

## PRINCE2® Passport Sample Papers

### Introduction

This document is comprised of 4 separate examination papers. There are two sample Practitioner Papers and two sample Practitioner Re-Registration Papers which replicate the format, question style and difficulty of the accredited examination papers.

Each sample paper comprises four sections; Scenario, Question, Marking Scheme and Rationale. For the accredited exams, candidates would only receive the Scenario and Question booklets. The Marking Scheme and Rationale are included here to provide you with feedback on your answers to enhance your learning.

### Contents

<b>Practitioner Paper FX02</b>	Scenario	2
	Question	12
	Marking Scheme	39
	Rationale	42
<b>Practitioner Paper FX03</b>	Scenario	60
	Question	68
	Marking Scheme	95
	Rationale	98
<b>Re-Registration Paper FX02</b>	Scenario	116
	Question	120
	Marking Scheme	132
	Rationale	133
<b>Re-Registration Paper FX03</b>	Scenario	141
	Question	145
	Marking Scheme	157
	Rationale	158

These sample papers have been provided by the accrediting body, the APM Group, and are used under licence to support accredited training materials.



## ***The Practitioner Examination***

### ***FX02***

#### ***Scenario Booklet***

This is a 2.5-hour objective test examination. This booklet contains the Project Scenario upon which this exam paper is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the 8 questions is worth 10 marks, giving a maximum of 80 marks in the paper. The pass mark is 55% (44 marks). Within each question the syllabus area to which the question refers is clearly stated. The exam is to be taken with the support of the PRINCE2 Manual only, i.e. no material other than the *Question Booklet*, the *Scenario Booklet*, the *Answer Booklet* and the PRINCE2 Manual is to be used.

***Candidate Number:*** .....

This is a blank page

## 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 which is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

- Design for each month - correctly showing all 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 mailing 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 this 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.

## Question 1: Business Case Theme - Additional Information

During the initiation stage, the Project Manager met with the Marketing Director to find out more about the requirements of the promotional calendar and recorded the following notes:

There has been a reduction in the number of orders at MNO Manufacturing due in part to the increased marketing activities of its competitors. 10% of customers have not re-ordered in this financial year and staff morale is poor. A number of skilled staff have left as a result and replacement staff have not been recruited due to the reduced operation. If the project is successful, a recruitment campaign will be required to fill the existing staff vacancies and there may be a requirement for additional staff. Operational costs are likely to increase because skilled staff are expensive and difficult to find.

In financial terms, there were a total of 1,500 orders in the last financial year, each with an average profit of £2,000. The Marketing department believes that sending a promotional calendar to the company's current and prospective customers would increase orders by at least 10%, with a minimum of 10 further orders from the list of prospective customers within 12 months from the date of distribution.

The Marketing Director will be funding the project from the business marketing budget. She believes that the effect of a good company image portrayed by a successful calendar would last into a second year. She has forecast the same increase in orders for a second year and predicts that the annual employee satisfaction survey will show a measurable improvement in staff morale.

A number of alternatives were explored, including:

- 20% discount for all repeat customers - not cost-effective and very short term
- A promotional calendar as a free Christmas gift - would target current and prospective customers and the benefits would last into a second year
- A series of television and press advertisements - would be too expensive
- Creation of an internet website - would not suit all customers.

The calendar is seen as the favoured option, as long as the company's competitors do not increase their marketing activity. Whilst the Marketing department wants a very high quality, glossy product, the project management team must be aware of the cost this will incur.

## Question 2: Organization Theme - Additional Information

**Chief Executive Officer (CEO):** He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

**Marketing Director:** She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

**Engineering Manager:** He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photographs for the promotional calendar.

**Central Records:** This group of five staff looks after all company records and document control. They now maintain all project files.

**Bright Lights:** This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

**Portraits Ltd:** This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photographs for the company calendar. It has yet to be decided which of the photographers to use.

## Question 3: Quality Theme - Additional Information

**Extract from the Project Product Description (with errors)**

Composition	1. Design for each month 2. 100gsm glossy paper 3. Full colour 4. Selected envelope 5. Chosen label design 6. List of customers 7. Selected photographs 8. Photographic session schedule
Derivation	9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
Development skills required	13. Photographer 14. Internal creative team 15. Print company
Customer's quality expectations	16. Professional photographs 17. 10% more calendars than required should be printed to allow for any late additions to the list of customers 18. Compliance with applicable corporate standards 19. The calendar should reflect the company image as described in the corporate branding standards 20. The calendar will increase orders from the list of prospective customers within 12 months
Acceptance criteria	21. Appearance: each photograph should be sufficiently attractive and humorous that the customer wants to display it 22. Appearance: new company logo promotes strong image 23. Security: complies with Data Protection Legislation 24. Accuracy: public holidays match the list supplied by Marketing

## Question 5: Risk Theme - Additional Information

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 his 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 photographic sessions to minimize the impact on the Engineering staff. This meeting should have occurred a week ago. The photographic sessions are scheduled to take place in two days time.

The Engineering Manager was made aware of this requirement. However, when asked by the Project Manager, he reported that he had 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.



## Question 6: Plans Theme - Additional Information

### **Product Summary**

A list of customers will be collated. This will use existing information from the Accounts department database about current customers, and existing information from the Marketing department database about prospective customers.

Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design competition. Competition rules will be drawn up and details of the competition will be communicated to staff. The label design will then be chosen from the competition entries.

The photographs for the calendar must be based on existing photograph design ideas available from the Marketing department. Designs for each month will be created to show the required layout of each page.

Additional Information continues on the next page

continued

Question 6: Plans Theme - Additional Information

**Extract from Stage Plan for stage 3.**

(All entries are **true statements** but may not be shown under the correct heading or in the correct document).

<b>Plan description</b>	1. Stage 3 is the final stage of the project and will deliver the photos, the label design competition entries, the winning label design and the prepared calendar pack.
<b>Plan prerequisites</b>	2. Increase in orders and improved company image. 3. The production cost forecast must be acceptable to the Project Board if the photography and label design competition are to go ahead. 4. The customer list is accurate and complete.
<b>External dependencies</b>	5. A separate project has been reviewing the company's branding. The company logo, required for the label design competition, is being updated. The new company logo is to be supplied by the other project in two weeks time. 6. Customer details will be supplied from the Accounts department and the Marketing department customer databases for the customer list. 7. The label design must contain the new company logo.
<b>Planning assumptions</b>	8. A suitable entry will be received from the label design competition. 9. The photo session schedule created two weeks ago correctly reflects the availability of the engineering staff. 10. Each photo must feature different members of the Engineering team.
<b>Monitoring and control</b>	11. The Project Plan is to be updated with actuals. 12. A Highlight Report will be created for the Project Board every two weeks. 13. The Stage Plan will be reviewed at the end of each day, to assess forecast against actuals. 14. Product Status Accounts will be produced by Project Support, at the request of the Project Manager, to summarize current and historical data concerning each of the project's products.

This is a blank page



***The Practitioner Examination***

FX02

***Question Booklet***

***Candidate Number:*** .....

This is a blank page

Syllabus areas covered:

Question 1 - Business Case Theme

Question 2 - Organization Theme

Question 3 - Quality Theme

Question 4 - Starting Up a Project + Initiating a Project Processes

Question 5 - Risk Theme

Question 6 - Plans Theme

Question 7 - Progress Theme

Question 8 - Directing a Project + Managing a Stage Boundary + Closing a Project Processes

## Question Number 1

Syllabus Area Business Case Theme

Syllabus Area	Question Number	Part	Marks
Business Case Theme	1	A	6

Using the Project Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following questions.

Each question provides a list of only **true statements** about the Calendar project, but only 2 statements are appropriate entries for that heading of the Business Case.

Remember to select 2 answers to each question.

1 Which **2** statements should be recorded under the **Reasons** heading?

- A The Marketing department believes that sending a promotional calendar to current and prospective customers will increase orders by at least 10%.
- B 10% of customers have not re-ordered in this financial year.
- C 1,500 orders are expected, each with an average profit of £2,000.
- D The Marketing department believes that the effect of a good company image, portrayed by a successful calendar, will last into a second year.
- E MNO Manufacturing is experiencing a reduction in order numbers due in part to the increased marketing activities of its competitors.

2 Which **2** statements should be recorded under the **Business options** heading?

- A Produce a promotional calendar as a free Christmas gift to current and prospective customers.
- B Use a professional photographer to create the photographs for the calendar.
- C Create the photographs for the calendar internally.
- D Outsource the creation of the calendar to a professional marketing company.
- E Do nothing.

3 Which **2** statements should be recorded under the **Expected benefits** heading?

- A Increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months.
- B The calendar will be similar to calendars sent out in previous years.
- C The Marketing department believes that the benefits of good company image, as portrayed by a successful calendar, will last into a second year and bring the same increase in orders.
- D The calendar will contain photographs of both staff and company products.
- E The Marketing department want a very high quality, glossy product as they believe this will be more appealing to customers.

Question continues on the next page

Question continued

4	Which <b>2</b> statements should be recorded under the <b>Expected dis-benefits</b> heading?
	<p>A A high quality, glossy product will involve additional costs.</p> <p>B Individuals in the engineering team who are not selected to appear in the calendar photographs will become de-motivated.</p> <p>C The calendar may not result in the expected 10% increase in orders.</p> <p>D As the Calendar project is a priority for the MNO Manufacturing Company, the delivery of other projects within the Marketing department will be delayed.</p> <p>E The calendar may not result in the 10 further orders from the list of prospective customers in 12 months.</p>
5	Which <b>2</b> statements should be recorded under the <b>Timescale</b> heading?
	<p>A Benefits will be lost if the project is not completed on time.</p> <p>B A recruitment campaign to fill the existing staff vacancies will need to take place in the next 12 months.</p> <p>C Additional 10% increase in orders in year two.</p> <p>D The prepared calendar pack must be delivered by the first week in December.</p> <p>E The print company requires a 2-week notification period of the calendar pack delivery.</p>
6	Which <b>2</b> statements should be recorded under the <b>Costs</b> heading?
	<p>A The MNO marketing budget this year is £120,000.</p> <p>B No known ongoing operations or maintenance costs.</p> <p>C 10 further orders with an average profit of £2,000 will deliver a benefit of £20,000 in the first year.</p> <p>D The new company logo is estimated to cost £4,000.</p> <p>E Project costs are estimated to be a total of £26,500.</p>



Syllabus Area	Question Number	Part	Marks
Business Case Theme	1	B	4

**Using the Project Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following question.**

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	If the calendar option is changed there should be a review of, and possible changes to, the Business Case.	BECAUSE	A Business Case includes options for the delivery of the chosen solution.
2	The Business Case will no longer be viable if the prepared calendar pack is not available for printing until the first week of December.	BECAUSE	A Business Case is no longer viable if stage tolerances are exceeded during a project.
3	The fact that the project's aim is to try to counter the fall in orders should be documented in the Project Brief.	BECAUSE	An outline Business Case contains the reasons why a project is needed and forms part of a Project Brief.
4	The expected improvement in staff morale should NOT be recorded as a benefit in the Business Case.	BECAUSE	Only those benefits that can be measured in financial terms should be defined in a Business Case.

## Question Number 2

Syllabus Area    Organization Theme

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	A	6

The following questions include only **true statements** about an individual from the project organization. Only 2 statements explain why, in the context of roles and responsibilities within a PRINCE2 organization structure, the individual is a suitable candidate for that role.

Remember to select 2 answers to each question.

1	Which <b>2</b> statements explain why the Marketing Director would be appropriate as the Executive for this project?
A	She has been with the company for three years.
B	She previously had a successful career in publicity.
C	She is able to represent the business needs of MNO Manufacturing.
D	She has authority to commit the marketing budget, from which the project will be funded.
E	She requires more experience working with the engineering industry.
2	Which <b>2</b> statements explain why the CEO would be appropriate as the Executive for this project?
A	He started the company 25 years ago.
B	He knows his job well.
C	He restricts his visits to the engineering area.
D	He has authority to commit resources as required.
E	He has an overall perspective of the business's strategic requirements.
3	Which <b>2</b> statements explain why the Marketing Director would be appropriate in a Senior User role for this project?
A	She can represent the Marketing department.
B	She previously had a successful career in publicity.
C	The Marketing department will help to deliver the benefits of this project.
D	The project will be funded from the business marketing budget.
E	A number of the products will be produced by the Sales department and the Marketing department.

Question continues on the next page

Question continued

4	<p>Which <b>2</b> statements explain why the Sales Manager would be appropriate in a Senior User role for this project?</p> <p>A He joined the company last year with huge enthusiasm.</p> <p>B He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.</p> <p>C The launch of a company calendar will impact the Sales department.</p> <p>D He reports directly to the Marketing Director.</p> <p>E He is able to represent current and prospective customer interests.</p>
5	<p>Which <b>2</b> statements explain why the Purchasing Manager would be appropriate in a Senior Supplier role for this project?</p> <p>A He is responsible for advising on the acceptance methods to be included in supplier contracts.</p> <p>B He will procure the resources and materials required for the project's products.</p> <p>C He was an engineer and worked in that area before taking up his current position.</p> <p>D He can monitor the production cost forecast against the Business Case and ensure value for money.</p> <p>E He is not appropriate for the role of Executive or Senior User.</p>
6	<p>Which <b>2</b> statements explain why the Sales Manager would be appropriate in a user assurance role for this project?</p> <p>A He joined the company last year with huge enthusiasm and is keen to increase sales.</p> <p>B He can provide an evaluation of the potential impact the calendar will have on sales.</p> <p>C He is able to advise on suitable stakeholder engagement of current and prospective customers.</p> <p>D He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.</p> <p>E He can resolve any conflict in requirements between the Sales department and the Marketing department.</p>

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	B	4

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The Senior User role should be shared by the Marketing Director and the Engineering Manager.	BECAUSE	Those who provide specialist resources to the project development teams should perform a Senior User role.
2	Bright Lights and Portraits Ltd are both stakeholders on the Calendar project.	BECAUSE	Anyone who can affect a project is a stakeholder on that project.
3	A single member of Central Records should NOT perform both a Project Support and a Project Assurance role on this project.	BECAUSE	It is necessary to keep Project Support and Project Assurance responsibilities separate.
4	The Engineering Manager should be included in the Communication Management Strategy.	BECAUSE	The Communication Management Strategy describes the communication tools to be used.

## Question Number 3

Syllabus Area    Quality Theme

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	A	3

Column 1 is a list of objectives. For each objective in Column 1, select from Column 2 the quality activity that addresses it. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Understanding the customer's quality expectations.	A Quality assurance
2	Approval of the project's products.	B Quality control
3	Confirmation that corporate management standards and policies are being adhered to.	C Quality planning

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	B	4

**An address label is required for the envelope. The design of the label will be selected from entries to an internal label design competition. The winning label design will be included in the prepared calendar pack given to the printing company. The label should be half the size of the selected envelope (+5%/-5%), and use an attractive, large font for the customer's name and address. The new company logo must be integrated into the label design. The Project Board will be asked to review all entries and select the winning label design.**

The information in Column 1 may be entered in the Product Description for the chosen label design. Column 2 is a list of the quality headings (excluding Quality Method) in a Product Description. For each entry in Column 1 decide if it should be included under one of the Product Description headings shown and select the appropriate answer from Column 2.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Half the size of the selected envelope.	A NOT included
2	Printing company.	B Quality criteria
3	Project Board.	C Quality tolerance
4	+5% / -5% of the required label size.	D Quality skills required
		E Quality responsibilities

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	C	3

Using the Project Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following questions about the Project Product Description.

Remember to select 2 answers to each question.

1	Which <b>2</b> statements apply to the <b>Derivation</b> section?
A	Move entry 9 to <b>Composition</b> because this is within the scope of the project.
B	Delete entry 10 because this is NOT a source product for this project.
C	Delete entry 11 as this is already correctly shown under <b>Development skills required</b> .
D	Move entry 12 to <b>Composition</b> because this is within the scope of this project.
E	Add 'Professional photographer'.
2	Which <b>2</b> statements apply to the <b>Customer's quality expectations</b> section?
A	Delete entry 16 because this should be shown on the Product Description for the photos.
B	Delete entry 17 because this is beyond the scope of this project.
C	Delete entry 18 because standards should NOT be shown here.
D	Delete entry 19 because this should appear in the Product Description for the calendar and not the Project Product Description.
E	Delete entry 20 because this is an expected benefit and should be recorded in the Business Case.
3	Which <b>2</b> statements apply to the <b>Acceptance criteria</b> section?
A	Amend entry 21 to 'Appearance - 12 photographs each showing different members of staff'.
B	Move entry 21 to <b>Composition</b> because the photographs are part of the project product.
C	Delete entry 22 because the development of the new company logo is not within the scope of the Calendar project.
D	Move entry 23 to <b>Derivation</b> because the Data Protection Legislation already exists.
E	Delete entry 24 because this is NOT a suitable acceptance criteria for this project.

## Question Number 4

Syllabus Area Starting Up a Project + Initiating a Project Processes

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	4	A	3

Column 1 is a list of decisions to be made about the project. For each decision in Column 1, decide whether or not it is made in the Starting up a Project process and indicate in which order the decisions should occur.

	Column 1	Column 2
1	Approval of the feasibility study before any work on the project can commence.	A Not made in the Starting up a Project process
2	Assess which parties should be involved during the project, as suggested by previous development projects.	B First
3	Evaluate possible candidates for Project Manager and decide which should be appointed.	C Second D Third



Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	4	B	2

**Using the Project Scenario, answer the following question.**

The Project Manager has been asked to prepare the Project Brief for the Calendar project. The following questions include only **true statements** about the project, but only one statement is an appropriate entry for that heading of the Project Brief.

1	Which statement should be recorded as a project interface under the <b>Project definition</b> heading?
A	The new company logo will be supplied by another project.
B	The design of the calendar will be derived from the design used to create previous calendars.
C	The calendar will be designed by the internal creative team.
D	A professional photographer will be commissioned to take the photographs.
2	Which statement should be recorded under the <b>Project approach</b> heading?
A	The end product of this project will be a prepared calendar pack, ready for printing.
B	The photography for the calendar is to be outsourced to a professional photographer.
C	A production cost forecast, based on the costs for the materials, printing and mailing is to be produced in stage 2.
D	The actual production and distribution of the calendars is not within the scope of this project.

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	4	C	5

**Using the Project Scenario, answer the following questions about the Starting up a Project process and the Initiating a Project process.**

Decide whether the actions taken represent an appropriate application of PRINCE2 for this project and select the response that supports your decision.

1	<p>When creating the Project Plan, the Project Manager identified the new company logo as an external dependency. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the new company logo should be identified in the Business Case as part of the reasons for undertaking the project.</p> <p>B No, because the new company logo should be identified in the Project Plan as an internal dependency.</p> <p>C Yes, because the new company logo is required to produce the calendar and is being produced by another project.</p> <p>D Yes, because the production of the new company logo will need to be controlled by the Project Manager.</p>
2	<p>During the initiation stage, the Project Manager created the Product Description for the designs for each month. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because all Product Descriptions should be created during the Managing a Stage Boundary process, when preparing the Stage Plan.</p> <p>B No, because it is the Project Product Description that should be created to define what the project must deliver in order to gain acceptance.</p> <p>C Yes, because the Project Manager should create Product Descriptions for all of the products to be delivered by the project as part of the Project Plan.</p> <p>D Yes, because Product Descriptions for the major products of the project should be created when preparing the Project Plan.</p>
3	<p>When setting up the project controls, the Project Manager identified dates for two end stage assessments, one for each of the management stages following initiation. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the Closing a Project process is used at the end of the final stage.</p> <p>B No, because there are three stages in this project.</p> <p>C Yes, because the Project Manager needs to report how the stage performed and provide an update on the Business Case.</p> <p>D Yes, because the Project Board needs to be made aware of these dates so as to ensure its availability.</p>

Question continues on the next page

Question continued

4	<p>The Project Manager has now completed the Project Plan which contains the Work Packages for each of the project's products. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because Work Packages should be created during the Starting up a Project process to support the Project Product Description.</p> <p>B No, because the Project Plan does not contain the content of each Work Package.</p> <p>C Yes, because the tolerance(s) set in the Project Plan are derived from the Work Package tolerance(s).</p> <p>D Yes, because the Project Board will require this information in order to set tolerance(s) for the Team Manager(s).</p>
5	<p>At the end of the initiation stage, the Project Manager has updated the Project Plan to show how and when all of the expected benefits of the promotional calendar will be measured and captured. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because any changes to the Project Plan should be approved by the Project Board.</p> <p>B No, because most of the expected benefits will be achieved after the project has closed.</p> <p>C Yes, because it is important to define each benefit in quantifiable terms so that measurable improvements can be made.</p> <p>D Yes, because the expected benefits of the promotional calendar can be measured during the life of the project.</p>

## Question Number 5

Syllabus Area Risk Theme

Syllabus Area	Question Number	Part	Marks
Risk Theme	5	A	5

**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.**

Column 1 contains a number of risk responses identified by the Project Manager following an assessment of this risk. Column 2 contains a list of threat response types. For each risk response in Column 1, select from Column 2 the type of response it represents. Each option from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Record the risk in the Risk Register and monitor the situation.	A Avoid
2	Decide not to compete and cancel the project.	B Reduce
3	Bring the target date of this project forward.	C Fallback
4	Wait for confirmation of the rival's calendar and, if required, include additional gifts with the calendar as an extra incentive.	D Transfer
5	Carry on with the project as planned on the basis that the MNO Manufacturing Company calendar is believed to be of better quality.	E Accept
		F Share

Syllabus Area	Question Number	Part	Marks
Risk Theme	5	B	5

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The fact that there has been no contact with the photographer should have been raised as an issue.	BECAUSE	Any forecast to exceed the agreed stage tolerances should be escalated to the Project Board.
2	As the person monitoring the contract, the Purchasing Manager would be an appropriate owner for the risk.	BECAUSE	A risk actionee should be the person most capable of managing the risk.
3	The photographer should have raised any concerns about their availability for the work as a risk before accepting the Work Package.	BECAUSE	A separate Risk Register should be created for each Work Package to monitor specialist risks associated with the creation of specialist products.
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.	BECAUSE	When the impact of a risk has been identified, an Issue Report will be required to implement any agreed risk actions.
5	As a Work Package has been agreed with the photographer, responsibility for the risk will automatically have been transferred to this third party.	BECAUSE	When selecting the most appropriate risk response to take, the best option is usually the least expensive.

## Question Number 6

Syllabus Area Plans Theme

Syllabus Area	Question Number	Part	Marks
Plans Theme	6	A	2

Answer the following questions about plans.

Remember to select 2 answers to each question.

1	During which <b>2</b> activities should a plan be produced?
A	When a Work Package is authorized, in the Controlling a Stage process.
B	When preparing for planned closure, in the Closing a Project process.
C	When a Work Package is accepted, in the Managing Product Delivery process.
D	When escalating issues and risks, in the Controlling a Stage process.
E	When planning project closure, in the Managing a Stage Boundary process.
2	Which <b>2</b> statements concerning responsibility for creating plans are correct?
A	The Team Manager is responsible for creating Stage Plans.
B	The Team Manager is responsible for creating Team Plans.
C	Project Support is responsible for creating Team Plans.
D	The Project Board is responsible for creating the Project Plan.
E	The Project Manager is responsible for creating the Project Plan.

Syllabus Area	Question Number	Part	Marks
Plans Theme	6	B	4

**Using the Project Scenario and the Product Summary provided as additional information for this question in the *Scenario Booklet*, answer the following questions about the plan for this project.**

Decide whether the statements reflect an appropriate application of the product-based planning technique for this project and select the response that supports your decision.

1	'Production cost forecast' has been shown as an external product in the product flow diagram. Is this an appropriate application of product-based planning for this project?
A	No, because the 'production cost forecast' is required for making a decision.
B	No, because the 'production cost forecast' is being created within the scope of the plan.
C	Yes, because the 'production cost forecast' is dependent on an external product.
D	Yes, because the 'production cost forecast' is required for making a decision.
2	'Tariff of mailing costs' has been shown in the product breakdown structure as a product to be created or modified by the project. Is this an appropriate application of product-based planning for this project?
A	No, because the 'tariff of mailing costs' is being supplied by the Post Office.
B	No, because the 'tariff of mailing costs' already exists.
C	Yes, because the 'tariff of mailing costs' will be used to create the 'production cost forecast'.
D	Yes, because the project costs may change.
3	'Accounts database' has been shown on the product flow diagram as an external dependency for the 'list of customers'. Is this an appropriate application of product-based planning for this project?
A	No, because 'accounts database' already exists and should not be shown on the product flow diagram.
B	No, because the 'accounts database' should be shown as an internal dependency for the 'list of customers'.
C	Yes, because 'accounts database' is being supplied by the Accounts department.
D	Yes, because 'accounts database' already exists and will be required to produce the 'list of customers'.
4	'Choose label design' has been shown on the product breakdown structure as a product to be created or modified by the project. Is this an appropriate application of product-based planning for this project?
A	No, because 'choose label design' is an activity.
B	No, because the competition entries are external to the scope of the plan.
C	Yes, because the label design will be chosen from entries to the competition.
D	Yes, because the competition entries are within the scope of the plan.

Syllabus Area	Question Number	Part	Marks
Plans Theme	6	C	4

Using the **Project Scenario** and the **Extract from Stage Plan** for stage 3 provided as additional information for this question in the *Scenario Booklet*, answer the following 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 photographic session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the **Engineering Manager**.

**None of the £500 change budget has been used to date and this is available for the stage.**

Remember to select 2 answers to each question.

1	Which <b>2</b> statements apply to the <b>Plan prerequisites</b> section?
A	Delete entry 2 because these are project benefits not prerequisites of the stage.
B	Delete entry 3 because the production cost forecast is a deliverable of stage 2, not a prerequisite for stage 3.
C	Delete entry 4 because the customer list is NOT needed to start the work in stage 3.
D	Add 'Engineering team must be made available for the photographic session'.
E	Add 'Compliance with the Data Protection Legislation'.
2	Which <b>2</b> statements apply to the <b>External dependencies</b> section?
A	Delete entry 5 because the new company logo is being delivered by a separate project and will be detailed in the plans for that project.
B	Move entry 5 to <b>Plan prerequisites</b> because the new company logo will influence the label designs.
C	Move entry 5 to <b>Plan description</b> because the new company logo will be delivered during stage 3.
D	Delete entry 6 because the customer details were used in stage 2 to create the customer list.
E	Delete entry 7 because it should be shown in the Product Description for the chosen label design.

