than the project initiation documentation. Ref 19.4.1
			C. Incorrect. The lessons log and lesson report are not part of the project initiation documentation. Ref A.20.2
			D. Incorrect. The project product description, which first forms part of the project brief and is then incorporated into the project initiation documentation, is approved during the 'initiating a project' process and at the end of each stage. It is not approved as part of the 'closing a project' process. Ref fig 15.3, tab 15.3, A.19.2

54	C	4.3c	A. Incorrect. The 'starting up a project' process aims to ensure that there is a clear project mandate that provides the terms of reference for the project and should contain sufficient information to identify at least the prospective executive of the project board. Ref 14.3
			B. Incorrect. The 'directing a project' process provides a mechanism for the project board to meet its responsibility for ensuring that there is continued business justification without being overburdened by project activity. Ref 15.3
			C. Correct. It Is the 'initiating a project' process that aims to ensure that all parties are be clear on what the project is intended to achieve, why it is needed and how the outcome is to be achieved. Ref 16.3
			D. Incorrect. The 'managing product delivery' process views the project from the team manager's perspective and aims to ensure that products are created and delivered by the team to the project. Ref 18.3
55	A	4.3f	A. Correct. The 'managing a stage boundary' process should be executed at, or close to the end of, each management stage. The process is used to enable the project board to receive sufficient information to review the current stage before starting the next. Ref 19.1
			B. Incorrect. The activities to manage a stage boundary should be planned to take place at, or close to the end of, each management stage, not at the start. Ref 19.1
			C. Incorrect. The activities to manage a stage boundary should be planned to take place at, or close to the end of, each management stage. However, the 'closing a project' process occurs at the end of the final management stage. Ref 19.1, fig 13.1
			D. Incorrect. The 'starting up a project' process is not a management stage and therefore does not use the 'managing a stage boundary' process. The 'managing a stage boundary' process is not used at the end of the 'starting up a project' process. Ref 14.3, fig 13.1
56	C	3.1.3	A. Incorrect. A measurable improvement that is perceived as an advantage by one or more stakeholders is a project's benefit. Ref 6.1, glossary
			B. Incorrect. The reason for the project is why the project is required not the result of a change derived from using the project's outputs. Ref 6.1, 6.2, 6.2.1
			C. Correct. A project outcome is the result of a change derived from using the project's outputs. Ref 6.1
			D. Incorrect. The specialist products are defined as the project's outputs. Ref 6.1, glossary

57	B	1.1b	B. Correct. The six aspects of project performance to be managed are costs, timescales, scope, quality, risk and benefits. Ref 2.3
			A, C, D - Incorrect. The six aspects of project performance to be managed are costs, timescales, scope, quality, risk and benefits. Change is a theme. Ref 2.3, 11.1
58	C	3.4.2	A. Incorrect. 'Starting up a project' is a PRINCE2 process, not a stage. A process is a structured set of activities designed to accomplish a specific objective. Ref 14.1, 13.1, fig 13.1
			B. Incorrect. To be following PRINCE2, a project must, as a minimum, have an initiation stage and at least one further management stage. 'Closing a project' is a process, not a stage. Ref 9.2, fig 13.1
			C. Correct. To be following PRINCE2, a project must, as a minimum, have an initiation stage and at least one further management stage. Ref 9.2
			D. Incorrect. 'Closing a project' is a process, not a stage. Ref 20.1, fig 13.1
59	D	3.2.4b	A. Incorrect. It is important to review the communication management approach at each stage boundary, not just at the start of the project, to ensure that it includes all the key stakeholders. Ref 7.2.2
			B. Incorrect. Project board members are stakeholders representing the three primary categories: business, user and supplier. Ref 7.1
			C. Incorrect. Stakeholders may be internal or external to the corporate organization. Ref 7.1
			D. Correct. The three principle categories of stakeholders: business, user and supplier, are represented by the executive, senior user(s) and senior supplier(s). Ref 7.1
60	A	4.3a	A. Correct. The project mandate should provide the terms of reference for a project. Ref 14.3
			B. Incorrect. The detailed business case is produced during the 'initiating a project' process when the outline business case is updated. Ref 16.4.8
			C. Incorrect. The project mandate may include the project tolerances but it is the project board's responsibility to identify stage tolerances. Ref 12.2.1
			D. Incorrect. The creation of the plan for the initiation stage is the last activity during the 'starting up a project' process and is the responsibility of the project manager. Information from the project mandate may be contained in the plan but the actual plan itself is not included in the project mandate. Ref 14.4.6

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