Question continues on the next page



Question continued

3	Which <b>2</b> statements apply to the <b>Planning assumptions</b> section?
	<p>A No change to entry 8 because this cannot be confirmed until all of the label designs entries have been received and an assessment made.</p> <p>B Move entry 8 to <b>External dependencies</b> because the label designs are created outside of the scope of the project.</p> <p>C Delete entry 9 because the photographic session schedule should have been approved as part of stage 2.</p> <p>D Move entry 9 to <b>External dependencies</b> because the photographic session schedule is created by the professional photographer.</p> <p>E Delete entry 10 because the inclusion of different members from the Engineering team in each photo should be shown in the Product Description for the photographs.</p>
4	Which <b>2</b> statements apply to the <b>Monitoring and control</b> section?
	<p>A Amend entry 11 to show the Project Plan will be updated with actuals at the end of the stage.</p> <p>B No change to entry 12 because this describes how the Project Board will monitor progress.</p> <p>C Move entry 12 because the Highlight Reports are deliverables of this stage and should be shown on the product breakdown structure.</p> <p>D Delete entry 13 because this is part of the Controlling a Stage process.</p> <p>E Delete entry 14 because the Product Status Account is NOT an ad-hoc report. It is produced at the end of each stage to identify any variations between planned status, reported status and actual status of the stage's products.</p>

## Question Number 7

Syllabus Area Progress Theme

Syllabus Area	Question Number	Part	Marks
Progress Theme	7	A	5

**Using the Project Scenario, answer the following questions about the use of PRINCE2 controls in this project.**

1	At the end of initiation there is +1 week / -2 weeks time tolerance for this project. Which statement is true?
A	There can be no time tolerances for any of the stages.
B	All of the project level time tolerance can be allocated to stage 2.
C	The Stage Plan for stage 2 could create some additional project time tolerance by allowing no time tolerance in Team Plans.
D	Additional time tolerance for the project could be found by adding extra resources without affecting other tolerances.
2	During stage 2, if the Project Manager decides to recommend that the Project Plan is revised to finish three weeks later, which statement is correct?
A	The tolerances stated in the Project Plan CANNOT be changed.
B	The Executive needs to seek formal approval from corporate management to implement this change.
C	The current project must close prematurely and be restarted with a new Project Plan, a new Business Case and new Risk Register.
D	The revision of the Project Plan would have to wait until the end stage assessment of stage 2.
3	As the project approaches the end of stage 2, the Project Manager has requested a Product Status Account to ensure that all products are at their expected point of development. Although the list of customers has been quality reviewed, it has not been baselined because the Marketing department has not provided all of the prospective customers' details. What initial action should the Project Manager take?
A	Delay producing the End Stage Report until the list of customers has been baselined.
B	Raise an Exception Report to the Project Board to highlight the issue.
C	Check the target sign-off date for the list of customers.
D	Update the product status to 'baselined' and obtain a commitment from the Marketing department to finish this work within the next few days.

Question continues on the next page

Question continued

4	<p>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 £20,000 per year. How should the Project Manager record this observation within the project?</p>
	<p>A Produce a project mandate, outlining the potential savings to be achieved by the introduction of a corporate standard.</p> <p>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.</p> <p>C Record the observation in an Exception Report to the Project Board.</p> <p>D Make an entry in the Lessons Log for future consideration by corporate management.</p>
5	<p>The team member collating the list of customers has now forecast that it will NOT be complete by the end of this stage as originally planned, due to a number of new prospective customers' details not yet being available. What action should the team member take?</p> <p>A Report the forecast delay in the next Checkpoint Report to the Executive.</p> <p>B Add the product to the next Stage Plan in order to allocate additional resources and complete the work.</p> <p>C Make an entry in the Risk Register so the Project Manager can decide on appropriate action.</p> <p>D Raise an issue to inform the Project Manager.</p>

Syllabus Area	Question Number	Part	Marks
Progress Theme	7	B	5

**Using the Project Scenario, answer the following question.**

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The label design competition should be planned and managed as two management stages.	BECAUSE	A decision can only be made by the Project Board at the end of a management stage.
2	A suitable point for a stage boundary would be after the production cost forecast has been produced.	BECAUSE	A stage boundary represents a go/no go decision point.
3	With +1 week / -2 weeks time tolerance, the project is permitted to finish two weeks later than 30 November.	BECAUSE	A negative project time tolerance indicates the total permissible delay to a project schedule before an exception situation occurs.
4	If the project is forecast to exceed the cost tolerance of +£6,000, the Project Manager should send an Exception Report straight to corporate management.	BECAUSE	If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to continue with the project.
5	The production cost forecast should be reviewed by the Project Board during the Directing a Project process to determine whether the project should continue.	BECAUSE	The Project Board reviews all products at the end of each stage.

## Question Number 8

Syllabus Area Directing a Project + Managing a Stage Boundary + Closing a Project Processes

Syllabus Area	Question Number	Part	Marks
Directing a Project + Managing a Stage Boundary + Closing a Project Processes	8	A	5

**Using the Project Scenario, answer the following question.**

**It is now late October and the project is in stage 3. The label design competition has been held and the photos of the staff have been taken. The CEO and Marketing Director still need to choose the winning label design and the 12 photographs for the calendar.**

**The Executive has learned that two competitors are issuing calendars to MNO's customers by the middle of November. When analyzing the impact of this issue, one of the options considered was to close the project prematurely.**

Column 1 contains key facts from the project's Daily Log. If a decision was taken to close the project prematurely, these facts should be used during the Closing a Project process. For each fact in Column 1, select from Column 2 the activity within the Closing a Project process, which, if applied appropriately, should use this fact. A selection from Column 2 may be used once, more than once or not at all.

	Column 1	Column 2
1	The staff photographs are suitable for use in future promotional materials. The photographer will be asked to provide all photographs into a useable format before this Work Package is approved.	A Prepare planned closure.
2	Staff photographic sessions were disruptive to the Engineering Department as they had been scheduled during peak work times without consultation with the Engineering Manager.	B Prepare premature closure.
3	If anybody has any remaining resource costs to be charged to the project, they should ensure this is done by 10 November.	C Hand over products.
4	Staff morale will be further affected if a winning label design is not selected and announced. This should be completed before the project is closed.	D Evaluate the project.
5	The risk of a competitor producing a calendar at the same time was identified at the beginning of the project but the assessment and management of this risk was poor.	E Recommend project closure.

Syllabus Area	Question Number	Part	Marks
Directing a Project + Managing a Stage Boundary + Closing a Project Processes	8	B	5

**Using the Project Scenario, answer the following question.**

**The Calendar project was delivered as originally planned, and is now preparing for planned closure.**

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	Whether the calendar achieves its objective of countering the decline in orders will be confirmed in the Closing a Project process.	BECAUSE	The Benefits Review Plan is created in the Closing a Project process.
2	A formal quality review meeting, chaired by the Project Manager, should be held for the Project Board to compare the final deliverable against the Project Product Description.	BECAUSE	The Project Product Description is used in the Closing a Project process to verify that the project has delivered what was expected of it.
3	The Stage Plan for stage 3 should contain details of the products to be created or updated during the Closing a Project process.	BECAUSE	Closure activities should be planned as part of the Stage Plan for the final management stage.
4	As part of the handover of the final product, a contract should be agreed with Marketing for ongoing support of this product.	BECAUSE	A service agreement or maintenance contract should always be included as a product of the final stage.
5	At the end of stage 3, the Managing a Stage Boundary process should be used to update the Project Plan with actuals from the final stage.	BECAUSE	An objective of the Managing a Stage Boundary process is to review, and if necessary, update the Project Initiation Documentation.

**The Practitioner Examination**
**Marking Scheme**

Note: For Multiple Response (MR) questions, 1 point is scored if and only if all correct options are selected. Otherwise 0 points are scored.

Exam Paper: GB-FX02-1.5

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
1 (BC)	A	MR	1	0	1	0	0	1				
			2	1	0	0	0	1				
			3	1	0	1	0	0				
			4	0	1	0	1	0				
			5	0	0	1	1	0				
			6	0	1	0	0	1				
	B	AR	1	0	0	1	0	0				
			2	0	0	0	0	1				
			3	1	0	0	0	0				
			4	0	0	0	0	1				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
2 (OR)	A	MR	1	0	0	1	1	0				
			2	0	0	0	1	1				
			3	1	0	1	0	0				
			4	0	0	1	0	1				
			5	1	1	0	0	0				
			6	0	1	1	0	0				
	B	AR	1	0	0	0	0	1				
			2	1	0	0	0	0				
			3	1	0	0	0	0				
			4	0	1	0	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
3 (QU)	A	MG	1	0	0	1						
			2	0	1	0						
			3	1	0	0						
	B	MG	1	0	1	0	0	0				
			2	1	0	0	0	0				
			3	0	0	0	0	1				
			4	0	0	1	0	0				
	C	MR	1	0	0	1	1	0				
			2	0	1	0	0	1				
			3	1	0	1	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I	
4 (SI)	A	SM	1	1	0	0	0						
			2	0	0	1	0						
			3	0	1	0	0						
			1	1	0	0	0						
			2	0	1	0	0						
	B	CL	1	0	0	1	0						
			2	0	0	0	1						
			3	1	0	0	0						
			4	0	1	0	0						
			5	0	1	0	0						

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I	
5 (RK)	A	MG	1	0	0	0	0	1	0				
			2	1	0	0	0	0	0				
			3	0	1	0	0	0	0				
			4	0	0	1	0	0	0				
			5	0	0	0	0	1	0				
	B	AR	1	0	1	0	0	0					
			2	0	0	1	0	0					
			3	0	0	1	0	0					
			4	0	0	0	0	1					
			5	0	0	0	0	1					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I	
6 (PL)	A	MR	1	0	0	1	0	1					
			2	0	1	0	0	1					
			1	0	1	0	0						
			2	0	1	0	0						
			3	0	0	0	1						
	B	CL	1	1	0	0	0						
			2	0	0	0	1	1					
			3	1	0	0	0	1					
			4	1	1	0	0	0					
			1	1	0	1	0	0					
C	MR	1	1	0	1	0	0						
		2	0	0	0	1	1						
		3	1	0	0	0	1						
		4	1	1	0	0	0						
		1	1	0	1	0	0						

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I	
7 (PG)	A	CL	1	0	1	0	0						
			2	0	1	0	0						
			3	0	0	1	0						
			4	0	0	0	1						
			5	0	0	0	1						
	B	AR	1	0	0	0	0	1					
			2	1	0	0	0	0					
			3	0	0	0	0	1					
			4	0	0	0	1	0					
			5	0	0	1	0	0					



Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
8 (DC)	A	MG	1	0	1	0	0	0				
			2	0	0	0	1	0				
			3	0	0	0	0	1				
			4	0	1	0	0	0				
			5	0	0	0	1	0				
	B	AR	1	0	0	0	0	1				
			2	0	0	0	1	0				
			3	1	0	0	0	0				
			4	0	0	0	0	1				
			5	0	0	0	1	0				



***The Practitioner Examination***

Rationale

Exam Paper: GB-FX02-1.5

**Question: 1, Syllabus: BC, Part: A, Type: MR, SyllabusRef: BC0301, Level: 3**

1	A	Incorrect:	This is an Expected Benefit of this project. The Reasons should show why the project outcome is needed, the background. Ref. A.2.1/4.3.4.1.
	B	Correct:	This is an explanation of why the project is required. Ref. A.2.1/4.3.4.1.
	C	Incorrect:	This is the total number of orders last year, the position to measure against. It is not the Reason for this project. Ref. Scenario Booklet /4.3.4.3.
	D	Incorrect:	This is an Expected Benefit of this project. The Reasons should show why the project outcome is needed, the background. Ref. A.2.1/4.3.4.1.
	E	Correct:	This is an explanation of why the project is required. Ref. A.2.1/4.3.4.1.
2	A	Correct:	This is one of the options considered to achieve the project outcome. Ref. 4.3.4.2/A.2.1.
	B	Incorrect:	This is an approach to deliver the required products and should therefore be documented in the Project Brief. Ref. A.19.2.
	C	Incorrect:	This is an approach to deliver the required products and should therefore be documented in the Project Brief. Ref. A.19.2.
	D	Incorrect:	This is an approach to deliver the required products and should therefore be documented in the Project Brief. Ref. A.19.2.
	E	Correct:	This options is always considered in the Business Case as a starting point to act as a comparison for other options. Ref. 4.3.4.2/A.2.1.
3	A	Correct:	This is a stated measurable benefit anticipated from this project. Ref. 4.3.4.3/A.2.1.
	B	Incorrect:	Using a similar format to previous years may have contributed to the selection of the business option but it is not a project benefit. Ref 4.3.4.3/A.2.1.
	C	Correct:	This is a stated measurable benefit anticipated from this project. Ref. 4.3.4.3/A.2.1.
	D	Incorrect:	The Business Case does not contain a breakdown of the products to be delivered within the project. This would be documented under 'Composition' in the associated Product Description. Ref. A.17.2.
	E	Incorrect:	This is a requirement of the project product which should be stated in the Project Product Description. Ref. A.21.2.
4	A	Incorrect:	This relates to the cost of quality within the deliverables. It is NOT a negative consequence of the project. Ref. 4.3.4.4.
	B	Correct:	This is a negative consequence of the calendar project. Ref. 4.3.4.4.
	C	Incorrect:	This is a threat to the expected benefits, NOT a negative consequence of the project. Ref. 4.3.4.4/8.2.1.
	D	Correct:	This is a negative consequence of the calendar project. Ref. 4.3.4.4/A.2.1.
	E	Incorrect:	This is a threat to the expected benefits, NOT a negative consequence of the project. Ref. 4.3.4.4/8.2.1.
5	A	Incorrect:	This is a risk. It has not happened yet, but the impact should be considered and recorded under 'Major risks'. Ref. 8.2.1.
	B	Incorrect:	The recruitment campaign is likely to be a follow-on action that is not within the scope of this project. Ref. 18.4.4.
	C	Correct:	When benefits are expected to be achieved should be stated under the Timescale heading in the Business Case. Ref. 4.3.4.5/A.2.1.
	D	Correct:	This is the timescale for project delivery and should be stated under the Timescale heading in the Business Case. Ref. 4.3.4.5/A.2.1.
	E	Incorrect:	This is not a timescale for project delivery. Ref. 4.3.4.5/A.2.1.
6	A	Incorrect:	The fact that MNO has allocated £120,000 to the marketing budget for this year

		is not a cost of the project. Ref. 4.3.4.6/A.2.1.
B	Correct:	The Business Case should include details of ongoing operations and maintenance costs and their funding arrangements. Ref. 4.3.4.6/A.2.1.
C	Incorrect:	This is an Expected benefit, it is not a cost of the project, i.e. expected income rather than outgoings. Ref. 4.3.4.3/A.2.1.
D	Incorrect:	The new company logo is not within the scope of this project. Ref. 4.3.4.6/A.2.1.
E	Correct:	The costs section of the Business Case should include the total of forecast costs, including allocated tolerances, risk and change budgets. Ref. 4.3.4.6/A.2.1.

**Question: 1, Syllabus: BC, Part: B, Type: AR, SyllabusRef: BC0401, Level: 4**

1	True:	Each option considered within the Business Case would represent a different project and investment. Ref. 4.3.4.3/9.3.3.2.	False:	Options considered for the delivery of the chosen solution should be covered in the project approach (Project Brief). The business options in the Business Case refer to the various solutions considered. Ref. A.2.2/A.19.2.
2	False:	In PRINCE2, the Business Case provides the vital test of viability of the project. It provides the answer to the question: is the investment in this project worthwhile? Printing within the first week of December remains within the project's time tolerance of +1 week and does not affect the project's ability to deliver the products. Ref. 4.1/4.2.1.	False:	Further tolerance may be available for the stage in which case the Business Case may still be viable. Ref. 10.2.3.
3	True:	The outline Business Case contains the reasons why the project is needed and forms part of the Project Brief. Ref. 4.3.1/A.19.2.	True:	The Project Brief includes high-level information on what needs to be done, why, who will need to be involved, and how and when it will be done. This reason explains the assertion, therefore the answer is A. Ref. A.19.2.
4	False:	This is a positive consequence of the Calendar project which is measurable and should therefore be recorded in the Business Case. Ref. A.2.2/4.3.4.3.	False:	All benefits, both financial and non-financial, should be recorded in the Business Case. Ref. A.2.2.

**Question: 2, Syllabus: OR, Part: A, Type: MR, SyllabusRef: OR0301, Level: 3**

1	A	Incorrect:	The length of service of an individual is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	B	Incorrect:	Although this may be useful from a specialist knowledge point of view, this is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	C	Correct:	An Executive should be able to represent the business interests on a project. Ref. 5.3.2.2.
	D	Correct:	The Executive should be able to commit resources to the project and make decisions on behalf of the business. Ref. 5.3.2.2.
	E	Incorrect:	The development needs of an individual is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
2	A	Incorrect:	The length of service of an individual is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	B	Incorrect:	Knowledge of a functional position is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	C	Incorrect:	Physical involvement is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	D	Correct:	The Executive should be able to commit resources and make decisions on behalf of the business. Ref. 5.3.2.2.
	E	Correct:	The Executive has knowledge of the business's strategic requirements and a responsibility to ensure that the project is aligned to these strategies. Ref. 5.3.2.2.
3	A	Correct:	The Senior User should be able to make decisions on behalf of the users and, as a representative of the main users of the deliverable from this project, the Marketing Director would be suitable for this role. Ref. 5.3.2.2.
	B	Incorrect:	This would be useful for the role responsible for supplying the specialist knowledge for this project. The Senior User role does not require specialist knowledge. Ref. 5.3.2.2.
	C	Correct:	The Senior User should represent those for whom the product will achieve an objective or those who will use the products to deliver benefits. Ref. 5.3.2.2.
	D	Incorrect:	The Executive role represents the funding of the project, not the Senior User. Ref. 5.3.2.2.
	E	Incorrect:	Those producing the products within the project are suppliers and should be represented by the Senior Supplier. Ref. 5.3.2.2.
4	A	Incorrect:	The length of service and motivation of an individual are not PRINCE2 reasons for the appointment of a Senior User. Ref. 5.3.2.2.
	B	Incorrect:	The development needs of an individual are not a PRINCE2 reason for the appointment of a Senior User. Ref. 5.3.2.2.
	C	Correct:	A Senior User should represent those who are affected by the project. Ref. 5.3.2.2.
	D	Incorrect:	PRINCE2 does not recognize reporting structures within the business or hierarchies. The reporting structure within the project will be agreed within the project. Ref. 5.3.2.2.
	E	Correct:	The Senior User should represent the interests of those who will use the final product(s) of the project. Ref. 5.3.2.2.
5	A	Correct:	The Senior Supplier role is responsible for advising on the selection of design, development and acceptance methods. Ref. C.4.1.
	B	Correct:	The Senior Supplier role is responsible for ensuring that supplier resources required for the project are made available. Ref. C.4.1. The Senior Supplier(s)

		represents the interests of those designing, developing, facilitating, procuring and implementing the project's products. Ref. 5.3.2.2.
	C	Incorrect: The Purchasing Manager's experience of Engineering has no bearing on the project or the role of Senior Supplier within the project. Ref. 5.3.2.2.
	D	Incorrect: It is the Executive that has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing demands of the business, user and supplier. Ref. 5.3.2.2.
	E	Incorrect: Just because an individual is not appropriate for the role of Executive or Senior User, does not make them appropriate as a Senior Supplier. Ref. 5.3.2.2.
6	A	Incorrect: The length of service and motivation of an individual are not PRINCE2 reasons for the appointment of a Project Assurance role. Ref. 5.3.2.2.
	B	Correct: As a user of the project's product(s), the Sales Manager would be well placed to evaluate the impact of potential changes from the user point of view on behalf of the Senior User, which is a Project Assurance responsibility. Ref. 5.3.2.2.
	C	Correct: Current and prospective customers are stakeholders within the project and the Sales Manager is well placed to advise on how best to communicate with them, a role of the User Assurance. Ref. 5.3.2.2.
	D	Incorrect: The development needs of an individual are not a PRINCE2 reason for the appointment of a Project Assurance role. Ref. 5.3.2.2..
	E	Incorrect: The resolution of conflicts between users is a responsibility of the Senior User, not Project Assurance. Ref. 5.3.2.2.

**Question: 2, Syllabus: OR, Part: B, Type: AR, SyllabusRef: OR0401, Level: 4**

1	False:	The Senior User role can be shared by more than one individual, but the Engineering Manager does not represent a user on this project. Ref. 5.3.2.2.	False:	The Senior User commits user resources for the purpose of quality checking. It is the Senior Supplier role that provides specialist resources for the design and development of the project's products. Ref. 5.3.2.2.
2	True:	They each need to interact with the project and can affect the project outcome. They are therefore stakeholders. Ref. 5.3.5.1.	True:	The term 'stakeholder' applies to any individual, group or organization that can affect, be affected by, or perceive itself to be affected by, a project. Ref. Glossary. Bright Lights and Portraits Ltd will interact with, and may affect, the project. This is the reason for the assertion. The answer is therefore A.
3	True:	Project Support and Project Assurance roles should be kept separate in order to maintain the independence of Project Assurance. Ref. 5.3.2.8.	True:	Project Assurance must be kept separate from Project Support in order to maintain their independence. This is an explanation of the assertion, therefore the answer is A. Ref. 5.3.2.8.
4	True:	The Engineering Manager is a stakeholder from within the organization, but external to the project management team. He is not a supplier or a user, but he does have an interest and some influence. Ref. 5.3.5.3.	True:	The Communication Management Strategy describes the tools to be used for each step in the communication process. This is not why the Engineering Manager should be included, therefore the answer is B. Ref. A.4.2.

**Question: 3, Syllabus: QU, Part: A, Type: MG, SyllabusRef: QU0204, Level: 2**

1	Correct [C]:	Quality Planning - This covers agreement on overall quality expectations, the products required with their associated quality criteria, the means by which quality will be achieved and assessed. Ref. 6.3.1.
2	Correct [B]:	Quality Control - This covers the activities undertaken by the project team to ensure that the products meet their respective quality criteria. Ref. 6.3.2.
3	Correct [A]:	Quality Assurance - This activity manages the organization's Quality Management System, not part of the project. Ref. 6.2.6.

**Question: 3, Syllabus: QU, Part: B, Type: MG, SyllabusRef: QU0301, Level: 3**

1	Correct [B]:	This states a measurable requirement of the product and should be noted under Quality Criteria. Ref. A.17.2.
2	Correct [A]:	The product is to be given to the printing company. The printing company is not involved in the creation or review of the product. It is therefore NOT included. Ref. A.17.2.
3	Correct [E]:	The Project Board will be asked to review the label entries and will therefore appear as a reviewer under Quality responsibilities. Ref. A.17.2.
4	Correct [C]:	Given the quality criteria, this is a measure of what would be acceptable as a Quality tolerance. Ref. A.17.2.

**Question: 3, Syllabus: QU, Part: C, Type: MR, SyllabusRef: QU0401, Level: 4**

1	A	Incorrect:	The new logo design is being created by another project and therefore is not within scope. Ref. A.21.2.
	B	Incorrect:	This already exists and it provides the basis upon which this calendar will be designed. The design of the calendar will incorporate the design of the new logo. It is therefore a derivation and should not be moved. Ref. A.21.2.
	C	Correct:	The Internal Creative team will be required to create products and are therefore already correctly shown under Development skills required. Ref. A.21.2.
	D	Correct:	This is a product to be delivered by this project. Ref. A.21.2.
	E	Incorrect:	This is not a source product from which the project is derived. Ref. A.21.2.
2	A	Incorrect:	This is one of the quality expectations stated, the photos are to be professional. Ref. A.21.2.
	B	Correct:	Printing is beyond the scope of this project. A.21.2.
	C	Incorrect:	Customer's quality expectations is a description of the quality expected of the Project Product and the standards and processes that will need to be applied to achieve that quality. Ref. A.21.2.
	D	Incorrect:	This is stated as a customer's quality expectation, a description of the quality expected of the Project Product and the standards and processes that will need to be applied to achieve that quality. Ref. A.21.2.
	E	Correct:	This is an expected benefit (positive consequence) of this project and should NOT be recorded under customer's quality expectations. Ref. A.21.2.
3	A	Correct:	The existing entry is not measurable, 'attractive' and 'humorous' are not defined. This amendment is a measurable definition of the attributes that must apply to the set of products to be acceptable to key stakeholders. Ref. A.21.2.
	B	Incorrect:	Acceptance criteria can be expressed as many things, including appearance. This is not a composition item. Ref. A.21.2.
	C	Correct:	The new company logo is being produced by another project. It is required for inclusion within the Calendar project but the quality of it will not be assessed during this project. Ref. A.21.2.
	D	Incorrect:	This is a measurable definition of the criteria that the Project Product must meet before the customer will accept it. Derivation provides the source from which the product will be created. Ref. A.21.2.
	E	Incorrect:	Acceptance criteria can be expressed as many things, including accuracy, as long as it is measurable. Dates are to be shown correctly as stated in the Scenario. Ref. A.21.2.

**Question: 4, Syllabus: SI, Part: A, Type: SM, SyllabusRef: SU0205, Level: 2**

1	Correct [A]:	The term project mandate applies to whatever information is used to trigger the project, be it a feasibility study or the receipt of a 'request for proposal' in a supplier environment. The project mandate is what triggers the Starting up a Project process. Ref. 12.3/19.8.3.
2	Correct [C]:	Capturing previous lessons is the responsibility of the Project Manager during the Starting up a Project process. The Project Manager must therefore have been appointed prior to this activity. Ref. 12.4.2.
3	Correct [B]:	The appointment of the Project Manager allows for the project to be managed on a day-to-day basis on behalf of the Executive. Ref. 12.4.1.



**Question: 4, Syllabus: SI, Part: B, Type: CL, SyllabusRef: SU0301, Level: 3**

1	A	Correct:	This project must interface with the project that is producing a new company logo. Interfaces between projects should be identified so that any changes within this project that may affect one or more other projects are captured and escalated as appropriate. Ref. A.19.2/Scenario.
	B	Incorrect:	This information should be recorded in the Product Description for the calendar design. Ref. A.17.2.
	C	Incorrect:	This should be recorded under the Project approach heading. Ref. A.19.2.
	D	Incorrect:	This should be recorded under the Project approach heading. Ref. A.19.2.
2	A	Incorrect:	This is the required output and should be recorded within the Project Product Description heading. Ref. A.19.2.
	B	Correct:	To define the choice of solution that will be used within the project to deliver the selected business option, taking into consideration the operational environment into which the solution must fit. Ref. A.19.2.
	C	Incorrect:	This is a deliverable within the project - it may be recorded under the Project definition heading, as part of Project scope and exclusions. Ref. A.19.2.
	D	Incorrect:	This should be recorded under the Project definition heading, as part of Project scope and exclusions. Ref. A.19.2.

**Question: 4, Syllabus: SI, Part: C, Type: CL, SyllabusRef: SU0402 IP0402, Level: 4**

1	A	Incorrect:	The Business Case should contain the reasons for undertaking the project and explain how the project will enable the achievement of corporate strategies and objectives. Ref. A.2.2. The production of a new company logo by another project is not the reason for the Calendar project. Ref. Project Scenario.
	B	Incorrect:	Internal dependencies are those under the control of the Project Manager. The new company logo is being produced by another project and is therefore an external dependency. Ref. Glossary/Project Scenario.
	C	Correct:	When creating the Project Plan, the Project Brief should be checked for understanding of any prerequisites, external dependencies, constraints and assumptions. Ref. 14.4.6./A.16.2. External dependencies are those dependencies outside the control of the Project Manager - for example, the delivery of a product required by this project from another project. Ref. Glossary/Project Scenario.
	D	Incorrect:	External dependencies are those dependencies outside the control of the Project Manager - for example, the delivery of a product required by this project from another project. Ref. Glossary/Project Scenario.
2	A	Incorrect:	When producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. If necessary, these are then updated when planning the relevant stage. Ref. 14.4.6.
	B	Incorrect:	The Project Product Description should be created during the Starting up a Project process. However, when producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. Ref. 14.4.6/ 14.4.7.
	C	Incorrect:	When producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. Ref. 14.4.6. When producing the Stage Plan for the next stage, Product Descriptions are created or updated for the products to be delivered by the next stage. Ref. 17.4.1.
	D	Correct:	When producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. If necessary, these are then updated when planning the relevant stage. Ref. 14.4.6.
3	A	Correct:	The Managing a Stage Boundary process is used at the end of the initiation stage and repeated at the end of each subsequent stage, except the final stage. The end of the final stage is managed by the activities of the Closing a Project process. Ref. Fig. 11.1/11.2.4.
	B	Incorrect:	The end of the initiation stage is recorded in the Initiation Stage Plan and agreed prior to commencing initiation. It is only the remaining end stage assessments that need to be agreed during initiation. Also, the end of the final stage will be managed by the Closing a Project process. Fig. 11.1/12.4.6.
	C	Incorrect:	Towards the end of each management stage, except for the final one, the Project Manager provides information to the Project Board in order for it to assess the continuing viability of the project and make a decision to authorize the next stage. During the final stage, this information is provided within the closure activities which are planned and approved as part of the stage approval for the final stage. Ref. 11.1/ 11.2.4.
	D	Incorrect:	The Project Board does need to schedule these dates and be available. However, there is only one end stage assessment to be scheduled following initiation. Ref Project Scenario. The end of the final stage is managed by the activities of the Closing a Project process. Ref. 11.1/11.2.4.
4	A	Incorrect:	Work Packages are agreed between the Project Manager and Team Manager (s) during the Controlling a Stage process and Managing Product Delivery process. Ref. 15.4.1/16.4.1. A Work Package is used, by the Project Manager,

		to define and control the work to be done, and also to set the tolerances for the Team Manager(s).
	B	Correct: The Project Board does not require Work Packages as part of the Project Plan. Work Packages are agreed between the Project Manager and Team Manager (s) during the Controlling a Stage process and Managing Product Delivery process. Ref. 15.4.1/16.4.1.
	C	Incorrect: Project tolerances are set by corporate or programme management. Ref. 10.3.1.1. Project tolerances should be derived from the project mandate and documented in the Project Brief. Ref. 12.4.5.
	D	Incorrect: Work Packages are agreed between the Project Manager and Team Manager (s) during the Controlling a Stage process and Managing Product Delivery process. Ref 15.4.1/16.4.1. A Work Package is used, by the Project Manager, to define and control the work to be done, and also to set the tolerances for the Team Manager(s).
5	A	Incorrect: Once approved, any changes to a baselined document should be approved by the Project Board, or delegated Change Authority. The Project Manager should review the Business Case to create the Benefits Review Plan. This should contain details of how and when benefits are to be measured. Ref. 14.4.7.
	B	Correct: During initiation, the Project Manager should review the Business Case to create the Benefits Review Plan. This should contain details of how and when benefits are to be measured. Ref. 14.4.7.
	C	Incorrect: During initiation, the Project Manager should review the Business Case to create the Benefits Review Plan. This should contain details of how and when benefits are to be measured. Ref. 14.4.7.
	D	Incorrect: Projects benefits may be measured during the life of a project. However, on this project the calendar is not dispatched until after the project has closed. Therefore, any benefits will be achieved after the project has closed. Ref. Scenario Booklet / 4.3.3.

**Question: 5, Syllabus: RK, Part: A, Type: MG, SyllabusRef: RK0302, Level: 3**

1	Correct [E]:	'Accept' - A conscious decision to do nothing but monitor and ensure that the threat remains tolerable. Ref. Table 8.2.
2	Correct [A]:	'Avoid' - By not completing the project or changing some aspect of the project so that the threat can no longer have an impact or can no longer happen. Ref. Table 8.2.
3	Correct [B]:	'Reduce' - Bringing the delivery date forward is a form of proactive action taken to reduce the probability and/or the impact of the event should it occur. Ref. Table 8.2.
4	Correct [C]:	'Fallback' - Waiting to see if a rival calendar is produced and developing a plan for extra incentives to be implemented after the risk occurs will reduce the impact, but not the probability. Ref. Table 8.2.
5	Correct [E]:	'Accept' - A conscious decision to do nothing but monitor and ensure that the threat remains tolerable. Ref. Table 8.2.

**Question: 5, Syllabus: RK, Part: B, Type: AR, SyllabusRef: RK0402, Level: 4**

1	True:	This could have an effect on the project and should therefore be recorded as an issue (problem). Ref. 9.2.4.	True:	At stage level, exception situations should be escalated to the Project Board in an Exception Report. This does not explain the assertion, the answer is therefore B. Ref. 10.3.4.
2	True:	The Purchasing Manager should be monitoring the contract situation and is therefore the person best situated to manage, monitor and control this risk. Ref. 8.3.5.4.	False:	The person most capable of managing the risk is the risk owner, not the risk actionee. Ref. 8.3.5.4.
3	True:	When accepting a Work Package a Team Manager should perform a risk analysis identifying any risks, and the means of managing them. Ref. 16.4.1.	False:	There is only one Risk Register for the project, created during Initiating a Project. Ref. 14.4.1.
4	False:	If a risk is likely to impact upon time, the risk response should mitigate this and be added to the Risk Register. Only when the risk occurs, does it become an issue. Ref. 8.3.5.	False:	Risk action may be implemented within tolerance or risk budget if there is one. There is no need for an Issue Report. Ref. 8.3.5.
5	False:	Transfer is a risk response where a third party takes on the responsibility for some of the financial impact of a threat. Agreeing a Work Package does not automatically transfer the responsibility for a risk. Ref. Table 8.2.	False:	When selecting the risk response, it is a question of balancing the cost of taking that response against the likelihood and impact of allowing the risk to occur. Ref. 8.3.5.3.

**Question: 6, Syllabus: PL, Part: A, Type: MR, SyllabusRef: PL0204, Level: 2**

1	A	Incorrect:	Only the Work Package is authorized by the Project Manager during the Controlling a Stage process. Team Plans are created during the Managing Product Delivery process. Ref. 15.4.1.
	B	Incorrect:	The Project Plan should be updated with actuals, but no plan is produced. Ref. 18.4.1.
	C	Correct:	The Team Manager will produce a Team Plan while accepting a Work Package during the Managing Product Delivery process. Ref. 16.4.1.
	D	Incorrect:	An Exception Report and Issue Report is used to escalate issues and risks in the Controlling a Stage process. Ref 15.4.7. If the Project Board requires an Exception Plan, this is produced during the Managing a Stage Boundary process. Ref. 17.4.5.
	E	Correct:	The Stage Plan for the next stage is produced near the end of the current stage. Closure activities should be planned as part of the Stage Plan for the final stage. Ref. 17.4.1/18.3.
2	A	Incorrect:	The Project Manager is responsible for producing the Stage Plans, but this is not something that is done in isolation from other project management team members. Ref. 17.4.1/C.5.1.
	B	Correct:	The Team Manager will produce a Team Plan while accepting a Work Package during the Managing Product Delivery process. Ref. 16.4.1/7.2.6.
	C	Incorrect:	Project Support may contribute expertise in specialist planning tools and techniques, but they are not responsible for the creation of any plans. Ref C.9.1. The Team Manager will produce a Team Plan while accepting a Work Package during the Managing Product Delivery process. Ref. 16.4.1/7.2.6.
	D	Incorrect:	The Project Manager is responsible for producing the Project Plan, but this is not something that is done in isolation from other project management team members. Ref. 14.4.6/C.5.1.
	E	Correct:	The Project Manager is responsible for producing the Project Plan, but this is not something that is done in isolation from other project management team members. Ref. 14.4.6/C.5.1.

**Question: 6, Syllabus: PL, Part: B, Type: CL, SyllabusRef: PL0402, Level: 4**

1	A	Incorrect:	The 'production cost forecast' is required to allow the CEO and Marketing Director to decide whether to continue with the project, but this does not determine whether or not it an external product. External products already exist or are being created or updated outside of the scope of the project. Ref. 7.3.3.2.
	B	Correct:	The 'production cost forecast' is being created within the scope of the project and does not already exist. It should not therefore be shown as an external product. Ref. 7.3.3.2.
	C	Incorrect:	The 'production cost forecast' is dependent on the 'tariff of mailing costs', but it is being produced within the scope of the project and is not therefore external. External products already exist or are being created or updated outside of the scope of the project. Ref. 7.3.3.2.
	D	Incorrect:	The 'production cost forecast' is required to allow the CEO and Marketing Director to decide whether to continue with the project, but this does not make it an external product. External products already exist or are being created or updated outside of the scope of the project. Ref. 7.3.3.2.
2	A	Incorrect:	Although the 'tariff of mailing costs' is being supplied by a third party, this is not the reason that it should be shown as an external product. Products both within and external to the plan can be supplied by a third party. External products already exist or are being created or updated outside of the scope of the plan. Ref. 7.3.3.2.
	B	Correct:	If a product already exists or is being created or updated outside the scope of the plan, it should be shown as an external product. Ref. 7.3.3.2.
	C	Incorrect:	An external product is one that already exists or is being created or updated outside the scope of the plan and are required in order to create one or more of the plan's products. The 'tariff of mailing costs' already exists and should therefore be shown as an external product. Ref. 7.3.3.2.
	D	Incorrect:	The 'tariff of mailing costs' already exists and is being supplied by the Post Office. The Project Manager is not accountable for the creation of this product. Ref. 7.3.3.2.
3	A	Incorrect:	All of the products of the plan should appear on the product flow diagram. The product flow diagram also identifies dependencies on any products outside of the scope of the plan. Ref. 7.3.3.4.
	B	Incorrect:	Internal dependencies are those within the control of the Project Manager. External dependencies are those outside the control of the Project Manager. The 'accounts database' is not being created or updated within the plan, but it is required by the project in order to produce one or more project products. It is therefore an external dependency. Ref. 7.3.4.2/Glossary.
	C	Incorrect:	Products being produced both within and external to the plan can be supplied by third party suppliers. It is not the fact that a product is being supplied by a third party that makes it an external product. Ref. 7.3.3.2.
	D	Correct:	'Accounts database' already exists (external product) and will be required to produce the 'list of customers' (dependency). This is correctly shown. Ref. 7.3.4.2/ Glossary.
4	A	Correct:	'Choose label design' is an activity and therefore not a product. The product would be 'chosen label design'. Ref. 7.3.3.
	B	Incorrect:	The entries would be external products, in that they are outside of the scope of the plan and are not controlled by the Project Manager. However, the 'chosen label design' is within the scope of the plan and within the control of the Project Manager. 'Choose label design' is an activity and therefore not an appropriate application of product-based planning. Ref. 7.3.3.

C	Incorrect:	'Choose label design' is an activity and therefore not a product. The product would be 'chosen label design'. Ref. 7.3.3.
D	Incorrect:	Although the 'label design competition' is within the scope of the plan, the Project Manager has no control over the creation and submission of the 'label design entries'. The entries should be shown as external products. Ref. 7.3.3.2.

**Question: 6, Syllabus: PL, Part: C, Type: MR, SyllabusRef: PL0401, Level: 4**

1	A	Correct:	Whilst the Project Board would, in Directing a Project, assess whether the planned benefits could still be achieved, the actual benefits themselves are clearly not a prerequisite for the stage. Ref. A16.2.
	B	Incorrect:	Whilst this is a deliverable of stage 2, the Project Board must agree to this in their decision to progress to stage 3. It is a major product of this project and the reason for the stage boundary. It is a pre-requisite of stage 3. Ref. A.16.2.
	C	Correct:	This is not a plan prerequisite for stage 3. As a product of stage 2 this should have been quality-checked and signed-off, but work can commence on stage 3 even if this product is incomplete. Ref. A.16.2.
	D	Incorrect:	This is not a prerequisite of the stage. The stage can commence without the engineering staff, but may be delayed if they are not available when required. This may be identified as a risk. Ref. A.16.2.
	E	Incorrect:	This is confirmed during stage 2. The results of this check are not a prerequisite for stage 3. Work can commence without this. Ref. A.16.2.
2	A	Incorrect:	This is a deliverable that is not created within the scope of this project, but may influence the plan, it is therefore an external dependency. Ref. A.16.2.
	B	Incorrect:	This is not required for the stage 3 to start. This is a deliverable that is not created within the scope of this project, but may influence the plan. Ref. A.16.2.
	C	Incorrect:	The logo is required during stage 3, but is not created within the scope of this project. Ref. A.16.2.
	D	Correct:	This is within the scope of this project and as a product of stage 2 this should have been quality checked and signed-off. Ref. 16.4.2/A.16.2.
	E	Correct:	Whilst the company logo is an external dependency, the composition of the chosen label design should be shown in the relevant Product Description. Ref. A.17.2.
3	A	Correct:	The label designs are to be delivered during this stage, however, the results of the competition are unknown and cannot be qualified. This is therefore an assumption. Ref. A.16.2.
	B	Incorrect:	The label designs are within the scope of this project. If external resources are required to create a product, the product does not then become external, it is still within the scope of this project. Ref. 7.3.3.2.
	C	Incorrect:	The operational staff schedule on which the photographic session is based is updated weekly. The availability of staff shown in the photographic session schedule may now be incorrect. Ref. A.16.2.
	D	Incorrect:	This product is produced by an external resource, within the scope of this project. It is not an external dependency. Ref. 7.3.3.2.
	E	Correct:	Whilst this is a requirement, the composition of the photographs should be shown in the relevant Product Description. Ref. A.16.2.
4	A	Correct:	It is the Stage Plan that is updated with actuals throughout the stage. Ref. 15.4.4. The Project Plan is updated at the end of each stage. Ref. 17.4.2.
	B	Correct:	The Stage Plan covers the products, resources, activities and controls specific to the stage and is used as a baseline against which to monitor stage progress. The Highlight Report is a control for the Project Board. Ref. A.16.2

C	Incorrect:	The Highlight Report is a management product and should be included as a deliverable within the stage, but it is also a control for the Project Board and should be identified here. Ref. A.16.2.
D	Incorrect:	The frequency at which the stage will be reviewed should be recorded here. Ref. A.16.2.
E	Incorrect:	A Product Status Account can be requested by the Project Manager at any time. This is likely to be required to support the Highlight Report. Ref. 15.4.5.

**Question: 7, Syllabus: PG, Part: A, Type: CL, SyllabusRef: PG0302, Level: 3**

1	A	Incorrect:	There is a positive tolerance of 1 week which can be allocated to any of the stages, as appropriate. Ref. 10.3.1.2.
	B	Correct:	Tolerance is allocated based on the level of risk and confidence of estimates for any given stage. All project tolerance can be allocated to a single stage, but the risk of doing so must be assessed. Ref. 10.3.1.2.
	C	Incorrect:	The project tolerance is approved by corporate/programme management. This cannot be affected by early completion of stages or Work Packages. Ref. 10.3.1.1.
	D	Incorrect:	If a project has +1 week tolerance (e.g. its target completion date is 4 February, but 11 February would be acceptable), it doesn't matter how much extra resource is used. The target date for the project and the allowable deviation does not change. Ref. 15.4.8
2	A	Incorrect:	Tolerances stated in the Project Plan can be changed through formal change control and approval of corporate/programme management. Ref. 10.3.4.
	B	Correct:	Tolerances stated in the Project Plan can be changed through formal change control and approval of corporate/programme management. Ref. 10.3.4.
	C	Incorrect:	Where tolerance is forecast to be exceeded, the exception procedure is followed and an Exception Plan created to replace the Project Plan. Ref. 10.3.4.
	D	Incorrect:	Exception situations are dealt with as they occur and not left until the end of the stage. An exception assessment would be scheduled. Ref. 10.3.4.
3	A	Incorrect:	If a product has not been delivered to agreed timescales as a result of rework, the stage should not be delayed, the rework should be planned into the next stage. Ref. 17.4.4.
	B	Incorrect:	There is no indication that the stage is forecast to exceed tolerance. Ref 10.3.4.
	C	Correct:	By checking the target sign-off date the Project Manager will know if there is an actual delay or whether the Marketing department has exceeded the time allocated for follow-up actions. Ref. 17.4.4/10.3.3.2.
	D	Incorrect:	No products should be baselined until they are signed-off. Ref 9.3.2.
4	A	Incorrect:	There is no indication that a further project has been agreed and the production of a project mandate is not within the scope of the Calendar project.
	B	Incorrect:	This is not an expected benefit of this project and would not therefore appear in the Benefits Review Plan. Also, the Benefits Review Plan is updated at the end of each stage, not just the end of the project. Ref A.1.
	C	Incorrect:	Exception Reports provide information to the Project Board when tolerance is forecast to be/or has been exceeded. Ref. 10.3.4.
	D	Correct:	The Lessons Log captures lessons learned during the project that can usefully be applied to other projects. Notes should be made of any good and bad experiences in the use of the management and specialist products and tools as they occur. Ref. 10.3.3.3.
5	A	Incorrect:	Checkpoint Reports are provided to the Project Manager, not the Executive. Also, an issue should be raised to the Project Manager if tolerance is forecast to



		be exceeded. Ref. 10.3.3.4/10.3.4.
B	Incorrect:	Team members do not have the authority to change a Stage Plan. If a product is late, the Project Manager may plan the remaining work into the next stage and amend the Work Package accordingly. Ref. 10.3.3.1.
C	Incorrect:	The Team Manager should raise this as an issue. If the Project Manager determines it is a project risk, the Project Manager should record it in the Risk Register. Ref. 10.3.3.4.
D	Correct:	All problems, questions and queries should be raised as an issue. Ref. 10.3.4.

**Question: 7, Syllabus: PG, Part: B, Type: AR, SyllabusRef: PG0401 PG0402, Level: 4**

1	False:	Management stages are determined primarily by the level of risk, major decision points and commitment of resources. The label design competition does not justify this level of control. Ref. 10.3.2.1.	False:	The Project Board can make a decision whenever it needs to do so. Ref. 13.4.4.
2	True:	Stage boundaries should be scheduled around key decision points for the Project Board. Ref. 10.3.2.1.	True:	The production cost forecast provides a key decision point for the Project Board whether to continue with the project. This reason explains the assertion, therefore the answer is A. Ref. 10.3.2.
3	False:	There is +1 week project tolerance, indicating the project can complete one week later than planned, NOT two, and still remain within tolerance.	False:	Negative project time tolerance does NOT indicate the latest permissible date, it indicates the earliest acceptable completion date, before exceeding tolerance. Ref. 10.3.4.
4	False:	The Project Manager should first escalate exception situations to the Project Board. They may then need to escalate to corporate management. Ref. 10.3.1.1.	True:	Project tolerance is set by corporate or programme management. Any forecast to exceed this must be escalated accordingly. Ref. 10.3.1.1.
5	True:	The projected costs will influence the Project Board decision to proceed with stage 3. All Project Board decisions are made during the Directing a Project process. Ref. 10.3.1.2.	False:	Products are reviewed and approved by nominated parties as and when they are completed. Not at the end of each stage. Ref. 16.4.2.

**Question: 8, Syllabus: DC, Part: A, Type: MG, SyllabusRef: CP0301, Level: 3**

1	Correct [B]:	If a project is prematurely closed, work is not simply abandoned. The means for recovering products that have been completed or are in progress is agreed during the Prepare premature closure activity. Ref. 18.4.2.
2	Correct [D]:	Nothing can be done to resolve this now, but future projects may learn from this experience. A review of what went well, what went badly and any recommendations for corporate/programme management consideration are recorded in the Lessons Report during the Evaluate the project activity. Ref. 18.4.4
3	Correct [E]:	The Project Board advises those who have provided the support infrastructure and resources for the project that these can now be withdrawn. The draft project closure notification produced during the Recommend project closure activity should indicate a closing date for costs being charged to the project. Ref. 13.4.5/18.4.5
4	Correct [B]:	When closing a project prematurely the Project Manager must ensure that work in progress is not simply abandoned. The project should salvage anything of value created to date. The means for recovering products that have been completed or are in progress is agreed during the Planning premature closure activity. Ref 18.4.2
5	Correct [D]:	Future projects may learn from this experience. A review of what went well, what went badly and any recommendations for corporate/programme management consideration are recorded in the Lessons Report during the Evaluate the project activity. Ref. 18.4.4.

**Question: 8, Syllabus: DC, Part: B, Type: AR, SyllabusRef: CP0401, Level: 4**

1	False:	Countering the decline in orders is a positive consequence (benefit) of this project that cannot be measured until 12 months after the project has closed. Ref. 18.4.3/Scenario	False:	The Benefits Review Plan is created in the Initiating a Project process. Ref 14.4.7. It is reviewed and may be updated at the end of each stage and during the Closing a Project process. Ref. 18.4.3.
2	False:	The Acceptance Method in the Project Product Description will state the means by which the acceptance will be confirmed. This could simply be done by confirming all the products have been approved. Ref. 18.4.1/A.21.1.	True:	The Project Product Description contains the Acceptance Criteria of the Project Product and the standards and processes that will need to be applied to achieve this. Ref. A.21.1/18.4.1.
3	True:	The final management stage of a PRINCE2 project should include the products of project closure. The Closing a Project process takes place within the final management stage. Ref. 11.2.4.	True:	The Closing a Project process takes place towards the end of the final management stage. Closure is not a stage, it is a process. This is the reason for the assertion. the answer is A. Ref. 18.3.
4	False:	Whilst handover of responsibility for the products is necessary during the Closing a Project process, this contract is not in the scope of this project. The product should be handed over to the Marketing department. Ref. 18.4.3/Scenario	False:	Where a product requires a lot of potentially expensive support and maintenance, the Project Manager should ensure that a suitable service agreement or contract is in place. Ref. 18.4.3.
5	False:	The Closing a Project process should be followed at the end of stage 3, rather than the Managing a Stage Boundary process, as this is the final stage. Ref. 17.2/18.3.	True:	At the end of each stage the Project Manager should update the Project Initiation Documentation (e.g. the Business Case, Project Plan, project approach, strategies, project management team structure and role descriptions). Ref. 17.2.



***The Practitioner Examination***

***FX03***

***Scenario Booklet***

This is a 2.5-hour objective test examination. This booklet contains the Project Scenario upon which this exam paper is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the 8 questions is worth 10 marks, giving a maximum of 80 marks in the paper. The pass mark is 55% (44 marks). Within each question the syllabus area to which the question refers is clearly stated. The exam is to be taken with the support of the PRINCE2 Manual only, i.e. no material other than the *Question Booklet*, the *Scenario Booklet*, the *Answer Booklet* and the PRINCE2 Manual is to be used.

***Candidate Number:*** .....

This is a blank page

## Project Scenario

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

A government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, and deal with the problems caused by inadequate internal controls and outdated technology.

External consultants were employed from Teamtech, a recruitment agency that provides specialist resources to government departments. These consultants conducted a feasibility study to identify options for addressing the problems. The following options were considered:

- Do nothing
- Restructure selected business functions
- Shut down selected business functions and contract external suppliers to provide these services.

The feasibility study concluded that there was a case for restructuring the services currently delivered by two business functions: Facilities (responsible for maintenance of buildings and grounds) and Information Technology (IT). The recommendations were:

- Restructure Facilities services and reduce the number of Facilities staff by 20%.
- Restructure IT services and replace the existing IT system with a new hardware and software solution.

The feasibility study contained a high-level summary of the existing Facilities staffing structure and the existing IT system, plus an outline Business Case for the required project. The external consultants from Teamtech 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 a detailed design for the future Facilities staffing structure and a specification of the new hardware and software solution. Prepare a contract for the supply and installation of the new hardware and software solution
  - Stage 3: Create request for tender and evaluate proposals. Select supplier and agree contract
  - Stage 4: Implement the new Facilities staffing structure, install new hardware and software solution, and run a trial period.

Initial estimates indicated that the project would cost £2.5m and take two years to complete. There is an expected saving of £20m over 10 years. MFH senior management accepted the recommendations as a basis for the project. However, any event that may result in a loss of MFH data must be escalated to them immediately.

The Restructuring project has completed the Starting up a Project process and is now in the initiation stage. Owing to 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 restructured will work with the external consultants who conducted the feasibility study to create the detailed design and specification.

## Question 2: Organization Theme - Additional Information

### **Resources who could be involved in the project:**

**Teamtech Account Manager:** He represents Teamtech, a recruitment agency that provides specialist resources to government departments. Teamtech provided the consultants who carried out the feasibility study. They will not be developing any of the project's products. However, the same consultants will be made available for support and guidance to the Information Technology and Facilities teams during the Restructuring project.

**Chief Finance Officer:** She was transferred from Information Technology 12 months ago. She is responsible for ensuring a cost-effective approach is adopted in all operational and project activities across the Ministry of Food Hygiene.

**Hardware Manager:** He reports to the Director of Information Technology. He maintains the computer hardware and software for all business functions.

**Payroll Manager:** He reports to the Chief Finance Officer. He is a very experienced and efficient accountant who is responsible for running part of the Finance Division on behalf of the Chief Finance Officer. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

**Director of Research and Development:** She manages a large team who are always incredibly busy. Many of her research and development processes require input from the Information Technology and Facilities teams on a daily basis. She has an excellent understanding of what each team requires in order to operate effectively.

## Question 3: Quality Theme - Additional Information

**Product Description for the contract**

Title	<ul style="list-style-type: none"> <li>Contract.</li> </ul>
Purpose	<ul style="list-style-type: none"> <li>This agreement specifies the MFH requirements for the supply and installation of a hardware and software solution. It provides measurable criteria against which the selected external supplier's performance will be assessed.</li> </ul>
Composition	<ul style="list-style-type: none"> <li>Responsibilities of MFH and selected external supplier.</li> <li>Mechanisms for monitoring and reporting performance levels.</li> <li>MFH Dispute resolution process.</li> <li>Confidentiality provisions.</li> <li>Conditions for termination of contract.</li> <li>Glossary of all technical terms contained in the contract.</li> </ul>
Format and presentation	<ul style="list-style-type: none"> <li>A4, Word document, printed both sides in black and white.</li> <li>Font: Arial, 12pts.</li> </ul>
Quality criteria	<ul style="list-style-type: none"> <li>Contains all composition items listed above.</li> <li>Not more than 60 pages.</li> <li>Complies with MFH corporate branding standards.</li> <li>No typographical errors.</li> </ul>
Quality skills required	<ul style="list-style-type: none"> <li>Proof-reading skills.</li> </ul>
Quality responsibilities	<ul style="list-style-type: none"> <li>Producer/Presenter: Director of Information Technology.</li> <li>Chair: Project Manager.</li> <li>Reviewer: Hardware Manager and Chief Finance Officer.</li> <li>Approver: Chief Executive Officer.</li> </ul>

Additional Information continues on the next page



continued

### **Quality notes from the Daily Log**

The contract between MFH and the selected external supplier will specify the type and quality of service required. The selected external supplier must follow the industry quality standards for delivering hardware and software solutions.

The MFH quality management system (QMS) has been certified to be in accordance with ISO (International Organization for Standardization) standards. The QMS contains policies and procedures for 80% of MFH business processes. One of these processes covers the production of employment contracts.

The QMS also contains document standards that need to be applied to all documentation. There is no documented change control procedure.

All project documents will be subject to a quality review. Some products will require a formal quality record which is to be signed-off by the quality review chair.

### **Extract from the draft Quality Management Strategy (may contain errors)**

#### **Introduction**

1. This document defines the approach to be taken to achieve the required quality levels during the project.
2. The Project Board will have overall responsibility for the Quality Management Strategy.
3. Project Assurance will provide assurance on the implementation of the Quality Management Strategy.

#### **Quality management procedure - Quality standards**

4. Industry quality standards for delivering hardware and software solutions.
5. MFH document standards.

#### **Records**

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
8. Quality records for products that require them will be stored in the quality database.

#### **Roles and responsibilities**

9. Team Managers will provide details of quality checks that have been carried out.
10. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
11. The Senior User will review the Product Descriptions of the products to be produced by the selected external supplier to ensure that they can be achieved.

## Question 6: Change Theme - Additional Information

The project is three weeks into stage 3. There are 41 weeks remaining in this stage. The request for tender has been approved but has not yet been distributed to the list of external suppliers.

The Chief Executive Officer (CEO) of the Ministry of Food Hygiene (MFH) has called an emergency meeting because a new Government initiative to centralize all Facilities services has been announced. All existing projects affecting Facilities services are to stop immediately.

The Project Manager has created an Issue Report as the Restructuring project may need to be de-scoped to remove the restructuring of Facilities services. There is £70,000 in the project's change budget, +6 weeks / -6 weeks project time tolerance and +£350,000 / -£500,000 project cost tolerance remaining.

Reducing the number of staff in Facilities and updating the MFH hardware and software solution is planned to cost £2.5m. This is expected to deliver a saving in yearly operating costs of £2m, or £20m over 10 years.

The work required to reduce the project scope and deliver just the MFH hardware and software solution would cost £1.25m, and deliver a saving in yearly operating costs of £1m or £10m over 10 years. The timescale of two years will remain unchanged. However, the Project Manager is concerned that the specification for the new software solution was designed to include the requirements of the restructured Facilities processes, not the existing processes.

To remove the restructuring of Facilities services from the Restructuring project would require revision of all those products which relate to the implementation of the new Facilities staffing structure. A full analysis has been done. It is forecast that implementing these changes will delay stage 3 by three weeks and increase the cost of stage 3 by £100,000. There is £54,000 of stage 3 cost tolerance remaining.

The Government initiative to centralize all Facilities services should deliver a saving in operating costs of £15m over 10 years. The Centralization project is estimated to cost £1.5m.

## Question 7: Progress Theme - Additional Information

The following extract is from the Work Package provided to the IT Team Manager for the installation of a new hardware and software solution provided by the selected external supplier. It was prepared by the Project Manager.

The transfer of data from the existing systems to the new software must occur with minimum disruption to current services. At the same time, the Facilities services will be restructured. During the transfer of data, the IT Team Manager will need to work with the Facilities Team Manager to ensure that their work is synchronized and their products are compatible. Completion of this work is scheduled for the end of week 24 of stage 4.

The project information contained in the document extract below is true, but it may NOT be recorded under the right heading or in the correct document.

### **Draft Work Package**

#### **Techniques, processes and procedures**

1. Any threat that may result in a loss of MFH data must be escalated immediately.

#### **Joint agreements**

2. Work is to start at the beginning of week 2 (Stage 4).
3. The project will take two years to complete, at an estimated cost of £2.5m.

#### **Tolerances**

4. None.

#### **Constraints**

5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
6. Installation work must take place during MFH normal working hours.
7. +£10,000 / -£25,000.

#### **Reporting arrangements**

8. Highlight Report every Monday by 10.00 am.
9. The report must contain a summary of all products worked on during the previous week.
10. Project Manager must be notified of any issues immediately by telephone.

#### **Problem handling and escalation**

11. Impact analysis of all issues must be completed within 24 hours.

#### **Extracts or references**

12. The Stage Plan for stage 4 is available from Project Support.

#### **Approval method**

13. Project Assurance will review the completed Work Package and confirm completion.



***The Practitioner Examination***

FX03

***Question Booklet***

***Candidate Number:*** .....

This is a blank page

Syllabus areas covered:

Question 1 - Starting Up a Project + Initiating a Project Processes

Question 2 - Organization Theme

Question 3 - Quality Theme

Question 4 - Plans Theme

Question 5 - Risk Theme

Question 6 - Change Theme

Question 7 - Progress Theme

Question 8 - Controlling a Stage + Managing Product Delivery Processes

## Question Number 1

Syllabus Area Starting Up a Project + Initiating a Project Processes

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	1	A	4

Column 1 contains entries recorded in the Daily Log during the Starting up a Project process. For each entry in Column 1, select the activity, if applied appropriately, where this information should have been captured. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Two outsourcing companies have proved to be unreliable on other projects and should not be included as potential service providers.	A Appoint the Executive and the Project Manager
2	MFH faces increasing pressure to cut costs, and deal with the problems caused by inadequate internal controls and outdated technology.	B Capture previous lessons C Design and appoint the project management team
3	The new hardware will be selected from a choice of commercial off-the-shelf solutions. The software solution will be designed and developed specifically for MFH.	D Prepare the outline Business Case E Select the project approach and assemble the Project Brief
4	It is assumed that the external Teamtech consultants will be available at the start of the initiation stage.	F Plan the initiation stage

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	1	B	3

**Using the Project Scenario, answer the following questions.**

Decide whether the actions taken during the Starting up a Project process represent an appropriate application of PRINCE2 for this project, and select the response that supports your decision.

1	<p>When designing and appointing the project management team, the Project Manager produced a role description for the Executive.</p> <p>Was this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the responsibilities of the Executive should be established before this activity.</p> <p>B No, because the creation of role descriptions is NOT the responsibility of the Project Manager.</p> <p>C Yes, because role descriptions should be created for all Project Board roles.</p> <p>D Yes, because the Project Manager is responsible for this activity.</p>
2	<p>When preparing the outline Business Case, the Executive asked the MFH Chief Finance Officer to set aside £2,500,000 to fund the project.</p> <p>Was this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the full cost of the project is not yet known.</p> <p>B No, because this activity is the responsibility of the Project Manager.</p> <p>C Yes, because the Executive is responsible for securing project funding.</p> <p>D Yes, because all project funding must be available before the project can be authorized.</p>
3	<p>When preparing the Initiation Stage Plan, the Project Manager defined the reporting and control arrangements to be applied for the duration of the project.</p> <p>Was this an appropriate application of PRINCE2 for this project?</p> <p>A No, because this is the role of the Executive.</p> <p>B No, because the reporting and control arrangements in the Initiation Stage Plan should be for the initiation stage.</p> <p>C Yes, because two of the principles of PRINCE2 are 'manage by stages' and 'continued business justification'.</p> <p>D Yes, because monitoring and control of the project enables the assessment of ongoing viability.</p>



Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	1	C	3

**Using the Project Scenario, answer the following questions about the Initiating a Project process.**

Decide whether the actions taken by the Project Manager represent an appropriate application of PRINCE2 for this project and select the response that supports your decision.

1	<p>The Project Manager decided to delay the creation of the Risk Management Strategy until stage 4, when the selected external supplier's risk management procedures can be used. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because effective risk management should be performed throughout the life of the project.</p> <p>B No, because the supplier is external to the corporate organization.</p> <p>C Yes, because all strategies should be developed using lessons from external organizations.</p> <p>D Yes, because the selected external supplier will be the owner of all project risks associated with the specialist deliverables.</p>
2	<p>While preparing the Configuration Management Strategy, the Project Manager decided to recommend that the selected external supplier be authorized to approve and implement all changes. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the selected external supplier does NOT represent the users.</p> <p>B No, because the Change Authority should be independent of the project.</p> <p>C Yes, because the selected external supplier will be delivering products for this project.</p> <p>D Yes, because it is the role of the Senior Supplier(s) to safeguard the integrity of the completed solution.</p>
3	<p>While preparing the Quality Management Strategy, the Project Manager noticed that the corporate quality management system does not specifically cover project management. The Project Manager has asked Project Assurance for their advice. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the Project Manager should update the corporate quality management system with the missing project management processes.</p> <p>B No, because Project Assurance reports directly to the Project Board.</p> <p>C Yes, because Project Assurance is responsible for checking that the Quality Management Strategy meets the needs of the Project Board.</p> <p>D Yes, because Project Assurance is responsible for specifying the customer's quality expectations and acceptance criteria for the project.</p>

## Question Number 2

Syllabus Area Organization Theme

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	A	6

**Using the Project Scenario, answer the following questions.**

Each question proposes alternative candidates for a role, supported by a **true statement** about each. Select the 2 suggestions which, in the context of PRINCE2 recommended roles and responsibilities, provide an appropriate evaluation of, or alternative to, the candidate originally proposed for that role.

Remember to select 2 answers to each question.

1	The Chief Executive Officer has been appointed to the role of Executive for this project. Which <b>2</b> suggestions are appropriate for this appointment?
A	Retain because he accepts that restructuring is the best solution.
B	Replace with 'Chief Finance Officer' because she can ensure a cost-effective approach to the project.
C	Retain because he has the right level of authority to be able to control the strategic nature of the Restructuring project.
D	Add 'Chief Finance Officer' because she understands the operational environment.
E	Replace with 'Payroll Manager' because he is a very experienced and efficient accountant.
2	The Teamtech Account Manager has been appointed to the role of Senior User for this project. Which <b>2</b> suggestions are appropriate for this appointment?
A	Retain because he provides the specialist resources required to support the project.
B	Replace with 'Director of Research and Development' because she deals with Information Technology and Facilities and can make sure the user's needs are specified.
C	Replace with Teamtech consultant because they interface directly with the users.
D	Add 'Hardware Manager' because he maintains computer hardware for all business functions.
E	Retain because he will be providing support to the Facilities team during the project.
3	The Director of Information Technology has been appointed to the role of Senior Supplier for this project. Which <b>2</b> suggestions are appropriate for this appointment?
A	Retain because she is responsible for the design of the future Information Technology working practices.
B	Add 'Director of Facilities' because he is responsible for designing the future Facilities staffing structure.
C	Add 'Hardware Manager' because the outcome of the project will have an impact on him.
D	Remove because she only represents Information Technology.
E	Replace with 'Director of Facilities' because he supports the initiative.

Question continues on the next page

Question continued

4	<p>The Payroll Manager has been appointed to the role of Business Project Assurance for this project. Which <b>2</b> suggestions are appropriate for this appointment?</p> <p>A Remove because the project will have an impact on him and he therefore represents a user.</p> <p>B Replace with 'Project Manager' because this is a simple project that does not require additional assurance.</p> <p>C Add 'Teamtech Consultants' because they carried out the feasibility study.</p> <p>D Add 'Chief Finance Officer' because she is responsible for checking that any supplier and contractor payments are authorized.</p> <p>E Retain because he is familiar with the Ministry of Food Hygiene business strategy, the business level risk assessment and the Business Case standards.</p>
5	<p>The Director of Facilities has been appointed to the role of Supplier Project Assurance for this project. Which <b>2</b> suggestions are appropriate for this appointment?</p> <p>A Retain because he has a professional facilities management qualification and so is in a position to specify the needs of the Facilities staff.</p> <p>B Retain because he will be able to advise on many of the products that will enable restructuring to happen, such as the future Facilities staffing structure.</p> <p>C Retain because he is well-regarded within the Ministry because of the efficiencies, superb service and savings he has achieved in Facilities services.</p> <p>D Add 'Teamtech Account Manager' because he will advise on potential changes and their impact on the integrity of the project's products.</p> <p>E Remove because he is involved with the project and is therefore NOT independent.</p>
6	<p>Both the Director of Research and Development and the Hardware Manager have been appointed to the role of User Project Assurance for this project. Which <b>2</b> suggestions are appropriate for this appointment?</p> <p>A Retain because they are both very positive about restructuring the selected business functions.</p> <p>B Retain because they can ensure that user liaison is functioning correctly.</p> <p>C Remove because neither of these individuals are from the business functions to be restructured.</p> <p>D Retain because selecting only one of them may cause unnecessary conflict.</p> <p>E Retain because they can advise on the impact of potential changes.</p>

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	B	4

**Using the Project Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following question about roles on the Restructuring project.**

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	It would be appropriate for the selected external supplier, who was selected in stage 3, to be represented on the Project Board by a Senior Supplier in stage 4.	BECAUSE	The Senior Supplier is responsible for assessing the viability of the project approach.
2	It would be appropriate to appoint more than one individual to the role of Project Support.	BECAUSE	Project Support is responsible for ensuring that the desired outcome of the project is specified.
3	The Hardware Manager would be an appropriate choice for the role of Senior Supplier.	BECAUSE	The Senior Supplier is accountable for the quality of the products delivered by the supplier(s).
4	The Payroll Manager would be an appropriate choice to provide business assurance.	BECAUSE	Business assurance should be undertaken by someone with an accountancy qualification.

## Question Number 3

Syllabus Area      Quality Theme

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	A	3

The following questions include only **true statements** about the Restructuring project, but only one statement is an appropriate entry for that heading in the Project Product Description.

1	Which statement should be recorded under the <b>Acceptance criteria</b> heading?
A	The new hardware and software solution should be capable of processing 500% more data than the existing system.
B	Any changes to the project's products must be managed through formal change control.
C	External consultants are to provide guidance on the development of the detailed design for the future Facilities staffing structure.
D	The selected external supplier should be appointed in stage 3.
2	Which statement should be recorded under the <b>Project-level quality tolerances</b> heading?
A	Facilities staffing numbers are to be reduced by 20% and all Facilities services restructured.
B	Facilities staff should be restructured as soon as possible to avoid the chance of industrial action.
C	Increased maintenance costs should be kept to a minimum.
D	To continue to function effectively, a minimum of 15% of Facilities staff should be released, but no more than 25%.
3	Which statement should be recorded under the <b>Acceptance method</b> heading?
A	The Director of Information Technology will be responsible for the quality of the new hardware and software solution.
B	The results of the hardware and software trial will be reviewed to confirm full functionality before accepting handover of the new hardware and software solution.
C	The Hardware Manager will accept handover of the new hardware and software solution.
D	Staff within the business functions being restructured will work with the external consultants who conducted the feasibility study.

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	B	3

Using the Project Scenario and the Product Description provided as additional information for this question in the *Scenario Booklet*, answer the following question.

The Director of Information Technology is responsible for producing the contract for the supply and installation of the hardware and software solution. The Work Package does not contain any other products and has a tolerance of +2 days / -2 days. The contract has been produced on target and the quality review meeting is taking place.

The following 3 entries have been included in the consolidated question list or raised at the meeting. Select the appropriate action which should now be agreed by the review team to deal with each entry.

1	Although it is not specified in the current corporate branding standards, the MFH corporate logo should be shown on the front page of the contract.
A	Agree to amend this within the remaining +2 days tolerance.
B	Raise an issue (off-specification).
C	Raise an issue (request for change).
D	Accept this as a concession.
2	The contract is not printed in colour.
A	Agree to redesign the contract within the remaining +2 days tolerance.
B	Raise an issue (off-specification).
C	Accept this as a concession.
D	No action required.
3	The contract does not contain the MFH dispute resolution process. The addition of this will take one day to complete but it will increase the contract to more than 60 pages.
A	Raise an issue (off-specification).
B	Raise an issue (request for change).
C	Agree to add the MFH dispute resolution process within the remaining +2 days tolerance.
D	No action required.

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	C	4

Using the Quality notes from the Daily Log and the Extract from the draft Quality Management Strategy provided as additional information for this question in the *Scenario Booklet*, answer the following questions about the Quality Management Strategy.

1	Which statement applies to the <b>Introduction</b> section?
A	Delete entry 1 because the project approach is defined in the Project Brief.
B	Delete entry 2 because this is the Project Manager's responsibility.
C	Delete entry 3 because it is the Project Manager's responsibility to implement the Quality Management Strategy.
D	Move entry 3 to the <b>Roles and responsibilities</b> section because this is a quality responsibility.
2	Which statement applies to the <b>Quality standards</b> 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 control procedure makes the MFH document standards unsuitable.
C	Add 'MFH Processes: Production of employment contracts'.
D	Add 'PRINCE2 change control procedures will be used to manage any changes to baselined products'.
3	Which statement applies to the <b>Records</b> section?
A	Delete entry 6 because this information should be included in Stage or Team Plans.
B	Move entry 6 to the <b>Reporting</b> section because the information should be used to report on quality activities.
C	Delete entry 7 because this should be included in the Configuration Management Strategy.
D	Delete entry 8 because the results of quality reviews are recorded in the Quality Register.
4	Which statement applies to the <b>Roles and responsibilities</b> section?
A	Move entry 9 to the <b>Records</b> section because this information will be required to create a record of each quality check.
B	Delete entry 9 because this is the responsibility of the quality review chair.
C	Delete entry 10 because only the Project Manager can update the Quality Register.
D	Amend entry 11 because this is the responsibility of Supplier Project Assurance.

## Question Number 4

Syllabus Area Plans Theme

Syllabus Area	Question Number	Part	Marks
Plans Theme	4	A	5

Column 1 is a list of **true statements** to be included in the Stage Plan for stage 2. Column 2 is a selection of Stage Plan headings. For each statement in Column 1, select from Column 2 the Stage Plan heading under which it should be recorded. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	A monthly stage status report will be provided to the Project Board.	A Plan description
2	The MFH template is required for the contract to supply and install the new hardware and software solution.	B Plan prerequisites C External dependencies
3	The Project Board has approved the recommendation to reduce the number of staff in Facilities and to implement a new hardware and software solution. This decision must remain in place.	D Planning assumptions E Lessons incorporated
4	Based on advice from the Ministry of Trade and Industry that, in their experience, drafting a contract is a lengthy process, allowances have been made for this in the Stage Plan for stage 2.	F Monitoring and control G Budgets
5	Time: +2 weeks / -2 weeks.	H Tolerances I Schedule



Syllabus Area	Question Number	Part	Marks
Plans Theme	4	B	5

**Using the Project Scenario, answer the following question.**

**The project has a cost tolerance of +5% / -5%, of which stage 2 has a tolerance of +£45,000 / -£45,000.**

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	If stage 2 exceeds its target by £20,000, the Stage Plan should be replaced by an Exception Plan.	BECAUSE	When the Stage Plan is updated with activities to deal with any deviations from planned cost and time, this is called an Exception Plan.
2	The Team Plan required for the development of the contract should be produced in consultation with supplier assurance.	BECAUSE	Supplier assurance should confirm that Team Plans are in accordance with relevant supplier standards.
3	The Stage Plan for stage 2 should be prepared during the initiation stage.	BECAUSE	All Stage Plans are produced near the end of the initiation stage.
4	A final stage (stage 5), covering project closure, should be added to the Project Plan.	BECAUSE	Following initiation, the Project Plan covers all subsequent management stages.
5	The cost tolerance planned for each stage should be +5% / -5%.	BECAUSE	Project tolerances for cost and time should always be allocated equally between all of the stages.

## Question Number 5

Syllabus Area Risk Theme

Syllabus Area	Question Number	Part	Marks
Risk Theme	5	A	5

Answer the following questions about the project's Risk Management Strategy.

Each question includes a list of statements but, according to PRINCE2, only 2 statements are appropriate entries for that heading in the project's Risk Management Strategy.

Remember to select 2 answers to each question.

1	Which <b>2</b> statements would be appropriate entries under either the <b>Records</b> or <b>Reporting</b> headings?
A	Project Support will maintain the Risk Register.
B	The evaluated net effect of all risks will be updated at the end of each stage and included in the End Stage Report.
C	The Change Authority will report monthly to the Project Manager on the status of the change budget.
D	Risks that are likely to occur within the next two weeks should be recorded as imminent.
E	A summary of risks will be maintained and included with the monthly Highlight Reports to the Project Board.
2	Which <b>2</b> statements would be appropriate entries under the <b>Timing of risk management activities</b> heading?
A	The selected external supplier will manage any risks to their Business Case and report these to the Project Manager.
B	The Project Board should hold monthly meetings to set project-level risk tolerance.
C	At the end of each stage, risk owners will be consulted to check on the status of risk responses.
D	Any new risks identified during product development should be reported to the Project Manager by the Team Manager.
E	When authorizing a stage, the Project Board will check that the exposure to risk is still acceptable.
3	Which <b>2</b> statements would be appropriate entries under the <b>Roles and responsibilities</b> heading?
A	Each risk will be assigned a risk owner.
B	Risks exceeding the agreed project risk tolerance will be reported to the Project Board.
C	Time tolerances are allocated to each stage by the Project Manager.
D	Project Assurance will ensure that project risks are identified, assessed and controlled according to the agreed risk management procedure.
E	An external consultant is to facilitate a risk identification workshop.

Question continues on the next page

Question continued

4	<p>Which <b>2</b> statements would be appropriate entries under the <b>Proximity</b> heading?</p> <p>A Proximity categories for this project are: Imminent; Within the stage; Within the project; Beyond the project.</p> <p>B The risk of MFH having no restructuring experience will be categorized as Stage 4 proximity.</p> <p>C Imminent risks are those which may occur within two weeks.</p> <p>D Any risk with a proximity category of imminent will be estimated as having a very high impact.</p> <p>E The risk of staff leaving the organization is categorized as 'beyond the project' proximity.</p>
5	<p>Which <b>2</b> statements would be appropriate entries under the <b>Risk tolerance</b> heading?</p> <p>A Any risk whose impact and probability is very high must be escalated to corporate or programme management.</p> <p>B Any event that may result in loss of MFH data must be escalated to the Project Board.</p> <p>C The Team Manager's threshold level of risk exposure is low impact and low probability.</p> <p>D The cost of all fallback plans must be contained within the project's tolerance.</p> <p>E Risk tolerance must be used to respond to known risks.</p>

Syllabus Area	Question Number	Part	Marks
Risk Theme	5	B	5

**None of the Ministry of Food Hygiene's (MFH) employees on the project management team has any experience in restructuring, which could lead to difficulties in understanding what is required from a restructuring project and in dealing competently with the selected external suppliers. The result could be a new software solution that does not solve the business problems.**

Column 1 contains a number of possible risk responses to the above risk. For each risk response, select from Column 2 the appropriate risk threat response type that it represents. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Contract a restructuring specialist to take an assurance role in the project, and provide advice to the Project Board and Project Manager.	A Avoid
2	Include a clause in the contract with the selected external supplier stating that, if the full functionality of the software solution is not delivered, the selected external supplier will reduce their fees accordingly.	B Reduce
3	Hire experienced restructuring contractors to assist MFH staff throughout the project.	C Fallback
4	Rely on the selected external supplier to act in a reliable and conscientious manner to provide the support and advice that will protect MFH's interests.	D Transfer
5	Request assistance from central government if difficulties arise in understanding what is happening.	E Accept
		F Share

## Question Number 6

Syllabus Area Change Theme

Syllabus Area	Question Number	Part	Marks
Change Theme	6	A	2

**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.**

Using the information above, answer the following questions.

1	According to PRINCE2, which statement about the Configuration Management Strategy for the Restructuring project is correct?
A	Every project needs a Configuration Management Strategy, even if the organization has existing configuration management standards, because every project has different circumstances.
B	The Project Manager should develop a separate Configuration Management Strategy for each of the suppliers working on this project because each will manage and store products differently.
C	A Configuration Management Strategy is unnecessary for this project because the MFH document control process is already documented. This should be referenced in the Quality Management Strategy.
2	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 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.

Syllabus Area	Question Number	Part	Marks
Change Theme	6	B	3

**Using the additional information provided for this question in the *Scenario Booklet*, answer the following questions about the Project Manager's response to the potential removal of Facilities services from the scope of the Restructuring project.**

1	Having created the Issue Report and analyzed the impact of removing Facilities services from the scope of the Restructuring project, what is the next action the Project Manager should consider?
A	Escalate the Issue Report to the Project Board for a decision.
B	Update the associated Configuration Item Records with details of the Issue Report that caused the change.
C	Amend the Stage Plan for stage 3: remove all products related to Facilities services and add the activities required to deliver the new Government initiative.
D	Create an Exception Plan to change all of the project's products to reflect the exclusion of Facilities services.
2	If the decision is made to remove Facilities services from the scope of the Restructuring project, what risk would this introduce to the project?
A	None, because any risk associated with Facilities services will be managed by another project.
B	These changes will delay stage 3 by three weeks.
C	There is only £70,000 left in the project change budget.
D	The specification of the new software solution may not support the existing Facilities processes.
3	What will be the impact on the benefits?
A	Reduced savings, now £10m over 10 years.
B	Increased savings of £15m over 10 years from the new initiative to centralize Facilities services.
C	An additional cost of £1.5m to deliver Facilities services.
D	Restructuring project cost reduced by 50%.

Syllabus Area	Question Number	Part	Marks
Change Theme	6	C	5

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.

The Project Manager has now completed the Issue Report. The situation is now being managed under formal issue and change control.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The de-scoping of Facilities services from the Restructuring project should be treated as a request for change.	BECAUSE	Any proposal for a change to a project's baseline should be treated as a request for change.
2	The Project Manager should now consider alternative options for centralizing Facilities services.	BECAUSE	There must be a balance between the advantage to be gained by implementing an option, and the time, cost and risk of implementing it.
3	The Stage Plan for stage 3 should be re-issued to the Project Board with all of the products associated with Facilities services removed.	BECAUSE	The original version of the Stage Plan for stage 3 should be retained for audit purposes.
4	An Exception Plan should be presented to the Project Board for them to consider the consequences of the issue and the options available to deal with it.	BECAUSE	Only the Project Board can approve deviations beyond project tolerance levels.
5	This change should be funded from the remaining £70,000 change budget and the balance of £30,000 taken from the stage cost tolerance.	BECAUSE	A change budget can be used to implement a request for change, provided its use is within the constraints set by the Project Board.

## Question Number 7

Syllabus Area Progress Theme

Syllabus Area	Question Number	Part	Marks
Progress Theme	7	A	4

Using the Draft Work Package provided as additional information for this question in the *Scenario Booklet*, answer the following questions.

All the statements that add or amend an entry contain only **true information**, but this may be under the wrong heading, or not relevant to the Work Package.

Remember to select 2 answers to each question.

1	Which <b>2</b> statements apply to either the <b>Joint agreements</b> or <b>Tolerances</b> sections?
A	Delete entry 2 because this information will be contained in the Stage Plan for stage 4.
B	Delete entry 3 because this information is contained in the Project Plan.
C	Add 'Work is to finish at the end of week 24 of stage 4' to <b>Joint agreements</b> .
D	Add 'The transfer of data to the new software must occur with minimum disruption' to <b>Tolerances</b> .
E	Add 'Facilities Team Manager, with responsibility for restructuring Facilities services' to <b>Joint agreements</b> .
2	Which <b>2</b> statements apply to either the <b>Techniques, processes and procedures</b> or <b>Constraints</b> sections?
A	Move entry 1 to <b>Tolerances</b> because this represents a risk tolerance.
B	Move entry 5 to <b>Techniques, processes and procedures</b> because this is a technique which staff should be aware of.
C	Delete entry 6 because this is outside the scope of the Work Package.
D	Move entry 7 to <b>Tolerances</b> because this represents a cost tolerance.
E	Add 'Products must be compatible with those developed by the Facilities Team Manager' to <b>Techniques, processes and procedures</b> .
3	Which <b>2</b> statements apply to either the <b>Reporting arrangements</b> or <b>Problem handling and escalation</b> sections?
A	Replace entry 8 with 'Checkpoint Report every Monday by 10.00 am' because Highlight Reports are intended for the Project Board.
B	Delete entry 9 because this level of detail is unnecessary.
C	Move entry 10 to <b>Problem handling and escalation</b> because that section describes how issues are handled.
D	Add 'Any risks identified to be added to the Risk Register' to <b>Reporting arrangements</b> .
E	Delete entry 11 because the impact analysis should be provided when the issue is notified.

Question continues on the next page



Question continued

4	Which <b>2</b> statements apply to either the <b>Extracts or references</b> or <b>Approval method</b> sections?
A	Delete entry 12 because this should be the Team Plan not the Stage Plan.
B	A suitable entry for <b>Extracts or references</b> would be 'Product Descriptions are available from Project Support'.
C	Move entry 13 to <b>Reporting arrangements</b> because this describes how completion will be advised to the Project Manager.
D	Delete entry 13 because this is NOT a Project Assurance responsibility.
E	A suitable entry for <b>Approval method</b> would be 'The Project Manager is to be advised of completion of the Work Package by email'

Syllabus Area	Question Number	Part	Marks
Progress Theme	7	B	6

**At the end of stage 3, the external supplier will be selected and the contract awarded. During stage 4, the selected external supplier will act as a Team Manager to complete the installation of the new hardware and software solution.**

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True
B	True	True
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The <b>Project controls</b> section of the Project Initiation Documentation should be updated as soon as the external supplier has been selected during stage 3.	BECAUSE	The Project Initiation Documentation contains a summary of the project-level controls for monitoring and reporting.
2	Checkpoint Reports should be used to monitor the external supplier's progress during stage 4.	BECAUSE	The Project Manager requires regular progress reports from a Team Manager in order to monitor the progress of a Work Package.
3	Once the contract is awarded to the selected supplier, the Product Description for the contract should be updated.	BECAUSE	The composition field of a Product Description should be used to record any change in the status of a product.
4	Checkpoint Reports should provide progress updates on the implementation of the new hardware and software solution.	BECAUSE	A Work Package defines the reporting arrangements between a supplier and the Project Board.
5	If they forecast that their Work Package will exceed its tolerance, the selected external supplier should provide an Exception Report for the Project Manager.	BECAUSE	The Team Manager is responsible for informing the Project Manager if any of the agreed tolerances for a Work Package are forecast to be exceeded.
6	Benefit tolerance should be set in the next Stage Plan for Project Assurance to monitor.	BECAUSE	Project Assurance is responsible for monitoring the Business Case against project progress.

## Question Number 8

Syllabus Area Controlling a Stage + Managing Product Delivery Processes

Syllabus Area	Question Number	Part	Marks
Controlling a Stage + Managing Product Delivery Processes	8	A	2

Column 1 is a list of actions that occur during the Controlling a Stage process. For each action in Column 1, select from Column 2 the PRINCE2 theme that is being applied. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Ensure that each product in a completed Work Package has gained its required approval, as defined in its Product Description.	A Business Case B Organization C Quality D Plans
2	Define the tolerance within a Work Package to be agreed with a Team Manager.	E Risk F Change G Progress

Syllabus Area	Question Number	Part	Marks
Controlling a Stage + Managing Product Delivery Processes	8	B	3

Column 1 is a list of entries from the Daily Log that were made during stage 4 in the Controlling a Stage process. For each entry in Column 1, select the **first** management product from Column 2 that should be updated, or created, as a result of the entry. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.	A Work Package B Team Plan
2	Staff communication was very useful in getting support from MFH staff who will be affected by the restructuring of Facilities services.	C Issue Register D Stage Plan for stage 4
3	The selected external supplier is concerned that there are delays with Government departments getting work signed-off after completion.	E Lessons Log F Project Plan

Syllabus Area	Question Number	Part	Marks
Controlling a Stage + Managing Product Delivery Processes	8	C	5

**Stage 4 has started and the Information Technology Team Manager is responsible for the Work Package to implement the new hardware and software solution.**

Answer the following questions about the actions the Information Technology Team Manager should take during the Managing Product Delivery process to deal with the events and situations described.

Remember to select 2 answers to each question.

1	<p>While producing the Team Plan to deliver the agreed Work Package, the Team Manager discovered that the representatives assigned to check the products were unsuitable.</p> <p>Which <b>2</b> actions should the Team Manager take in response to this situation?</p>
	<p>A Ask the Project Manager to confirm this information.</p> <p>B Discuss the situation with Project Assurance.</p> <p>C Advise the Project Manager of this risk.</p> <p>D Update the Quality Register with these concerns.</p> <p>E Notify the Project Manager by raising an Exception Report explaining why the reviewers are unsuitable.</p>
2	<p>The chair of a quality review meeting advised the Team Manager that, because there were so many major issues, the product had been rejected. The presenter estimated that the corrections would take about two weeks. The re-assessment of the product will take a further week resulting in a three-week delay. The Work Package only has one-week tolerance.</p> <p>Which <b>2</b> actions should the Team Manager take in response to this situation?</p>
	<p>A Ask the reviewers to work overtime to prevent the delay.</p> <p>B Ensure that the situation is included in the next Highlight Report.</p> <p>C Raise an issue explaining that tolerances are forecast to be exceeded.</p> <p>D Advise the Project Manager of the risk that there may be a two-week delay in the delivery of one of the products.</p> <p>E Ensure that the Quality Register is updated with the quality review result.</p>
3	<p>Two weeks after starting work the Team Manager noticed that each completed product had exceeded its estimated effort by around 10%. If this trend continues the Work Package will exceed its agreed cost tolerance of 5%.</p> <p>Which <b>2</b> actions should the Team Manager take in response to this situation?</p>
	<p>A Check the status of the products currently being worked on and analyze the effort expended.</p> <p>B Update the Stage Plan by increasing all future work estimates by 10%.</p> <p>C Amend the Work Package and ensure that the revised targets are met.</p> <p>D Escalate the situation in the next Checkpoint Report.</p> <p>E Raise an issue that costs will exceed tolerance if the current trend continues.</p>

Question continues on the next page

Question continued

4	<p>The Team Manager has received notification that the new hardware and software solution has been installed and completed, but there is a concern that it has not been approved by the appropriate people. Which <b>2</b> actions should the Team Manager take to check that the products have been approved as required?</p> <p>A Check the Quality Register for the sign-off date on which the quality activity was complete.</p> <p>B Check the Product Descriptions to ascertain who should have approved the products.</p> <p>C Check the Configuration Management Strategy for product handover procedures.</p> <p>D Check the approval method required in the Work Package.</p> <p>E Check the Product Descriptions for the quality method required.</p>
5	<p>The Work Package has been in progress for four weeks and has four weeks remaining. The Information Technology Team Manager is concerned that he has no idea what the Facilities Team Manager is doing about preparing to implement the new Facilities staffing structure. He is uncertain about what should be happening. Which <b>2</b> initial actions should the Team Manager take in response to this concern?</p> <p>A Notify the Project Manager by raising an Exception Report.</p> <p>B Raise this concern in the next fortnightly Highlight Report.</p> <p>C Check the Communication Management Strategy to ascertain what records of communications with the selected external supplier are required.</p> <p>D Check the Information Technology Work Package for development interfaces.</p> <p>E Raise an issue to notify the Project Manager of this concern.</p>

**The Practitioner Examination**
**Marking Scheme**

Note: For Multiple Response (MR) questions, 1 point is scored if and only if all correct options are selected. Otherwise 0 points are scored.

Exam Paper: GB-FX03-1.4

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
1 (SI)	A	MG	1	0	1	0	0	0	0			
			2	0	0	0	1	0	0			
			3	0	0	0	0	1	0			
			4	0	0	0	0	0	1			
	B	CL	1	1	0	0	0					
			2	0	0	1	0					
			3	0	1	0	0					
	C	CL	1	1	0	0	0					
			2	1	0	0	0					
			3	0	0	1	0					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
2 (OR)	A	MR	1	0	1	1	0	0				
			2	0	1	0	1	0				
			3	1	1	0	0	0				
			4	0	0	0	1	1				
			5	0	1	0	1	0				
			6	0	1	0	0	1				
	B	AR	1	0	1	0	0	0				
			2	0	0	1	0	0				
			3	0	0	0	1	0				
			4	0	0	1	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
3 (QU)	A	CL	1	1	0	0	0					
			2	0	0	0	1					
			3	0	1	0	0					
	B	CL	1	0	0	1	0					
			2	0	0	0	1					
			3	1	0	0	0					
	C	CL	1	0	0	0	1					
			2	0	0	1	0					
			3	0	0	1	0					
			4	0	0	0	1					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
4 (PL)	A	MG	1	0	0	0	0	0	1	0	0	0
			2	0	0	1	0	0	0	0	0	0
			3	0	1	0	0	0	0	0	0	0
			4	0	0	0	0	1	0	0	0	0
			5	0	0	0	0	0	0	0	1	0
	B	AR	1	0	0	0	0	1				
			2	1	0	0	0	0				
			3	0	0	1	0	0				
			4	0	0	0	1	0				
			5	0	0	0	0	1				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
5 (RK)	A	MR	1	0	1	0	0	1				
			2	0	0	1	0	1				
			3	0	0	0	1	1				
			4	1	0	1	0	0				
			5	1	1	0	0	0				
	B	MG	1	0	1	0	0	0	0			
			2	0	0	0	1	0	0			
			3	0	1	0	0	0	0			
			4	0	0	0	0	1	0			
			5	0	0	1	0	0	0			

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
6 (CH)	A	CL	1	1	0	0						
			2	0	0	1						
	B	CL	1	1	0	0	0					
			2	0	0	0	1					
			3	1	0	0	0					
	C	AR	1	1	0	0	0	0				
			2	0	0	0	1	0				
			3	0	0	0	1	0				
			4	0	0	0	0	1				
			5	0	0	0	1	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
7 (PG)	A	MR	1	0	1	1	0	0				
			2	1	0	0	1	0				
			3	1	0	1	0	0				
			4	0	1	0	0	1				
	B	AR	1	0	0	0	1	0				
			2	1	0	0	0	0				
			3	0	0	0	0	1				
			4	0	0	1	0	0				
			5	0	0	0	1	0				
			6	0	0	0	1	0				



Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
8 (CD)	A	MG	1	0	0	1	0	0	0	0		
			2	0	0	0	0	0	0	0	1	
	B	MG	1	0	0	1	0	0	0			
			2	0	0	0	0	1	0			
			3	0	0	1	0	0	0			
	C	MR	1	1	1	0	0	0				
			2	0	0	1	0	1				
			3	1	0	0	0	1				
			4	0	1	0	1	0				
			5	0	0	0	1	1				



### ***The Practitioner Examination***

#### Rationale

Exam Paper: GB-FX03-1.4

<b>Question: 1, Syllabus: SI, Part: A, Type: MG, SyllabusRef: SU0302, Level: 3</b>		
1	Correct [B]:	This information will be valuable when the external supplier list is prepared for this project. This lesson should have been identified and captured during the activity Capture previous lessons. Ref. A.14.2 / 12.4.2.
2	Correct [D]:	Understanding the objectives of, and the reasons for, the project as defined in the project mandate, is one of the recommended actions within the Prepare the outline Business Case activity. Ref. 12.4.4 / A.2.2
3	Correct [E]:	This outlines the selected approach to be taken by the project. Ref. 12.4.5 / A.19.2
4	Correct [F]:	This is a planning assumption that should be included in the Initiation Stage Plan. Ref. 12.4.6 / A.16.2.

**Question: 1, Syllabus: SI, Part: B, Type: CL, SyllabusRef: SU0402, Level: 4**

1	A	Correct:	The Executive role description should be created earlier in the Starting up a Project process, when appointing the Executive. (12.4.1)
	B	Incorrect:	The Project Manager is responsible for creating role descriptions for the remaining project management team, not the Executive. (12.4.1/12.4.3)
	C	Incorrect:	The Executive role description should be created earlier in the Starting up a Project process, when appointing the Executive. (12.4.1)
	D	Incorrect:	The Project Manager is responsible for creating role descriptions for the remaining project management team, not the Executive. (12.4.1/12.4.3)
2	A	Incorrect:	When preparing the outline Business Case, the Executive should understand where funding is coming from. (12.4.4)
	B	Incorrect:	The Executive is responsible for preparing the outline Business Case. (Table 12.4)
	C	Correct:	When preparing the outline Business Case, the Executive should understand where funding is coming from. (12.4.4)
	D	Incorrect:	Funding is made available stage by stage. All funding does not therefore have to be made available at the outset. (12.4.4/10.3.2)
3	A	Incorrect:	Preparing the Initiation Stage Plan, and therefore the reporting and control arrangements within it, is the responsibility of the Project Manager. (Table 12.6)
	B	Correct:	The Project Manager should define reporting and control arrangements for the initiation stage only. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)
	C	Incorrect:	These are principles of PRINCE2, but the Project Manager should define reporting and control arrangements for the initiation stage. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)
	D	Incorrect:	This does enable critical assessment of ongoing viability, but the Project Manager should define reporting and control arrangements for the initiation stage. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)

**Question: 1, Syllabus: SI, Part: C, Type: CL, SyllabusRef: IP0402, Level: 4**

1	A	Correct:	Without an ongoing and effective risk management procedure it is not possible to be confident that the project is able to meet its objectives and therefore whether it is worthwhile for it to continue. The Risk Management Strategy is created during the initiation stage. Ref. 8.1.
	B	Incorrect:	It is irrelevant whether the supplier is external or internal to the corporate organization. The Risk Management Strategy is created during the initiation stage. Without an ongoing and effective risk management procedure it is not possible to be confident that the project is able to meet its objectives and therefore whether it is worthwhile for it to continue. Ref. 8.1
	C	Incorrect:	Lessons should be sought from similar previous projects, corporate or programme management, and external organizations related to risk management. However, the Risk Management Strategy should be derived from the corporate risk management policy and/or a risk management process guide (or similar documents). It should be created during the initiation stage. Ref. 8.3.2.
	D	Incorrect:	The external supplier would not be a suitable owner for any risks associated with products for which they are not responsible. The Risk Management Strategy should be created during the initiation stage. Ref. 8.3.2 / 8.3.5.4.
2	A	Correct:	A Change Authority should be capable of adequately representing the business, user and supplier stakeholder interests. The external supplier represents the supplier interest only. The selected external supplier does not represent the business or user interests on this project. Ref. 9.3.3.2 / C.8.2.
	B	Incorrect:	The Change Authority can be delegated by the Project Board to any person or group. Ref. C.8. / 9.3.3.2.
	C	Incorrect:	A Change Authority should be capable of adequately representing the business, user and supplier stakeholder interests. The external supplier represents the supplier interest only. Ref. C.8.2.
	D	Incorrect:	This is a responsibility of the Senior Supplier. However, a Change Authority should be capable of adequately representing the business, user and supplier stakeholder interests. The external supplier represents the supplier interest only. Ref. C.8.2.
3	A	Incorrect:	The corporate quality management system is not developed within the scope of the project. It is a prerequisite to understand the quality requirements, not the existence of a corporate quality management system. It is one of the roles of Project Assurance to check that the Quality Management Strategy meets the needs of the Project Board. Ref. 14.4.3.
	B	Incorrect:	Whilst Project Assurance does report to the Project Board, the role is also responsible for supporting the Project Manager. Project Assurance provides advice and guidance on issues such as the use of corporate standards. Ref. 5.3.2.3.
	C	Correct:	The standards to be used, and the means of assessing them, must be documented and agreed before the project can be approved. It is the role of Project Assurance to ensure the Quality Management Strategy meets the needs of the Project Board and/or corporate or programme management. Ref. 14.4.3 / A.22.3.
	D	Incorrect:	Customer's quality expectations and acceptance criteria are specified by the Project Board. Ref. 6.3.1.1/ 6.3.1.2.

**Question: 2, Syllabus: OR, Part: A, Type: MR, SyllabusRef: OR0401, Level: 4**

1	A	Incorrect:	Acceptance of a solution is not a reason for appointing someone to the role of Executive. This does not indicate any of the required competences required for the role of Executive. Ref. 5.3.2.2 / 5.2.5.
	B	Correct:	The Executive has to ensure that the project gives value for money, ensuring a cost-effective approach to the project, and balancing the demands of the business, user and supplier. Ref. 5.3.2.2 / 5.2.5.
	C	Correct:	As Chief Executive Officer of the Ministry he has ultimate authority for the organization and can provide a single point of accountability for the project. This is a PRINCE2 reason. Ref. 5.3.2.2./ 5.2.5.
	D	Incorrect:	The role of the Executive is vested in one individual, so that there is a single point of accountability for the project. Ref 5.3.2.2./ 5.2.5.
	E	Incorrect:	The Executive has to balance the demands of the business, user and supplier. Being an accountant does not fulfil this requirement. The Payroll Manager may provide assurance to the Executive, assuring value for money and a cost-effective approach to the project. Ref. 5.3.2.2.
2	A	Incorrect:	The Senior User specifies the requirements and commits user resources. The Teamtech Account Manager represents a supplier. Ref. 5.3.2.2./ 5.2.5.
	B	Correct:	The Senior User is responsible for specifying the needs of those who will use the project's products. Ref. 5.3.2.2./ 5.2.5.
	C	Incorrect:	Teamtech are performing an advisory role on this project (Project Assurance). They are not in a position to make decisions or commit resources on behalf of the users. Ref. 5.3.2.2.
	D	Correct:	The role represents those who will use the project's products, including operations and maintenance. This positions the Hardware Manager as a Senior User. Ref. 5.3.2.2.
	E	Incorrect:	Those providing specialist resources to the project represent a supplier interest. Ref. 5.2.5.
3	A	Correct:	As a supplier, she will be supplying resources and products to the project. She can contribute supplier opinions to the Project Board – this is a responsibility of the Senior Supplier. Ref. 5.3.2.2./ 5.2.5.
	B	Correct:	The Senior Supplier represents the interests of those designing, developing, facilitating, procuring and implementing the project's products. Ref. 5.3.2.2./ 5.2.5.
	C	Incorrect:	The statement, 'the outcome will have an impact on him', indicates that the Hardware Manager is a user for this project. Ref. 5.2.5 / 5.3.2.2.
	D	Incorrect:	If necessary, more than one person may be required to represent the suppliers. Ref. 5.3.2.2 / 5.2.5.
	E	Incorrect:	An individual's support of the initiative is not a suitable reason for appointing them as a Senior Supplier. Ref. 5.3.2.2./ 5.2.5.
4	A	Incorrect:	A user of a project can represent Business Project Assurance. Those representing the business and user interests both come from the customer organization. Ref. 5.2.5.
	B	Incorrect:	All Project Assurance roles should be independent of the Project Manager. Ref. 5.3.2.3.
	C	Incorrect:	Teamtech Consultants are an external supplier. Their own business interests are likely to conflict with those of their customer. Ref. 5.2.5 / C.7.1
	D	Correct:	Business Project Assurance is responsible for reviewing project finances and checking that any supplier or contractor payments are authorized. Ref. C.7.1.
	E	Correct:	Business Project Assurance is responsible for reviewing the Business Case for

			compliance with corporate or programme standards. Ref. C.7.1.
5	A	Incorrect:	Specifying needs is not a Project Assurance responsibility. Ref. C.7.1.
	B	Correct:	Supplier Project Assurance is responsible for advising on the selection of the development strategy, design and methods. Ref. 5.3.2.3 / C.7.1.
	C	Incorrect:	Being well-regarded is not a suitable reason for appointing someone as Supplier Project Assurance. Ref. 5.3.2.3 / C.7.1.
	D	Correct:	Supplier Project Assurance advises on potential changes and their impact on the correctness, completeness and integrity of products against their Product Description from a supplier perspective. Ref. C.7.1.
	E	Incorrect:	Project Assurance must be independent of the Project Manager and Project Support, but is a responsibility of the Project Board. Ref. 5.3.2.3 / C.7.1.
6	A	Incorrect:	Being supportive of the change does not qualify these individuals for the role of User Project Assurance. Ref. 5.3.2.3. / C.7.1.
	B	Correct:	This is a responsibility of User Project Assurance. Ref. 5.3.2.3. / C.7.1.
	C	Incorrect:	These individuals can ensure that the solution will meet the needs of their own teams. Assurance roles should be objective and should remain independent of the Project Manager. Ref. C.7.1.
	D	Incorrect:	Conflict can be managed. This is not a suitable reason for selecting two people rather than one. Ref. 5.3.2.3.
	E	Correct:	User Project Assurance is responsible for ensuring that user's needs are accurate and that the solution will meet these needs. Ref. C.7.1/C.7.2.

**Question: 2, Syllabus: OR, Part: B, Type: AR, SyllabusRef: OR0401, Level: 4**

1	True:	Project Board appointments should be amended at each stage boundary to reflect major changes needed for the next stage. Ref. 5.3.2.9 / 17.4.1.	True:	Assessing the viability of the project approach is a responsibility of the Senior Supplier. However, as the project approach has already been confirmed by the selection of a supplier, it is not the reason for the Assertion. The answer is B. Ref. C.4.1.
2	True:	The role of Project Support is not optional, but the allocation of a separate individual or group to carry out the required tasks is. Project Support defaults to the Project Manager. In this project, given its scope and number of stakeholders, it would be appropriate to appoint more than one individual to support the Project Manager. Ref. 5.3.2.8.	False:	This is a responsibility of the Senior User, not Project Support. Ref. C.3.1 / C.9.1.
3	False:	The Senior Supplier role would need representatives from the Facilities and Information Technology Departments. The Hardware Manager is not supplying anything on this project and does not have the necessary authority to represent the delivery of all of the Information Technology products. Ref. C.4.	True:	The Senior Supplier is ultimately accountable for supplier products. Ref. 5.3.2.2.
4	True:	The Payroll Manager has the qualities to monitor the project finances and experience in business-level strategic and risk management. Ref. C.7.1.	False:	PRINCE2 does not specify necessary professional and/or technical qualifications for a business assurance role. Ref. C.7.1.

**Question: 3, Syllabus: QU, Part: A, Type: CL, SyllabusRef: QU0301, Level: 3**

1	A	Correct:	This is a measurable definition of an attribute required from the project's finished products. Ref. 6.3.1.2.
	B	Incorrect:	This is stating how the products will be managed rather than an acceptance criterion that it must achieve to be acceptable to the stakeholders. Ref. 6.3.1.2.
	C	Incorrect:	The skills and resources required to create a product do not form part of the product's acceptance criteria. Ref. 6.3.1.2.
	D	Incorrect:	The timing of the appointment of the selected external supplier is not an acceptance criterion. Acceptance criteria are a list of criteria which the project's product must meet before the customer will accept it. Ref. 6.3.1.2.
2	A	Incorrect:	This is an objective or outcome of the project. There is no acceptable deviation from the measure given in this statement. Ref. A.21.2.
	B	Incorrect:	'As soon as possible' is not measurable. There is no deviation from the expected target defined. This could be recorded as a possible risk response action. Ref. 8.3.5.3 / A.21.2.
	C	Incorrect:	This is not a measurable requirement. This is a customer's quality expectation. Ref. A.21.2.
	D	Correct:	This is a measurable criterion with an acceptable deviation but there is no specification of the acceptable deviation. Ref. A.21.2.
3	A	Incorrect:	It may be appropriate to record this under the Acceptance responsibilities heading in the Project Product Description. This is not an acceptance method. Ref. A.21.2.
	B	Correct:	This describes a means by which acceptance of the new hardware and software solution will be confirmed. Ref. A.21.2.
	C	Incorrect:	This is an acceptance responsibility and belongs under the Acceptance responsibilities heading. It does not state the means by which acceptance will be confirmed. Ref. A.21.2.
	D	Incorrect:	This describes one of the 'Development skills required' for this project and belongs under the associated heading. It is not a method for confirming that the project's products have been approved. Ref. A.21.2.



**Question: 3, Syllabus: QU, Part: B, Type: CL, SyllabusRef: QU0302, Level: 3**

1	A	Incorrect:	This was not specified on the Product Description, nor was it stated in the corporate branding standards. The producer should not agree to this further work without the necessary clarification on requirements. Ref. Table.9.1.
	B	Incorrect:	The producer has met the requirements stated in the Product Description, therefore this is not an off-specification. Ref. Table.9.1.
	C	Correct:	The issue is a request for change as it is a change to the baselined Product Description and needs to be managed formally. Ref. Table.9.1.
	D	Incorrect:	The quality review chair does not have the authority to grant concessions. This would need to be approved by the Project Board, or its delegated Change Authority. Ref. 6.3.2.1. / Table 9.2.
2	A	Incorrect:	The Product Description stated that the product should be black and white. The producer has delivered as requested. Ref. 6.3.2.1.
	B	Incorrect:	There is no error in the product delivered as this was stated as a requirement. The product meets the specification. Ref. 6.3.2.1.
	C	Incorrect:	The quality review chair does not have the authority to grant a concession. This would need to be approved by the Project Board or the delegated Change Authority. Ref. Table 9.2.
	D	Correct:	This was not stated as a requirement in the Product Description. The comment is simply an observation about what the product looks like. Ref. 6.3.2.1.
3	A	Correct:	This was specified as a requirement in the Product Description. The producer should agree to complete the necessary actions to correct this within the time available. If a product does not, or is forecast not to, meet its specification, an issue should be raised (off-specification). It will be more than the specified 60 pages. Ref. Table 9.2.
	B	Incorrect:	This was specified as a requirement in the Product Description. The producer should agree to complete the necessary actions to correct this within the time available. If a product does not, or is forecast not to, meet its specification, an issue should be raised (off-specification). Ref. Table 9.2.
	C	Incorrect:	This was specified as a requirement in the Product Description. The producer should agree to complete the necessary actions to correct this within the time available. If a product does not, or is forecast not to, meet its specification, an issue should be raised (off-specification). It will be more than the specified 60 pages. Ref. Table 9.2.
	D	Incorrect:	This was specified in the Product Description. The product does not meet the original specification and must be corrected before it can be signed-off. There is time to resolve the problem, but doing so will exceed the quality criteria. This will require escalation in the form of an issue. Ref. 6.3.2.1. / Table 9.2.

**Question: 3, Syllabus: QU, Part: C, Type: CL, SyllabusRef: QU0401, Level: 4**

1	A	Incorrect:	This is the purpose of the Quality Management Strategy document and this should be stated in the Introduction section. Ref. A.22.2.
	B	Incorrect:	The Quality Management Strategy is approved by the Project Board. The Project Manager will maintain it. Any changes will be approved by the Project Board. Ref. 17.4.1.
	C	Incorrect:	The Project Manager is responsible for implementing the Quality Management Strategy. Project Assurance will provide assurance to the Project Board that it is being implemented correctly. Ref. C.7.
	D	Correct:	Entry 3 refers to one quality responsibility of Project Assurance and should therefore appear in the 'Roles and responsibilities' section. Ref. A.22.2 / Table 6.3.
2	A	Incorrect:	Any known quality control standards that are to be applied to the project should be documented in the Quality Management Strategy. Ref. 6.3.2.
	B	Incorrect:	The MFH document standards should be recorded here. This is a quality standard that should be followed. The Configuration Management Strategy should contain the issue and change control procedure to be followed by the project. Ref. A.6 / A.22.2.
	C	Correct:	The additional information explains that this is a company standard that is to be complied with. It should therefore be recorded under the 'Quality standards' heading. Ref. A.22.2.
	D	Incorrect:	The change control procedures to be used will be contained in the Configuration Management Strategy. Ref. A.6.
3	A	Incorrect:	The Quality Management Strategy should state what quality records will be required. The Quality Register is a vital requirement. Ref. A.22.2.
	B	Incorrect:	The Quality Register is NOT a report. It will be the source of information to be included in quality management reports. Ref. A.22.2.
	C	Correct:	The Records section of the Configuration Management Strategy will contain this information. Ref. A.6.2.
	D	Incorrect:	The project should be able to demonstrate that each product has gained the necessary approvals as specified in its Product Description, so this information is needed. Ref. 6.3.2.2.
4	A	Incorrect:	This is correctly recorded under the heading of Roles and responsibilities. The Records section defines what quality records will be required and where they will be stored. Ref. A.22.2 / 17.4.1.
	B	Incorrect:	Team Managers are responsible for reporting quality activities in Checkpoint Reports. Ref. 16.4.2.
	C	Incorrect:	The Project Manager creates the Quality Register. The Quality Management Strategy defines the procedure for updating it. Ref. 16.4.2 / A.22.2.
	D	Correct:	Supplier Project Assurance is responsible for reviewing Product Descriptions to ensure the product can be achieved. User Project Assurance should review Product Descriptions to ensure the product meets the users' needs. Ref. C.7.1.

**Question: 4, Syllabus: PL, Part: A, Type: MG, SyllabusRef: PL0301, Level: 3**

1	Correct [F]:	Reporting to the Project Board is the responsibility of the Project Manager, and the frequency of reporting is documented in the Stage Plan under the heading of Monitoring and Control. Ref. A.16.
2	Correct [C]:	The contract template is an existing product, external to the scope of the project, which is required during this stage. The template is an external product upon which the stage is dependent. Ref. A.16.
3	Correct [B]:	The decision to progress with this project, using this approach, is a prerequisite of this plan, and must remain in place for the plan to succeed. Ref. A.16.
4	Correct [E]:	MFH has no experience in restructuring. So this piece of information, from another Ministry, will be invaluable when creating the plan. It is therefore a lesson incorporated into planning. Ref. A.16.
5	Correct [H]:	The estimated budget and timescale for the stage will be recorded in the Stage Plan together with any permissible deviation from these Ref. A.16.

**Question: 4, Syllabus: PL, Part: B, Type: AR, SyllabusRef: PL0401, Level: 4**

1	False:	£20,000 is within the stage 2 tolerance of £45,000, so no escalation is needed. Only when the tolerance is forecast to be exceeded does an exception situation exist - managed through production of an Issue Report, followed by an Exception Report. Ref. 10.3.4.	False:	If the deviation is within tolerance, then corrective action can be taken to deal with it by revising the Stage Plan for the current stage. Ref. 15.4.8.
2	True:	When producing a Team Plan, supplier assurance is consulted to ensure that the Team Plan is viable and in accordance with relevant supplier standards. Ref. 16.4.1.	True:	Supplier assurance will check that the Team Plan is in accordance with supplier standards. This is the reason that supplier assurance is consulted, so the answer is A. Ref. 16.4.1.
3	True:	Stage 2 is the next stage after initiation, and the plan for this should be prepared near the end of the initiation stage. Ref. 7.2.5.	False:	Each Stage Plan is produced near the end of the previous stage. Ref. 7.2.5.
4	False:	Closing a Project is a process and is not planned as a stage. Ref. 18.3.	True:	The Project Plan will contain an outline of all the management stages after initiation. Ref. 7.2.4.
5	False:	Stage tolerances may vary from stage to stage. The Project Board should allocate tolerances for each management stage when approving the next Stage Plan. Ref. 10.3.1.1 / 13.4.3.	False:	Stage tolerances will vary according to the circumstances of the stage. The Project Board should allocate tolerances for each management stage when approving the next Stage Plan.. Ref. 13.4.3.

**Question: 5, Syllabus: RK, Part: A, Type: MR, SyllabusRef: RK0301, Level: 3**

1	A	Incorrect:	This is a risk management responsibility and should be recorded under the section for 'Roles and responsibilities'. Ref. A.24.2.
	B	Correct:	When reporting on the stage end, a summary of the current aggregated risk exposure is produced for the End Stage Report. Ref. 17.4.4/A.9.2.
	C	Incorrect:	If this is true, this is a reporting requirement that should appear in the Configuration Management Strategy, not the Risk Management Strategy. Ref. 9.3.1.1.
	D	Incorrect:	This is guidance on how proximity for risk events is to be assessed and should be recorded under the 'Proximity' heading in the Risk Management Strategy. Ref. A.24.2.
	E	Correct:	The Highlight Report contains a summary of the risks. A summary risk profile is an ideal means of providing this information. Ref. 8.3.5.5.
2	A	Incorrect:	The risks to the selected external supplier's Business Case is not a concern of the project. It may also be commercially sensitive to the selected external supplier, so they may not be willing to provide this information, even if it were to be requested. Ref. 8.1.
	B	Incorrect:	The Project Board manages by exception, meeting at the end of each stage or in exception situations. The project-level risk tolerance is set during the initiation stage, when preparing the Risk Management Strategy. Ref. 10.3.1.2.
	C	Correct:	At the end of each stage, when preparing the plan for the next stage, the Project Manager should consult with the risk owners to check on the status of risk responses. This is a time-driven activity to manage risks and should therefore be recorded here. Ref. 17.4.1.
	D	Incorrect:	Risks identified whilst developing products during the Executing a Work Package activity should be notified to the Project Manager so that the appropriate course of action can be decided. This is not a time-driven activity that can be planned for. Ref. 16.4.2.
	E	Correct:	This is a time-driven responsibility. The Project Board ensures the exposure to risk is still acceptable and being controlled. Ref. 13.4.3.
3	A	Incorrect:	This describes the assignment of risk owners, part of the risk management procedure and should be recorded under the 'Implement' step. Ref. 8.3.5.4.
	B	Incorrect:	This should be recorded under the Reporting heading in the Risk Management Strategy. Ref. A.24.4.
	C	Incorrect:	All stage tolerances are allocated by the Project Board, not the Project Manager. Ref. Figure 10.1
	D	Correct:	Project Assurance is responsible for ensuring that all aspects of risk management in the project are in line with the Risk Management Strategy. Ref. 8.4/C.7.1.
	E	Correct:	This shows the responsibility for a risk management activity. Ref. 8.3.5.1 / A.24.2.
4	A	Correct:	This provides guidance on how proximity for risk events is to be assessed. Typical proximity categories will be imminent, within the stage, within the project, beyond the project. Ref. A.24.2.
	B	Incorrect:	This is a proximity assessment for a specific risk which would be recorded in the Risk Register. Ref. A.25.
	C	Correct:	This is an acceptable definition for what is meant by an imminent proximity risk. Ref. A.24.2.
	D	Incorrect:	The proximity of a risk is irrelevant to its impact and does not offer guidance on how proximity will be assessed. Ref. A.24.2.

	E	Incorrect:	This is a proximity assessment for a specific risk which would be recorded in the Risk Register. Ref. A.25.
5	A	Correct:	'Project tolerance' means the amount of risk the project can take before escalation. As such, it records the level of risk expectations of corporate or programme management and the Project Board. Ref. A.24.2.
	B	Correct:	This will enable the Project Board to assess risks before they reach the threshold level of risk exposure that will not be tolerated by corporate management. Ref. A.24.2.
	C	Incorrect:	The Risk Management Strategy should define the risk expectations of corporate or programme management and the Project Board. Risk tolerance may be allocated to Team Managers. This would be recorded in the Work Package. Ref. A.24.2 / A.26.2.
	D	Incorrect:	It is not the purpose of tolerance to pay for risk fallback plans. In addition, there should be a risk budget to fund responses to risk. Ref. A.24.2.
	E	Incorrect:	The risk budget should cover known risks and make provisions for unknown risks. Risk tolerance is the threshold within which a level of authority may manage known and unknown risks without having to escalate them to the attention of the next level of authority. Ref 8.3.6 / Glossary.

**Question: 5, Syllabus: RK, Part: B, Type: MG, SyllabusRef: RK0302, Level: 3**

1	Correct [B]:	This response will help to reduce the probability of the event occurring, but it may not be enough to totally prevent the risk from happening. Ref. 8.3.5.3.
2	Correct [D]:	This response is transferring some of the financial impact of the threat to the third party supplier. Ref. 8.3.5.3.
3	Correct [B]:	This response will help to reduce the probability of the event occurring, but it may not be enough to totally prevent the risk from happening. Ref. 8.3.5.3.
4	Correct [E]:	This is based on trust and no action is taken. The threat is accepted. Ref. 8.3.5.3.
5	Correct [C]:	This response will only be actioned when MFH is in difficulty, i.e. when the risk has become an issue. This will not change the likelihood of the risk occurring. Ref. 8.3.5.3.

**Question: 6, Syllabus: CH, Part: A, Type: CL, SyllabusRef: CH03, Level: 3**

1	A	Correct:	Every project requires a Configuration Management Strategy. Products and responsibilities are always unique, so a simple reference to standards is insufficient. Ref. 9.3.1.
	B	Incorrect:	The project's Configuration Management Strategy will define how products will be managed and stored for this project. This information will be used to create Work Packages for suppliers, explaining the 'Configuration Management requirements' they are to follow in this project. Ref. 9.3.1.1 / A.26.2.
	C	Incorrect:	A reference to existing standards would be acceptable, together with the 'Roles and responsibilities' that also need to be recorded. This information does not have to be recorded in a separate document. It may be referenced in the Project Initiation Documentation, but under the heading of 'Configuration Management Strategy', not the 'Quality Management Strategy'. Ref. 9.3.1.1.
2	A	Incorrect:	This task should be assigned to project or programme support where available. Ref. C.9.1.
	B	Incorrect:	This can be a central role, with responsibility for more than one project at any one time. Ref. C.9.
	C	Correct:	Having created the corporate document control process, the MFH Quality Manager is a suitable person to take on this role. Ref. C.9

**Question: 6, Syllabus: CH, Part: B, Type: CL, SyllabusRef: CH0303, Level: 3**

1	A	Correct:	If any proposed options would take the stage or project beyond agreed tolerances, an Issue Report should be escalated to the appropriate authority for a decision. If any proposed options would take the stage or project beyond tolerances, consideration should also be given to preparing an Exception Report for that option to accompany the Issue Report. Ref. 9.3.3.3 / 9.3.3.4.
	B	Incorrect:	The change has not yet been approved. Configuration Item Records affected by the change should be updated when implementing the change, or when taking corrective action. Ref. 15.4.8.
	C	Incorrect:	An Exception Plan would be created to replace the Stage Plan for stage 3. This will not take place until an Issue Report has been accepted. Ref. 9.3.3.4/5.
	D	Incorrect:	An Exception Plan would be created to replace the Stage Plan for stage 3. This will not take place until an Issue Report has been accepted. Ref. 9.3.3.4/5.
2	A	Incorrect:	There are several risks that will impact upon the Restructuring project as a result of the de-scoping of Facilities services, e.g. the specification of the new software solution may no longer meet requirements. Ref. 9.3.3.2.
	B	Incorrect:	This is a fact and will be taken into account when responses to the issue are considered. Ref. 9.3.3.2.
	C	Incorrect:	This is a fact and will be taken into account when responses to the issue are considered. Ref. 9.3.3.2.
	D	Correct:	This is a risk, because the specification was based upon the restructured Facilities processes and may not fulfil the needs of the existing Facilities processes. Ref. 9.3.3.2.
3	A	Correct:	The saving was estimated to be £20m but, with the de-scoping of Facilities services, this reduces to £10m. Ref. 9.3.3.2.
	B	Incorrect:	These are the expected benefits to MFH generated by the new Government initiative. This is a separate project and not part of the Restructure project's savings. Ref. 9.3.3.2.
	C	Incorrect:	This relates to costs and not benefits. Ref. 9.3.3.2.
	D	Incorrect:	This relates to costs and not benefits. Ref. 9.3.3.2.

**Question: 6, Syllabus: CH, Part: C, Type: AR, SyllabusRef: CH0402, Level: 4**

1	True:	All changes to the original requirements should be treated as requests for change. Ref. 9.2.4.	True:	A request for change is any additional requirement or change to that which the project is set to deliver, which is what is given in the assertion. The answer is therefore A. Ref. 9.2.4.
2	False:	Facilities services are no longer within the scope of the Restructuring project. Options should be considered for responding to the change and proposing a course of action to take. Ref. 9.3.3.3.	True:	Consideration should be given to the effect each option will have on the project's time, cost, quality, scope, benefit and risk performance targets. 9.3.3.3 / 8.3.5.3.
3	False:	If an Exception Plan is created to replace the Stage Plan for stage 3, this may require the revision of the products rather than their removal. Ref. 9.3.3.5 / 17.4.5.	True:	All baselined versions should remain unchanged. These should be retained and archived to permit any future audit of the project management team's decisions, actions and performance. Ref. 9.3.2 / 18.4.5.
4	False:	An Exception Report is used to present the options for dealing with issues, NOT an Exception Plan. Ref. 9.3.3.3.	False:	The Project Board must escalate project tolerance deviations to corporate management. Ref. 10.3.1.1.
5	False:	Tolerance should not be used to fund changes. Ref. Table 9.2.	True:	The change budget is "the sum of money that will be used to fund the cost of requests for change." Ref. 9.3.1.1.

**Question: 7, Syllabus: PG, Part: A, Type: MR, SyllabusRef: PG0401, Level: 4**

1	A	Incorrect:	The Stage Plan should show the planned start and finish dates for the Work Package. The Team Manager may not have access to the Stage Plan. This information should be shown under the 'Joint agreements' section of the Work Package. Ref. A.26.2.
	B	Correct:	The timescales and costs for the entire project should be contained in the Project Plan, not the Work Package. Ref A.16.2.
	C	Correct:	The Stage Plan should show the planned start and finish dates for the Work Package. The Team Manager may not have access to the Stage Plan. This information should be shown under the 'Joint agreements' section of the Work Package. Ref. A.26.2.
	D	Incorrect:	'Minimum disruption' is not a measurable deviation from a performance target. This should be recorded under 'Constraints' Ref. A.26.2.
	E	Incorrect:	The Facilities Team Manager is doing similar work in parallel with the IT Team Manager, so it is essential that they liaise during the work. This should be recorded under 'Development interfaces'. Ref. A.26.2.
2	A	Correct:	This represents a risk tolerance (the threshold level of risk exposure, which, when exceeded, requires escalation to the next level of management) which should be recorded under the 'Tolerances' heading. Ref. A.26.2.
	B	Incorrect:	This may require an interface with staff, but the statement itself is under the correct heading as it describes a restriction on the removal of existing equipment. Ref. A.26.2.
	C	Incorrect:	This is correctly describing a constraint which will affect when the installation work can take place. Ref. A.26.2.
	D	Correct:	This represents a cost tolerance, which, when exceeded, requires escalation to the next level of management. This should be recorded under the 'Tolerances' heading. Ref. A.26.2.
	E	Incorrect:	The Facilities Team Manager will be providing information to, or may need information from, the IT Team Manager. This should be recorded under 'Development interfaces'. Ref. A.26.2.
3	A	Correct:	The PRINCE2 progress report from the Team Manager to the Project Manager is the Checkpoint Report and not the Highlight Report. Ref. 10.3.3.4.
	B	Incorrect:	Reporting arrangements should contain details of the contents required, including products worked on. Ref. A.26.2.
	C	Correct:	Anything to do with issues should come under the Problem handling and escalation section. Ref. A.26.2.
	D	Incorrect:	The recording of risks should be added to the Problem handling and escalation section, not the Reporting arrangements section. Ref. A.26.2.
	E	Incorrect:	Issues should be notified immediately. The impact analysis will take place afterwards. Ref. 9.3.3.1/2.
4	A	Incorrect:	Stage Plan is correct. It is reasonable to point to where the Stage Plan can be obtained. This may assist the Team Manager to produce the Team Plan. Ref. A.26.2.
	B	Correct:	It is important to point to where Product Descriptions can be obtained if they are not provided in the Work Package. Ref. A.26.2.
	C	Incorrect:	The person, role or group who will approve the completed products within the Work Package should be shown under the Approval method section. Ref. A.26.2.
	D	Incorrect:	Project Assurance reviews Work Packages and confirms completion. Ref. Table 16.3.



E	Correct:	The Project Manager has to be advised as to when Work Packages have been completed. Advice from the Team Manager by email is an acceptable method. Ref. A.26.2/16.4.3.
---	----------	--

**Question: 7, Syllabus: PG, Part: B, Type: AR, SyllabusRef: PG0402, Level: 4**

1	False:	The Project Initiation Documentation contains project controls. These will be updated in the Managing a Stage Boundary process when planning the next stage. Ref. 17.4.1.	True:	Project controls consist of end stage assessments and stage tolerances, as well as the monitoring and reports at project level. Ref. A.20.2.
2	True:	The Project Manager will require regular progress reports from the supplier in order to monitor the progress of the Work Packages. Ref. 10.3.3/10.3.3.4.	True:	The frequency of Checkpoint Reports will be agreed with the Team Manager and defined in the relevant Work Package(s). This is the reason for the assertion. The answer is therefore A. Ref. 10.3.3.
3	False:	A Product Description explains the function and purpose of a product. There is no field for updating the status of the product. Ref. A.17.2.	False:	The composition field is a list of the parts of the product. A Product Description does not record the status of a product. Ref. A.17.2.
4	True:	A Checkpoint Report is used to report, at a frequency defined in the Work Package, the status of the Work Package. Ref. A.3.2.	False:	Reporting is between the Team Manager and the Project Manager, not the Project Board. Ref. A.26.2.
5	False:	The Team Manager should raise an issue. The Project Manager produces the Exception Report. Ref. 10.3.4.	True:	The Team Manager reports any deviations by raising an issue. Ref. 10.3.4.
6	False:	Benefit tolerances are set at project level in the Business Case. Ref. Table 10.1.	True:	Business project assurance is responsible for monitoring the Business Case against project progress. Ref. C.7.1.

**Question: 8, Syllabus: CD, Part: A, Type: MG, SyllabusRef: CS0205, Level: 2**

1	Correct [C]:	Quality: The Product Description specifies who the approvers for a product are. Before receiving a completed Work Package it is important to check that the quality requirements have been met. This is the application of the Quality theme. Ref. 15.4.3/6.3.2.3.
2	Correct [G]:	Progress: The main progress controls available to the Project Manager include the authorizing of Work Packages and Work Package tolerance. This is applying the Progress theme. Ref. 15.4.1 / 10.3.1.3.

**Question: 8, Syllabus: CD, Part: B, Type: MG, SyllabusRef: CS0301, Level: 3**

1	Correct [C]:	No baselined product should be changed without formal change control. Any request for change should be formally recorded in the Issue Register for audit purposes. This should be approved before any other documents are updated or created. Ref. 9.3.3.4.
2	Correct [E]:	This would be recorded in the Lessons Log for use by future projects. Ref. 15.4.4.
3	Correct [C]:	The Issue Register is updated with any potential problems raised by the Team Manager. Ref. 15.4.1/2/4.

**Question: 8, Syllabus: CD, Part: C, Type: MR, SyllabusRef: MP0401, Level: 3**

1	A	Correct:	The Project Manager is responsible for agreeing the details in the Work Package. If in doubt, the Project Manager may ask the Project Board, or their delegated Project Assurance, to ensure that the appropriate resources required to undertake quality inspections and product approval are made available. Ref. C.3.1.
	B	Correct:	Project Assurance has a responsibility to provide advice on appropriate reviewers. Ref. 16.4.1 / C.7.1.
	C	Incorrect:	There is no uncertainty/risk stated. This is a problem that has been identified and should be raised as an issue to the Project Manager. Ref. 8.2.1 / 16.4.1.
	D	Incorrect:	The Quality Register does not record concerns about reviewer resources. Ref. A.23.2.
	E	Incorrect:	The Team Manager may raise an issue if the situation is not resolved. They do not raise Exception Reports. Ref. 16.4.2.
2	A	Incorrect:	The delay will be caused by the corrections, not the reviewing of the completed product.
	B	Incorrect:	The Team Manager produces Checkpoint Reports, not Highlight Reports. Ref. 16.4.2.
	C	Correct:	If any tolerances are forecast to be exceeded an issue must be raised. Ref. 16.4.2.
	D	Incorrect:	The situation exists now, so it is an issue, not a risk. Ref. Table 9.1.
	E	Correct:	Ensure that the Quality Register is updated with the quality review result.
3	A	Correct:	The Team Manager is responsible for capturing and recording the effort expended. In addition, the status of each product should be determined and the viability of the Team Plan assessed. Ref. 16.4.2.
	B	Incorrect:	The Team Manager does not have the authority to update the Stage Plan. The Team Manager may update the Team Plan, but he does not have the authority to increase the effort without the agreement of the Project Manager. Ref. 16.4.2.
	C	Incorrect:	The Team Manager has agreed the Work Package with the Project Manager and cannot change it without approval. Ref. 10.3.1.1.
	D	Incorrect:	This is a progress report and will not deal with the situation. It should be confirmed first and then raised as an issue so that it can be included in future Checkpoint Reports. Ref. 16.4.2.
	E	Correct:	If any Work Package tolerances are forecast to be exceeded, an issue must be raised to notify the Project Manager. Ref. 16.4.2.
4	A	Incorrect:	The Quality Register will provide details of quality management activities, but it will not provide details of product approval. A.23.1
	B	Correct:	The responsibilities in the Product Description will detail who is responsible for approving the product. Ref. A.17.2.
	C	Incorrect:	The handover of completed products is not the same as the approval of products. Ref. 17.4.4.
	D	Correct:	The 'Approval method' section in the Work Package should document the person, role or group who will approve the completed products within the Work Package, and how the Project Manager is to be advised of completion of the products. Ref. A.26.2.
	E	Incorrect:	The quality method will provide the method to be used to check the quality or functionality of the product. It will not provide the approval method. Ref. A.17.2.
5	A	Incorrect:	The Team Manager should raise an issue, not an Exception Report. Ref. 16.4.2.
	B	Incorrect:	Issues should be raised to the Project Manager at the point at which they are

		identified. The Highlight Report is created by the Project Manager for the Project Board. Ref. 16.4.2.
C	Incorrect:	The Team Manager would check the Work Package for the interfaces to be maintained. The Team Manager is not required to look at the Communication Management Strategy. Ref. A.26.2.
D	Correct:	Development interfaces describe the interfaces that must be maintained while developing products. This includes people providing and receiving information. Ref. A.26.2.
E	Correct:	The term 'issue' covers any relevant event that has happened, was not planned, and requires management action. It can be a concern or query. Ref. 16.4.2 / 9.2.3.



## ***The Practitioner Examination - Re-registration***

### ***FX02***

#### ***Scenario Booklet***

This is a 60 minute objective test examination for Re-registration. This booklet contains the Project Scenario upon which this exam paper is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the 3 questions is worth 10 marks, giving a maximum of 30 marks in the paper. The pass mark is 55% (17 marks). Within each question the syllabus area to which the question refers is clearly stated. The exam is to be taken with the support of the PRINCE2 Manual only, i.e. no material other than the *Question Booklet*, the *Scenario Booklet*, the *Answer Booklet* and the PRINCE2 Manual is to be used.

***Candidate Number:*** .....

This is a blank page

## 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 which is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

- Design for each month - correctly showing all 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 mailing 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 this 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.

## Question 1: Organization Theme - Additional Information

**Chief Executive Officer (CEO):** He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

**Marketing Director:** She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

**Engineering Manager:** He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photographs for the promotional calendar.

**Central Records:** This group of five staff looks after all company records and document control. They now maintain all project files.

**Bright Lights:** This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

**Portraits Ltd:** This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photographs for the company calendar. It has yet to be decided which of the photographers to use.



***The Practitioner Examination - Re-registration***

FX02

***Question Booklet***

***Candidate Number:*** .....



This is a blank page

Syllabus areas covered:

Question 1 - Organization Theme

Question 2 - Change Theme

Question 3 - Starting Up a Project + Initiating a Project Processes

## Question Number 1

Syllabus Area Organization Theme

Syllabus Area	Question Number	Part	Marks
Organization Theme	1	A	6

The following questions include only **true statements** about an individual from the project organization. Only 2 statements explain why, in the context of roles and responsibilities within a PRINCE2 organization structure, the individual is a suitable candidate for that role.

Remember to select 2 answers to each question.

1	Which <b>2</b> statements explain why the Marketing Director would be appropriate as the Executive for this project?
A	She has been with the company for three years.
B	She previously had a successful career in publicity.
C	She is able to represent the business needs of MNO Manufacturing.
D	She has authority to commit the marketing budget, from which the project will be funded.
E	She requires more experience working with the engineering industry.
2	Which <b>2</b> statements explain why the CEO would be appropriate as the Executive for this project?
A	He started the company 25 years ago.
B	He knows his job well.
C	He restricts his visits to the engineering area.
D	He has authority to commit resources as required.
E	He has an overall perspective of the business's strategic requirements.
3	Which <b>2</b> statements explain why the Marketing Director would be appropriate in a Senior User role for this project?
A	She can represent the Marketing department.
B	She previously had a successful career in publicity.
C	The Marketing department will help to deliver the benefits of this project.
D	The project will be funded from the business marketing budget.
E	A number of the products will be produced by the Sales department and the Marketing department.

Question continues on the next page

Question continued

4	<p>Which <b>2</b> statements explain why the Sales Manager would be appropriate in a Senior User role for this project?</p> <p>A He joined the company last year with huge enthusiasm.</p> <p>B He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.</p> <p>C The launch of a company calendar will impact the Sales department.</p> <p>D He reports directly to the Marketing Director.</p> <p>E He is able to represent current and prospective customer interests.</p>
5	<p>Which <b>2</b> statements explain why the Purchasing Manager would be appropriate in a Senior Supplier role for this project?</p> <p>A He is responsible for advising on the acceptance methods to be included in supplier contracts.</p> <p>B He will procure the resources and materials required for the project's products.</p> <p>C He was an engineer and worked in that area before taking up his current position.</p> <p>D He can monitor the production cost forecast against the Business Case and ensure value for money.</p> <p>E He is not appropriate for the role of Executive or Senior User.</p>
6	<p>Which <b>2</b> statements explain why the Sales Manager would be appropriate in a user assurance role for this project?</p> <p>A He joined the company last year with huge enthusiasm and is keen to increase sales.</p> <p>B He can provide an evaluation of the potential impact the calendar will have on sales.</p> <p>C He is able to advise on suitable stakeholder engagement of current and prospective customers.</p> <p>D He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.</p> <p>E He can resolve any conflict in requirements between the Sales department and the Marketing department.</p>

Syllabus Area	Question Number	Part	Marks
Organization Theme	1	B	4

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The Senior User role should be shared by the Marketing Director and the Engineering Manager.	BECAUSE	Those who provide specialist resources to the project development teams should perform a Senior User role.
2	Bright Lights and Portraits Ltd are both stakeholders on the Calendar project.	BECAUSE	Anyone who can affect a project is a stakeholder on that project.
3	A single member of Central Records should NOT perform both a Project Support and a Project Assurance role on this project.	BECAUSE	It is necessary to keep Project Support and Project Assurance responsibilities separate.
4	The Engineering Manager should be included in the Communication Management Strategy.	BECAUSE	The Communication Management Strategy describes the communication tools to be used.

## Question Number 2

Syllabus Area Change Theme

Syllabus Area	Question Number	Part	Marks
Change Theme	2	A	5

**Using the Project Scenario, answer the following question. The Plan for stage 3 has been approved and work has commenced.**

Column 1 contains a number of issues for this project. Select from Column 2 the appropriate category for each issue. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Although NOT previously considered, the Engineering Manager now wants to amend the Product Description for the photographs to include images of his latest production machinery.	A Problem or concern
2	The Marketing Director feels that the calendar may NOT be of sufficient quality to achieve the projected benefits.	B Request for change
3	The Marketing department has identified some new customers and wants to include them in the approved list of customers.	C Off-specification
4	The chosen label design has been signed-off in error as the old company logo has been used. Inclusion of the new company logo was specified.	
5	The Project Manager has received notification of a postal strike occurring in December.	

Syllabus Area	Question Number	Part	Marks
Change Theme	2	B	5

**The following concerns have been raised over an apparent lack of control of project documentation.**

1. As a number of people are involved in the project it is becoming increasingly difficult to keep track of what documentation each person has.
2. There are two different photographic session schedules in circulation and staff are unsure which is correct.
3. A revised list of customers has been issued but it is not clear what was wrong with the previous one.
4. The Marketing department has lost the chosen label design and no copy was made.
5. The Marketing department staff cannot say with any certainty which photographs were approved and which still require work.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	To address concern number 1, a record should be maintained of all copies issued.	BECAUSE	Configuration control includes ensuring the safety and security of configuration items and controlling distribution of them.
2	To address concern number 2, the photographic session schedule should be re-issued.	BECAUSE	A configuration audit will compare the actual status of products against their authorized state as registered in the Configuration Item Records.
3	To address concern number 3, the Configuration Item Record for the list of customers should contain a reference to the Issue Report that caused the change.	BECAUSE	Baseline versions of products should be kept unchanged.
4	To avoid any reoccurrence of concern number 4, all product owners should agree to retain the master copy of their products.	BECAUSE	Project Support ensures the security and preservation of the master copies of all project management products.
5	To address concern number 5, a Product Status Account should be produced.	BECAUSE	Baseline products require a Product Status Account.

## Question Number 3

Syllabus Area Starting Up a Project + Initiating a Project Processes

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	3	A	3

Column 1 is a list of decisions to be made about the project. For each decision in Column 1, decide whether or not it is made in the Starting up a Project process and indicate in which order the decisions should occur.

	Column 1	Column 2
1	Approval of the feasibility study before any work on the project can commence.	A Not made in the Starting up a Project process
2	Assess which parties should be involved during the project, as suggested by previous development projects.	B First
3	Evaluate possible candidates for Project Manager and decide which should be appointed.	C Second D Third



Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	3	B	2

**Using the Project Scenario, answer the following question.**

The Project Manager has been asked to prepare the Project Brief for the Calendar project. The following questions include only **true statements** about the project, but only one statement is an appropriate entry for that heading of the Project Brief.

1	Which statement should be recorded as a project interface under the <b>Project definition</b> heading?
A	The new company logo will be supplied by another project.
B	The design of the calendar will be derived from the design used to create previous calendars.
C	The calendar will be designed by the internal creative team.
D	A professional photographer will be commissioned to take the photographs.
2	Which statement should be recorded under the <b>Project approach</b> heading?
A	The end product of this project will be a prepared calendar pack, ready for printing.
B	The photography for the calendar is to be outsourced to a professional photographer.
C	A production cost forecast, based on the costs for the materials, printing and mailing is to be produced in stage 2.
D	The actual production and distribution of the calendars is not within the scope of this project.

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	3	C	5

**Using the Project Scenario, answer the following questions about the Starting up a Project process and the Initiating a Project process.**

Decide whether the actions taken represent an appropriate application of PRINCE2 for this project and select the response that supports your decision.

1	<p>When creating the Project Plan, the Project Manager identified the new company logo as an external dependency. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the new company logo should be identified in the Business Case as part of the reasons for undertaking the project.</p> <p>B No, because the new company logo should be identified in the Project Plan as an internal dependency.</p> <p>C Yes, because the new company logo is required to produce the calendar and is being produced by another project.</p> <p>D Yes, because the production of the new company logo will need to be controlled by the Project Manager.</p>
2	<p>During the initiation stage, the Project Manager created the Product Description for the designs for each month. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because all Product Descriptions should be created during the Managing a Stage Boundary process, when preparing the Stage Plan.</p> <p>B No, because it is the Project Product Description that should be created to define what the project must deliver in order to gain acceptance.</p> <p>C Yes, because the Project Manager should create Product Descriptions for all of the products to be delivered by the project as part of the Project Plan.</p> <p>D Yes, because Product Descriptions for the major products of the project should be created when preparing the Project Plan.</p>
3	<p>When setting up the project controls, the Project Manager identified dates for two end stage assessments, one for each of the management stages following initiation. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the Closing a Project process is used at the end of the final stage.</p> <p>B No, because there are three stages in this project.</p> <p>C Yes, because the Project Manager needs to report how the stage performed and provide an update on the Business Case.</p> <p>D Yes, because the Project Board needs to be made aware of these dates so as to ensure its availability.</p>

Question continues on the next page

Question continued

4	<p>The Project Manager has now completed the Project Plan which contains the Work Packages for each of the project's products. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because Work Packages should be created during the Starting up a Project process to support the Project Product Description.</p> <p>B No, because the Project Plan does not contain the content of each Work Package.</p> <p>C Yes, because the tolerance(s) set in the Project Plan are derived from the Work Package tolerance(s).</p> <p>D Yes, because the Project Board will require this information in order to set tolerance(s) for the Team Manager(s).</p>
5	<p>At the end of the initiation stage, the Project Manager has updated the Project Plan to show how and when all of the expected benefits of the promotional calendar will be measured and captured. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because any changes to the Project Plan should be approved by the Project Board.</p> <p>B No, because most of the expected benefits will be achieved after the project has closed.</p> <p>C Yes, because it is important to define each benefit in quantifiable terms so that measurable improvements can be made.</p> <p>D Yes, because the expected benefits of the promotional calendar can be measured during the life of the project.</p>

**The Practitioner Examination - Re-registration**
**Marking Scheme**

Note: For Multiple Response (MR) questions, 1 point is scored if and only if all correct options are selected. Otherwise 0 points are scored.

Exam Paper: GB-FX02-2.4

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
1 (OR)	A	MR	1	0	0	1	1	0				
			2	0	0	0	1	1				
			3	1	0	1	0	0				
			4	0	0	1	0	1				
			5	1	1	0	0	0				
			6	0	1	1	0	0				
	B	AR	1	0	0	0	0	1				
			2	1	0	0	0	0				
			3	1	0	0	0	0				
			4	0	1	0	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
2 (CH)	A	MG	1	0	1	0						
			2	1	0	0						
			3	0	1	0						
			4	0	0	1						
			5	1	0	0						
	B	AR	1	1	0	0	0	0				
			2	0	0	0	1	0				
			3	0	1	0	0	0				
			4	0	0	0	1	0				
			5	0	0	1	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
3 (SI)	A	SM	1	1	0	0	0					
			2	0	0	1	0					
			3	0	1	0	0					
	B	CL	1	1	0	0	0					
			2	0	1	0	0					
	C	CL	1	0	0	1	0					
			2	0	0	0	1					
			3	1	0	0	0					
			4	0	1	0	0					
			5	0	1	0	0					



***The Practitioner Examination - Re-registration***

Rationale

Exam Paper: GB-FX02-2.4

**Question: 1, Syllabus: OR, Part: A, Type: MR, SyllabusRef: OR0301, Level: 3**

1	A	Incorrect:	The length of service of an individual is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	B	Incorrect:	Although this may be useful from a specialist knowledge point of view, this is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	C	Correct:	An Executive should be able to represent the business interests on a project. Ref. 5.3.2.2.
	D	Correct:	The Executive should be able to commit resources to the project and make decisions on behalf of the business. Ref. 5.3.2.2.
	E	Incorrect:	The development needs of an individual is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
2	A	Incorrect:	The length of service of an individual is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	B	Incorrect:	Knowledge of a functional position is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	C	Incorrect:	Physical involvement is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	D	Correct:	The Executive should be able to commit resources and make decisions on behalf of the business. Ref. 5.3.2.2.
	E	Correct:	The Executive has knowledge of the business's strategic requirements and a responsibility to ensure that the project is aligned to these strategies. Ref. 5.3.2.2.
3	A	Correct:	The Senior User should be able to make decisions on behalf of the users and, as a representative of the main users of the deliverable from this project, the Marketing Director would be suitable for this role. Ref. 5.3.2.2.
	B	Incorrect:	This would be useful for the role responsible for supplying the specialist knowledge for this project. The Senior User role does not require specialist knowledge. Ref. 5.3.2.2.
	C	Correct:	The Senior User should represent those for whom the product will achieve an objective or those who will use the products to deliver benefits. Ref. 5.3.2.2.
	D	Incorrect:	The Executive role represents the funding of the project, not the Senior User. Ref. 5.3.2.2.
	E	Incorrect:	Those producing the products within the project are suppliers and should be represented by the Senior Supplier. Ref. 5.3.2.2.
4	A	Incorrect:	The length of service and motivation of an individual are not PRINCE2 reasons for the appointment of a Senior User. Ref. 5.3.2.2.
	B	Incorrect:	The development needs of an individual are not a PRINCE2 reason for the appointment of a Senior User. Ref. 5.3.2.2.
	C	Correct:	A Senior User should represent those who are affected by the project. Ref. 5.3.2.2.
	D	Incorrect:	PRINCE2 does not recognize reporting structures within the business or hierarchies. The reporting structure within the project will be agreed within the project. Ref. 5.3.2.2.
	E	Correct:	The Senior User should represent the interests of those who will use the final product(s) of the project. Ref. 5.3.2.2.
5	A	Correct:	The Senior Supplier role is responsible for advising on the selection of design, development and acceptance methods. Ref. C.4.1.
	B	Correct:	The Senior Supplier role is responsible for ensuring that supplier resources required for the project are made available. Ref. C.4.1. The Senior Supplier(s)

		represents the interests of those designing, developing, facilitating, procuring and implementing the project's products. Ref. 5.3.2.2.
	C	Incorrect: The Purchasing Manager's experience of Engineering has no bearing on the project or the role of Senior Supplier within the project. Ref. 5.3.2.2.
	D	Incorrect: It is the Executive that has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing demands of the business, user and supplier. Ref. 5.3.2.2.
	E	Incorrect: Just because an individual is not appropriate for the role of Executive or Senior User, does not make them appropriate as a Senior Supplier. Ref. 5.3.2.2.
6	A	Incorrect: The length of service and motivation of an individual are not PRINCE2 reasons for the appointment of a Project Assurance role. Ref. 5.3.2.2.
	B	Correct: As a user of the project's product(s), the Sales Manager would be well placed to evaluate the impact of potential changes from the user point of view on behalf of the Senior User, which is a Project Assurance responsibility. Ref. 5.3.2.2.
	C	Correct: Current and prospective customers are stakeholders within the project and the Sales Manager is well placed to advise on how best to communicate with them, a role of the User Assurance. Ref. 5.3.2.2.
	D	Incorrect: The development needs of an individual are not a PRINCE2 reason for the appointment of a Project Assurance role. Ref. 5.3.2.2..
	E	Incorrect: The resolution of conflicts between users is a responsibility of the Senior User, not Project Assurance. Ref. 5.3.2.2.

**Question: 1, Syllabus: OR, Part: B, Type: AR, SyllabusRef: OR0401, Level: 4**

1	False:	The Senior User role can be shared by more than one individual, but the Engineering Manager does not represent a user on this project. Ref. 5.3.2.2.	False:	The Senior User commits user resources for the purpose of quality checking. It is the Senior Supplier role that provides specialist resources for the design and development of the project's products. Ref. 5.3.2.2.
2	True:	They each need to interact with the project and can affect the project outcome. They are therefore stakeholders. Ref. 5.3.5.1.	True:	The term 'stakeholder' applies to any individual, group or organization that can affect, be affected by, or perceive itself to be affected by, a project. Ref. Glossary. Bright Lights and Portraits Ltd will interact with, and may affect, the project. This is the reason for the assertion. The answer is therefore A.
3	True:	Project Support and Project Assurance roles should be kept separate in order to maintain the independence of Project Assurance. Ref. 5.3.2.8.	True:	Project Assurance must be kept separate from Project Support in order to maintain their independence. This is an explanation of the assertion, therefore the answer is A. Ref. 5.3.2.8.
4	True:	The Engineering Manager is a stakeholder from within the organization, but external to the project management team. He is not a supplier or a user, but he does have an interest and some influence. Ref. 5.3.5.3.	True:	The Communication Management Strategy describes the tools to be used for each step in the communication process. This is not why the Engineering Manager should be included, therefore the answer is B. Ref. A.4.2.

**Question: 2, Syllabus: CH, Part: A, Type: MG, SyllabusRef: CH0302, Level: 3**

1	Correct [B]:	The Plan is approved, this includes the Product Description for the photographs. This requirement was not included within the original composition of the photographs, it is therefore a request for change. Ref. Tab 9.1
2	Correct [A]:	'May' tells us this has not yet happened, and is therefore a concern at this time. A problem or concern is any other issue (not an Off-specification or a RFC) that the Project Manager needs to resolve or escalate. Ref. Table 9.1.
3	Correct [B]:	The list of customers has been approved. Once approved a product should not be changed without an authorized request for change. Ref. Table 9.1.
4	Correct [C]:	The chosen label design is off specification because the product does not contain the correct data, as specified. Ref. Table 9.1.
5	Correct [A]:	The probability of this risk is 100%. This is neither a request for change nor an offspecification. It is therefore a problem. A problem or concern that the Project Manager needs to resolve or escalate. Ref. Table 9.1.



**Question: 2, Syllabus: CH, Part: B, Type: AR, SyllabusRef: CH0403, Level: 4**

1	True:	Maintaining a record of all copies issued will provide a list of who has been issued products and which version they have. Ref. 9.3.2.	True:	Configuration control includes: the storing and retrieving of all information relevant to the management of the project; ensuring the safety and security of configuration items and controlling who has access to them; distribution of copies of all configuration items; and the archiving of all documentation produced during the project lifecycle. Both management and specialist products are subject to configuration control. Ref. 9.3.2. The answer is therefore A.
2	False:	The photographic session schedule should be given a unique identifier and version controlled before it is re-issued to copyholders. This will enable copyholders to identify the appropriate version. Ref. 9.3.2.	True:	A series of reviews and configuration audits should be undertaken to compare the actual status of all products against the authorized state of products as registered in the Configuration Item Records, looking for any discrepancies. These reviews and audits also check that the configuration management procedure is being undertaken in accordance with the Configuration Management Strategy. Ref.9.3.2.
3	True:	The record of links between version and the Issue Report that caused its change will provide an audit between each version of a product and a reference to further information regarding the change. Ref. A.5.2.	True:	If a product that has been baselined is to be changed, a new version is created to accommodate the change, and the baseline version is kept unchanged. Old baseline versions should be archived where possible, not discarded. This is not the reason for the assertion. The answer is therefore B. Ref. 9.3.2
4	False:	The retention of all master copies ensures that the original is protected, traceable and always available. Ref. 9.3.2/C.9.1.	True:	Project Support administers configuration management, including ensuring the security and preservation of the master copies of all project products. Ref. C.9.1.
5	True:	A Product Status Account tracks products through their design, development, review and approval, providing a summary of product status. Ref. 9.3.1.3.	False:	A Product Status Account tracks products through their design, development, review and approval, providing a summary of product status. Ref. 9.3.1.3. A Project Manager may call for a Product Status Account towards the end of a stage, at the end of a project, or as part of examining issues and risks. Ref. 9.3.2.

**Question: 3, Syllabus: SI, Part: A, Type: SM, SyllabusRef: SU0205, Level: 2**

1	Correct [A]:	The term project mandate applies to whatever information is used to trigger the project, be it a feasibility study or the receipt of a 'request for proposal' in a supplier environment. The project mandate is what triggers the Starting up a Project process. Ref. 12.3/19.8.3.
2	Correct [C]:	Capturing previous lessons is the responsibility of the Project Manager during the Starting up a Project process. The Project Manager must therefore have been appointed prior to this activity. Ref. 12.4.2.
3	Correct [B]:	The appointment of the Project Manager allows for the project to be managed on a day-to-day basis on behalf of the Executive. Ref. 12.4.1.

**Question: 3, Syllabus: SI, Part: B, Type: CL, SyllabusRef: SU0301, Level: 3**

1	A	Correct:	This project must interface with the project that is producing a new company logo. Interfaces between projects should be identified so that any changes within this project that may affect one or more other projects are captured and escalated as appropriate. Ref. A.19.2/Scenario.
	B	Incorrect:	This information should be recorded in the Product Description for the calendar design. Ref. A.17.2.
	C	Incorrect:	This should be recorded under the Project approach heading. Ref. A.19.2.
	D	Incorrect:	This should be recorded under the Project approach heading. Ref. A.19.2.
2	A	Incorrect:	This is the required output and should be recorded within the Project Product Description heading. Ref. A.19.2.
	B	Correct:	To define the choice of solution that will be used within the project to deliver the selected business option, taking into consideration the operational environment into which the solution must fit. Ref. A.19.2.
	C	Incorrect:	This is a deliverable within the project - it may be recorded under the Project definition heading, as part of Project scope and exclusions. Ref. A.19.2.
	D	Incorrect:	This should be recorded under the Project definition heading, as part of Project scope and exclusions. Ref. A.19.2.

**Question: 3, Syllabus: SI, Part: C, Type: CL, SyllabusRef: SU0402 IP0402, Level: 4**

1	A	Incorrect:	The Business Case should contain the reasons for undertaking the project and explain how the project will enable the achievement of corporate strategies and objectives. Ref. A.2.2. The production of a new company logo by another project is not the reason for the Calendar project. Ref. Project Scenario.
	B	Incorrect:	Internal dependencies are those under the control of the Project Manager. The new company logo is being produced by another project and is therefore an external dependency. Ref. Glossary/Project Scenario.
	C	Correct:	When creating the Project Plan, the Project Brief should be checked for understanding of any prerequisites, external dependencies, constraints and assumptions. Ref. 14.4.6./A.16.2. External dependencies are those dependencies outside the control of the Project Manager - for example, the delivery of a product required by this project from another project. Ref. Glossary/Project Scenario.
	D	Incorrect:	External dependencies are those dependencies outside the control of the Project Manager - for example, the delivery of a product required by this project from another project. Ref. Glossary/Project Scenario.
2	A	Incorrect:	When producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. If necessary, these are then updated when planning the relevant stage. Ref. 14.4.6.
	B	Incorrect:	The Project Product Description should be created during the Starting up a Project process. However, when producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. Ref. 14.4.6/ 14.4.7.
	C	Incorrect:	When producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. Ref. 14.4.6. When producing the Stage Plan for the next stage, Product Descriptions are created or updated for the products to be delivered by the next stage. Ref. 17.4.1.
	D	Correct:	When producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. If necessary, these are then updated when planning the relevant stage. Ref. 14.4.6.
3	A	Correct:	The Managing a Stage Boundary process is used at the end of the initiation stage and repeated at the end of each subsequent stage, except the final stage. The end of the final stage is managed by the activities of the Closing a Project process. Ref. Fig. 11.1/11.2.4.
	B	Incorrect:	The end of the initiation stage is recorded in the Initiation Stage Plan and agreed prior to commencing initiation. It is only the remaining end stage assessments that need to be agreed during initiation. Also, the end of the final stage will be managed by the Closing a Project process. Fig. 11.1/12.4.6.
	C	Incorrect:	Towards the end of each management stage, except for the final one, the Project Manager provides information to the Project Board in order for it to assess the continuing viability of the project and make a decision to authorize the next stage. During the final stage, this information is provided within the closure activities which are planned and approved as part of the stage approval for the final stage. Ref. 11.1/ 11.2.4.
	D	Incorrect:	The Project Board does need to schedule these dates and be available. However, there is only one end stage assessment to be scheduled following initiation. Ref Project Scenario. The end of the final stage is managed by the activities of the Closing a Project process. Ref. 11.1/11.2.4.
4	A	Incorrect:	Work Packages are agreed between the Project Manager and Team Manager (s) during the Controlling a Stage process and Managing Product Delivery process. Ref. 15.4.1/16.4.1. A Work Package is used, by the Project Manager,

		to define and control the work to be done, and also to set the tolerances for the Team Manager(s).
	B	Correct: The Project Board does not require Work Packages as part of the Project Plan. Work Packages are agreed between the Project Manager and Team Manager (s) during the Controlling a Stage process and Managing Product Delivery process. Ref. 15.4.1/16.4.1.
	C	Incorrect: Project tolerances are set by corporate or programme management. Ref. 10.3.1.1. Project tolerances should be derived from the project mandate and documented in the Project Brief. Ref. 12.4.5.
	D	Incorrect: Work Packages are agreed between the Project Manager and Team Manager (s) during the Controlling a Stage process and Managing Product Delivery process. Ref 15.4.1/16.4.1. A Work Package is used, by the Project Manager, to define and control the work to be done, and also to set the tolerances for the Team Manager(s).
5	A	Incorrect: Once approved, any changes to a baselined document should be approved by the Project Board, or delegated Change Authority. The Project Manager should review the Business Case to create the Benefits Review Plan. This should contain details of how and when benefits are to be measured. Ref. 14.4.7.
	B	Correct: During initiation, the Project Manager should review the Business Case to create the Benefits Review Plan. This should contain details of how and when benefits are to be measured. Ref. 14.4.7.
	C	Incorrect: During initiation, the Project Manager should review the Business Case to create the Benefits Review Plan. This should contain details of how and when benefits are to be measured. Ref. 14.4.7.
	D	Incorrect: Projects benefits may be measured during the life of a project. However, on this project the calendar is not dispatched until after the project has closed. Therefore, any benefits will be achieved after the project has closed. Ref. Scenario Booklet / 4.3.3.



### ***The Practitioner Examination - Re-registration***

#### ***FX03***

##### ***Scenario Booklet***

This is a 60 minute objective test examination for Re-registration. This booklet contains the Project Scenario upon which this exam paper is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the 3 questions is worth 10 marks, giving a maximum of 30 marks in the paper. The pass mark is 55% (17 marks). Within each question the syllabus area to which the question refers is clearly stated. The exam is to be taken with the support of the PRINCE2 Manual only, i.e. no material other than the *Question Booklet*, the *Scenario Booklet*, the *Answer Booklet* and the PRINCE2 Manual is to be used.

***Candidate Number:*** .....

This is a blank page

## Project Scenario

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

A government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, and deal with the problems caused by inadequate internal controls and outdated technology.

External consultants were employed from Teamtech, a recruitment agency that provides specialist resources to government departments. These consultants conducted a feasibility study to identify options for addressing the problems. The following options were considered:

- Do nothing
- Restructure selected business functions
- Shut down selected business functions and contract external suppliers to provide these services.

The feasibility study concluded that there was a case for restructuring the services currently delivered by two business functions: Facilities (responsible for maintenance of buildings and grounds) and Information Technology (IT). The recommendations were:

- Restructure Facilities services and reduce the number of Facilities staff by 20%.
- Restructure IT services and replace the existing IT system with a new hardware and software solution.

The feasibility study contained a high-level summary of the existing Facilities staffing structure and the existing IT system, plus an outline Business Case for the required project. The external consultants from Teamtech 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 a detailed design for the future Facilities staffing structure and a specification of the new hardware and software solution. Prepare a contract for the supply and installation of the new hardware and software solution
  - Stage 3: Create request for tender and evaluate proposals. Select supplier and agree contract
  - Stage 4: Implement the new Facilities staffing structure, install new hardware and software solution, and run a trial period.

Initial estimates indicated that the project would cost £2.5m and take two years to complete. There is an expected saving of £20m over 10 years. MFH senior management accepted the recommendations as a basis for the project. However, any event that may result in a loss of MFH data must be escalated to them immediately.

The Restructuring project has completed the Starting up a Project process and is now in the initiation stage. Owing to 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 restructured will work with the external consultants who conducted the feasibility study to create the detailed design and specification.

### Question 3: Change Theme - Additional Information

The project is three weeks into stage 3. There are 41 weeks remaining in this stage. The request for tender has been approved but has not yet been distributed to the list of external suppliers.

The Chief Executive Officer (CEO) of the Ministry of Food Hygiene (MFH) has called an emergency meeting because a new Government initiative to centralize all Facilities services has been announced. All existing projects affecting Facilities services are to stop immediately.

The Project Manager has created an Issue Report as the Restructuring project may need to be de-scoped to remove the restructuring of Facilities services. There is £70,000 in the project's change budget, +6 weeks / -6 weeks project time tolerance and +£350,000 / -£500,000 project cost tolerance remaining.

Reducing the number of staff in Facilities and updating the MFH hardware and software solution is planned to cost £2.5m. This is expected to deliver a saving in yearly operating costs of £2m, or £20m over 10 years.

The work required to reduce the project scope and deliver just the MFH hardware and software solution would cost £1.25m, and deliver a saving in yearly operating costs of £1m or £10m over 10 years. The timescale of two years will remain unchanged. However, the Project Manager is concerned that the specification for the new software solution was designed to include the requirements of the restructured Facilities processes, not the existing processes.

To remove the restructuring of Facilities services from the Restructuring project would require revision of all those products which relate to the implementation of the new Facilities staffing structure. A full analysis has been done. It is forecast that implementing these changes will delay stage 3 by three weeks and increase the cost of stage 3 by £100,000. There is £54,000 of stage 3 cost tolerance remaining.

The Government initiative to centralize all Facilities services should deliver a saving in operating costs of £15m over 10 years. The Centralization project is estimated to cost £1.5m.





***The Practitioner Examination - Re-registration***

FX03

***Question Booklet***

***Candidate Number:*** .....

This is a blank page

Syllabus areas covered:

Question 1 - Starting Up a Project + Initiating a Project Processes

Question 2 - Business Case Theme

Question 3 - Change Theme

## Question Number 1

Syllabus Area Starting Up a Project + Initiating a Project Processes

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	1	A	4

Column 1 contains entries recorded in the Daily Log during the Starting up a Project process. For each entry in Column 1, select the activity, if applied appropriately, where this information should have been captured. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Two outsourcing companies have proved to be unreliable on other projects and should not be included as potential service providers.	A Appoint the Executive and the Project Manager
2	MFH faces increasing pressure to cut costs, and deal with the problems caused by inadequate internal controls and outdated technology.	B Capture previous lessons C Design and appoint the project management team
3	The new hardware will be selected from a choice of commercial off-the-shelf solutions. The software solution will be designed and developed specifically for MFH.	D Prepare the outline Business Case E Select the project approach and assemble the Project Brief
4	It is assumed that the external Teamtech consultants will be available at the start of the initiation stage.	F Plan the initiation stage

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	1	B	3

**Using the Project Scenario, answer the following questions.**

Decide whether the actions taken during the Starting up a Project process represent an appropriate application of PRINCE2 for this project, and select the response that supports your decision.

1	<p>When designing and appointing the project management team, the Project Manager produced a role description for the Executive.</p> <p>Was this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the responsibilities of the Executive should be established before this activity.</p> <p>B No, because the creation of role descriptions is NOT the responsibility of the Project Manager.</p> <p>C Yes, because role descriptions should be created for all Project Board roles.</p> <p>D Yes, because the Project Manager is responsible for this activity.</p>
2	<p>When preparing the outline Business Case, the Executive asked the MFH Chief Finance Officer to set aside £2,500,000 to fund the project.</p> <p>Was this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the full cost of the project is not yet known.</p> <p>B No, because this activity is the responsibility of the Project Manager.</p> <p>C Yes, because the Executive is responsible for securing project funding.</p> <p>D Yes, because all project funding must be available before the project can be authorized.</p>
3	<p>When preparing the Initiation Stage Plan, the Project Manager defined the reporting and control arrangements to be applied for the duration of the project.</p> <p>Was this an appropriate application of PRINCE2 for this project?</p> <p>A No, because this is the role of the Executive.</p> <p>B No, because the reporting and control arrangements in the Initiation Stage Plan should be for the initiation stage.</p> <p>C Yes, because two of the principles of PRINCE2 are 'manage by stages' and 'continued business justification'.</p> <p>D Yes, because monitoring and control of the project enables the assessment of ongoing viability.</p>

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	1	C	3

**Using the Project Scenario, answer the following questions about the Initiating a Project process.**

Decide whether the actions taken by the Project Manager represent an appropriate application of PRINCE2 for this project and select the response that supports your decision.

1	<p>The Project Manager decided to delay the creation of the Risk Management Strategy until stage 4, when the selected external supplier's risk management procedures can be used. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because effective risk management should be performed throughout the life of the project.</p> <p>B No, because the supplier is external to the corporate organization.</p> <p>C Yes, because all strategies should be developed using lessons from external organizations.</p> <p>D Yes, because the selected external supplier will be the owner of all project risks associated with the specialist deliverables.</p>
2	<p>While preparing the Configuration Management Strategy, the Project Manager decided to recommend that the selected external supplier be authorized to approve and implement all changes. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the selected external supplier does NOT represent the users.</p> <p>B No, because the Change Authority should be independent of the project.</p> <p>C Yes, because the selected external supplier will be delivering products for this project.</p> <p>D Yes, because it is the role of the Senior Supplier(s) to safeguard the integrity of the completed solution.</p>
3	<p>While preparing the Quality Management Strategy, the Project Manager noticed that the corporate quality management system does not specifically cover project management. The Project Manager has asked Project Assurance for their advice. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because the Project Manager should update the corporate quality management system with the missing project management processes.</p> <p>B No, because Project Assurance reports directly to the Project Board.</p> <p>C Yes, because Project Assurance is responsible for checking that the Quality Management Strategy meets the needs of the Project Board.</p> <p>D Yes, because Project Assurance is responsible for specifying the customer's quality expectations and acceptance criteria for the project.</p>

## Question Number 2

Syllabus Area Business Case Theme

Syllabus Area	Question Number	Part	Marks
Business Case Theme	2	A	6

The following questions include only **true statements** about the Restructuring project, but only 2 statements are appropriate entries for that heading in the project's Business Case.

Remember to select 2 answers to each question.

1	Which <b>2</b> statements should be recorded under the <b>Reasons</b> heading?
A	There is an expected saving of £20m over 10 years.
B	Contracting an external supplier to provide services currently delivered by selected business functions would reduce the issues caused by outdated technology.
C	The Ministry of Food Hygiene (MFH) needs to deal with the increasing pressure to cut costs.
D	Reducing staff will mean that no property transfer is required.
E	The inadequate controls and outdated technology must be addressed.
2	Which <b>2</b> statements should be recorded under the <b>Business options</b> heading?
A	The contracting of an external supplier to deliver selected business functions would not provide the required outcome.
B	The reduction of staff and the updating of technology used in MFH means a re-engineering of existing services will deliver the performance improvements required.
C	Use external consultants to provide guidance on the detailed design of the Facilities staff structure.
D	Set up a PRINCE2 project to deliver the restructured services.
E	Review a list of external suppliers to determine a shortlist of possible external suppliers.
3	Which <b>2</b> statements should be recorded under the <b>Expected benefits</b> heading?
A	The contract to supply the hardware and software solution, at current prices, will be worth £2m.
B	The project will restructure the selected business functions.
C	The total expected savings over 10 years, at current prices, are £20m.
D	The reduction in staff will enable MFH to reduce costs to agreed levels.
E	The cost of the Restructuring project is £2.5m, but with considerable savings over 10 years.

Question continues on the next page

Question continued

4	Which <b>2</b> statements should be recorded under the <b>Expected dis-benefits</b> heading?
	<p>A An investment of £2.5m is required.</p> <p>B Staff morale will be negatively affected.</p> <p>C The project will take two years to deliver.</p> <p>D Staff may lose the opportunity to work in Facilities.</p> <p>E It will not be possible to transfer some of the existing MFH data onto the new software solution, requiring data to be held on two systems for a short period.</p>
5	<p>Which <b>2</b> statements should be recorded under the <b>Timescale</b> heading?</p> <p>A The contract with the selected external supplier will be agreed during stage 3.</p> <p>B The expected benefits will be realized over a 10-year period.</p> <p>C If there is any change to the scope of the services to be restructured, the project timescale will be extended and the realization of benefits will be delayed.</p> <p>D The expected benefits should start to be realized as soon as the new hardware and software solutions become operational at the end of stage 4.</p> <p>E The detailed design for the future Facilities staffing structure is estimated to take six weeks.</p>
6	<p>Which <b>2</b> statements should be recorded under the <b>Major risks</b> heading?</p> <p>A Due to market conditions, a suitable external supplier may not be found, which may lead to premature closure of the project.</p> <p>B Owing to employment contract changes, staff may resist restructuring, which would make it difficult to progress and cause a possible delay to project completion.</p> <p>C Existing MFH data may prove difficult to transfer to the new software solution, which would require additional specialist resources, at the expense of the external supplier.</p> <p>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.</p> <p>E The management stages recommended by the consultants may not be appropriate, which would result in confusion in planning the project.</p>



Syllabus Area	Question Number	Part	Marks
Business Case Theme	2	B	4

**Using the Project Scenario, answer the following question.**

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The selected external supplier should have their own Business Case for the work they are doing on the Restructuring project.	BECAUSE	All project costs, including the cost of work carried out by external suppliers on the project, should be included in the customer's Business Case.
2	The cost of managing the hardware and software contract should be included in the Business Case.	BECAUSE	The information in the Business Case is used to compare the development, maintenance and operational costs with the value of the benefits over a period of time.
3	'Any event that may result in loss of MFH data' should be recorded under the <b>Major risks</b> section of the Business Case.	BECAUSE	The <b>Major risks</b> section of the Business Case contains a summary of the key risks associated with the project.
4	All expected benefits from the restructuring of Facilities services should be included in the Business Case.	BECAUSE	All benefits should be derived from the outputs and outcomes provided by the project.

## Question Number 3

Syllabus Area Change Theme

Syllabus Area	Question Number	Part	Marks
Change Theme	3	A	2

**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.**

Using the information above, answer the following questions.

1	According to PRINCE2, which statement about the Configuration Management Strategy for the Restructuring project is correct?
A	Every project needs a Configuration Management Strategy, even if the organization has existing configuration management standards, because every project has different circumstances.
B	The Project Manager should develop a separate Configuration Management Strategy for each of the suppliers working on this project because each will manage and store products differently.
C	A Configuration Management Strategy is unnecessary for this project because the MFH document control process is already documented. This should be referenced in the Quality Management Strategy.
2	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 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.

Syllabus Area	Question Number	Part	Marks
Change Theme	3	B	3

**Using the additional information provided for this question in the *Scenario Booklet*, answer the following questions about the Project Manager's response to the potential removal of Facilities services from the scope of the Restructuring project.**

1	Having created the Issue Report and analyzed the impact of removing Facilities services from the scope of the Restructuring project, what is the next action the Project Manager should consider?
A	Escalate the Issue Report to the Project Board for a decision.
B	Update the associated Configuration Item Records with details of the Issue Report that caused the change.
C	Amend the Stage Plan for stage 3: remove all products related to Facilities services and add the activities required to deliver the new Government initiative.
D	Create an Exception Plan to change all of the project's products to reflect the exclusion of Facilities services.
2	If the decision is made to remove Facilities services from the scope of the Restructuring project, what risk would this introduce to the project?
A	None, because any risk associated with Facilities services will be managed by another project.
B	These changes will delay stage 3 by three weeks.
C	There is only £70,000 left in the project change budget.
D	The specification of the new software solution may not support the existing Facilities processes.
3	What will be the impact on the benefits?
A	Reduced savings, now £10m over 10 years.
B	Increased savings of £15m over 10 years from the new initiative to centralize Facilities services.
C	An additional cost of £1.5m to deliver Facilities services.
D	Restructuring project cost reduced by 50%.

Syllabus Area	Question Number	Part	Marks
Change Theme	3	C	5

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.

The Project Manager has now completed the Issue Report. The situation is now being managed under formal issue and change control.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The de-scoping of Facilities services from the Restructuring project should be treated as a request for change.	BECAUSE	Any proposal for a change to a project's baseline should be treated as a request for change.
2	The Project Manager should now consider alternative options for centralizing Facilities services.	BECAUSE	There must be a balance between the advantage to be gained by implementing an option, and the time, cost and risk of implementing it.
3	The Stage Plan for stage 3 should be re-issued to the Project Board with all of the products associated with Facilities services removed.	BECAUSE	The original version of the Stage Plan for stage 3 should be retained for audit purposes.
4	An Exception Plan should be presented to the Project Board for them to consider the consequences of the issue and the options available to deal with it.	BECAUSE	Only the Project Board can approve deviations beyond project tolerance levels.
5	This change should be funded from the remaining £70,000 change budget and the balance of £30,000 taken from the stage cost tolerance.	BECAUSE	A change budget can be used to implement a request for change, provided its use is within the constraints set by the Project Board.

**The Practitioner Examination - Re-registration**
**Marking Scheme**

Note: For Multiple Response (MR) questions, 1 point is scored if and only if all correct options are selected. Otherwise 0 points are scored.

Exam Paper: GB-FX03-2.3

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
1 (SI)	A	MG	1	0	1	0	0	0	0			
			2	0	0	0	1	0	0			
			3	0	0	0	0	1	0			
			4	0	0	0	0	0	1			
	B	CL	1	1	0	0	0					
			2	0	0	1	0					
			3	0	1	0	0					
	C	CL	1	1	0	0	0					
			2	1	0	0	0					
			3	0	0	1	0					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
2 (BC)	A	MR	1	0	0	1	0	1				
			2	1	1	0	0	0				
			3	0	0	1	1	0				
			4	0	1	0	0	1				
			5	0	1	0	1	0				
			6	1	1	0	0	0				
	B	AR	1	0	1	0	0	0				
			2	1	0	0	0	0				
			3	0	0	0	1	0				
			4	0	1	0	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
3 (CH)	A	CL	1	1	0	0						
			2	0	0	1						
	B	CL	1	1	0	0	0					
			2	0	0	0	1					
			3	1	0	0	0					
	C	AR	1	1	0	0	0	0				
			2	0	0	0	1	0				
			3	0	0	0	1	0				
			4	0	0	0	0	1				
			5	0	0	0	1	0				



***The Practitioner Examination - Re-registration***

Rationale

Exam Paper: GB-FX03-2.3

<b>Question: 1, Syllabus: SI, Part: A, Type: MG, SyllabusRef: SU0302, Level: 3</b>		
1	Correct [B]:	This information will be valuable when the external supplier list is prepared for this project. This lesson should have been identified and captured during the activity Capture previous lessons. Ref. A.14.2 / 12.4.2.
2	Correct [D]:	Understanding the objectives of, and the reasons for, the project as defined in the project mandate, is one of the recommended actions within the Prepare the outline Business Case activity. Ref. 12.4.4 / A.2.2
3	Correct [E]:	This outlines the selected approach to be taken by the project. Ref. 12.4.5 / A.19.2
4	Correct [F]:	This is a planning assumption that should be included in the Initiation Stage Plan. Ref. 12.4.6 / A.16.2.

**Question: 1, Syllabus: SI, Part: B, Type: CL, SyllabusRef: SU0402, Level: 4**

1	A	Correct:	The Executive role description should be created earlier in the Starting up a Project process, when appointing the Executive. (12.4.1)
	B	Incorrect:	The Project Manager is responsible for creating role descriptions for the remaining project management team, not the Executive. (12.4.1/12.4.3)
	C	Incorrect:	The Executive role description should be created earlier in the Starting up a Project process, when appointing the Executive. (12.4.1)
	D	Incorrect:	The Project Manager is responsible for creating role descriptions for the remaining project management team, not the Executive. (12.4.1/12.4.3)
2	A	Incorrect:	When preparing the outline Business Case, the Executive should understand where funding is coming from. (12.4.4)
	B	Incorrect:	The Executive is responsible for preparing the outline Business Case. (Table 12.4)
	C	Correct:	When preparing the outline Business Case, the Executive should understand where funding is coming from. (12.4.4)
	D	Incorrect:	Funding is made available stage by stage. All funding does not therefore have to be made available at the outset. (12.4.4/10.3.2)
3	A	Incorrect:	Preparing the Initiation Stage Plan, and therefore the reporting and control arrangements within it, is the responsibility of the Project Manager. (Table 12.6)
	B	Correct:	The Project Manager should define reporting and control arrangements for the initiation stage only. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)
	C	Incorrect:	These are principles of PRINCE2, but the Project Manager should define reporting and control arrangements for the initiation stage. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)
	D	Incorrect:	This does enable critical assessment of ongoing viability, but the Project Manager should define reporting and control arrangements for the initiation stage. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)

**Question: 1, Syllabus: SI, Part: C, Type: CL, SyllabusRef: IP0402, Level: 4**

1	A	Correct:	Without an ongoing and effective risk management procedure it is not possible to be confident that the project is able to meet its objectives and therefore whether it is worthwhile for it to continue. The Risk Management Strategy is created during the initiation stage. Ref. 8.1.
	B	Incorrect:	It is irrelevant whether the supplier is external or internal to the corporate organization. The Risk Management Strategy is created during the initiation stage. Without an ongoing and effective risk management procedure it is not possible to be confident that the project is able to meet its objectives and therefore whether it is worthwhile for it to continue. Ref. 8.1
	C	Incorrect:	Lessons should be sought from similar previous projects, corporate or programme management, and external organizations related to risk management. However, the Risk Management Strategy should be derived from the corporate risk management policy and/or a risk management process guide (or similar documents). It should be created during the initiation stage. Ref. 8.3.2.
	D	Incorrect:	The external supplier would not be a suitable owner for any risks associated with products for which they are not responsible. The Risk Management Strategy should be created during the initiation stage. Ref. 8.3.2 / 8.3.5.4.
2	A	Correct:	A Change Authority should be capable of adequately representing the business, user and supplier stakeholder interests. The external supplier represents the supplier interest only. The selected external supplier does not represent the business or user interests on this project. Ref. 9.3.3.2 / C.8.2.
	B	Incorrect:	The Change Authority can be delegated by the Project Board to any person or group. Ref. C.8. / 9.3.3.2.
	C	Incorrect:	A Change Authority should be capable of adequately representing the business, user and supplier stakeholder interests. The external supplier represents the supplier interest only. Ref. C.8.2.
	D	Incorrect:	This is a responsibility of the Senior Supplier. However, a Change Authority should be capable of adequately representing the business, user and supplier stakeholder interests. The external supplier represents the supplier interest only. Ref. C.8.2.
3	A	Incorrect:	The corporate quality management system is not developed within the scope of the project. It is a prerequisite to understand the quality requirements, not the existence of a corporate quality management system. It is one of the roles of Project Assurance to check that the Quality Management Strategy meets the needs of the Project Board. Ref. 14.4.3.
	B	Incorrect:	Whilst Project Assurance does report to the Project Board, the role is also responsible for supporting the Project Manager. Project Assurance provides advice and guidance on issues such as the use of corporate standards. Ref. 5.3.2.3.
	C	Correct:	The standards to be used, and the means of assessing them, must be documented and agreed before the project can be approved. It is the role of Project Assurance to ensure the Quality Management Strategy meets the needs of the Project Board and/or corporate or programme management. Ref. 14.4.3 / A.22.3.
	D	Incorrect:	Customer's quality expectations and acceptance criteria are specified by the Project Board. Ref. 6.3.1.1/ 6.3.1.2.



**Question: 2, Syllabus: BC, Part: A, Type: MR, SyllabusRef: BC0301, Level: 3**

1	A	Incorrect:	This is an expected benefit of the project, not the reason for doing it. Ref. 4.3.4.2.
	B	Incorrect:	This is a reason for the contracting option, one of the business options. It would appear under the Business options heading. Ref. A.2.2.
	C	Correct:	This is a reason for undertaking the project. Ref. 4.3.4.1.
	D	Incorrect:	Relocating staff is a consequence of the project, not a reason for undertaking the project. Ref. A.2.2.
	E	Correct:	This is both a problem and a reason for undertaking the project. Ref. 4.3.4.1.
2	A	Correct:	This is describing an option considered to address the business problem. Ref. 4.3.4.2.
	B	Correct:	This is describing an option considered to address the business problem. Ref. 4.3.4.2.
	C	Incorrect:	This is how the project would be resourced and the products developed. This would be in the project approach within the Project Brief. Ref. A.19.
	D	Incorrect:	This is the method to be used for managing the project. It has nothing to do with options to solve the business problem. Ref. A.20.2.
	E	Incorrect:	This kind of information will either be in the project approach (A.19) or in the plans Ref. A.16.
3	A	Incorrect:	This is part of the business cost for operating the services. It is not an expected benefit for the project. Ref. A.2.2.
	B	Incorrect:	This is describing the outcome of the project. Ref. 4.2.2.
	C	Correct:	This is a benefit as it is part of the totality of change caused by the project. Ref. 4.3.4.3.
	D	Correct:	Reducing costs is a benefit of the project. Ref. 4.3.4.3.
	E	Incorrect:	The cost of the project and unspecified savings are not benefits. Ref. 4.3.4.6.
4	A	Incorrect:	This information will be in the Costs section of the Business Case. Ref. A.2.2.
	B	Correct:	The loss of morale is a dis-benefit as it will affect the efficiency and retention of staff. Ref. 4.3.4.4.
	C	Incorrect:	This is the period over which the project will run and will be contained in the Timescale section of the Business Case. Ref. A.2.2.
	D	Incorrect:	A dis-benefit is a known negative effect or outcome. Dis-benefits are consequences of an activity, whereas, by definition, a risk has some uncertainty as to whether it will materialize. This is a risk. Ref. A.2.2.
	E	Correct:	This is viewed as a dis-benefit which has been accepted because it is outweighed by the benefits. Ref. 4.3.4.4.
5	A	Incorrect:	This is simply a detail from the Project Plan concerning one product. Ref. 4.3.4.5.
	B	Correct:	Corporate/programme management will wish to know over what period the cost/benefit analysis will be based. Ref. 4.3.4.5.
	C	Incorrect:	This may be a risk, but there is no indication that the scope may be changed. It has no bearing on the current situation. Ref. 4.3.4.4.
	D	Correct:	This is when benefits should start to be realized and is very important to the Business Case. Ref. 4.3.4.3.
	E	Incorrect:	This is simply a detail from the Project Plan concerning one product. Ref. 4.3.4.5.
6	A	Correct:	This is a risk that will affect the project outcome. It is phrased correctly as a risk, stating cause, event and effect. Ref. 4.3.4.8.

B	Correct:	The co-operation of staff is important to the nature of this project. Any resistance on their part will cause serious problems. Ref. 4.3.4.8.
C	Incorrect:	Not funded by MFH, this is a risk to the external supplier's Business Case. Ref. 4.3.4.8.
D	Incorrect:	This is simply a statement of fact about the initial estimate for the duration of the project. There is no indication that this is a problem for the project. Ref. 4.3.4.5.
E	Incorrect:	Management stages would be agreed and scheduled within the Project Plan. Any confusion in planning the project would have been resolved before the Project Plan is completed. The Business Case is based on the Project Plan. Ref. 14.4.5.

**Question: 2, Syllabus: BC, Part: B, Type: AR, SyllabusRef: BC04, Level: 4**

1	True:	In a commercial context, there are at least two Business Cases - the customer's and the supplier's. For a successful project, both must demonstrate continued business justification. Ref. 19.6.1.1.	True:	All costs incurred in the delivery of the project, should be included in the customer's Business Case. A supplier will have their own set of costs and benefits, and therefore their own Business Case. Answer B. Ref. 4.3.4.6.
2	True:	The information in the Business Case is used to compare the development, maintenance and operational costs with the value of the benefits over a period of time. Ref. 4.3.4.7.	True:	This supports the investment appraisal for a project and drives the justification for the project. This is the reason for the assertion. The answer is A. Ref 4.3.4.7.
3	False:	This is stated as a risk tolerance in the Project Scenario. This information should be captured in the Risk Management Strategy. Ref. 4.3.4.2.	True:	The Business Case should contain a summary of the key risks, together with the likely impact and plans should they occur. Ref. A.2.2 / 4.3.4.8.
4	True:	All benefits should be identified in order to provide a justification for undertaking the project. Ref. 4.3.4.3.	True:	The Business Case should list each benefit that it is claimed would be achieved by the project's outcome. This is not the reason for the assertion. The answer is B. Ref 4.3.4.3.

**Question: 3, Syllabus: CH, Part: A, Type: CL, SyllabusRef: CH03, Level: 3**

1	A	Correct:	Every project requires a Configuration Management Strategy. Products and responsibilities are always unique, so a simple reference to standards is insufficient. Ref. 9.3.1.
	B	Incorrect:	The project's Configuration Management Strategy will define how products will be managed and stored for this project. This information will be used to create Work Packages for suppliers, explaining the 'Configuration Management requirements' they are to follow in this project. Ref. 9.3.1.1 / A.26.2.
	C	Incorrect:	A reference to existing standards would be acceptable, together with the 'Roles and responsibilities' that also need to be recorded. This information does not have to be recorded in a separate document. It may be referenced in the Project Initiation Documentation, but under the heading of 'Configuration Management Strategy', not the 'Quality Management Strategy'. Ref. 9.3.1.1.
2	A	Incorrect:	This task should be assigned to project or programme support where available. Ref. C.9.1.
	B	Incorrect:	This can be a central role, with responsibility for more than one project at any one time. Ref. C.9.
	C	Correct:	Having created the corporate document control process, the MFH Quality Manager is a suitable person to take on this role. Ref. C.9

**Question: 3, Syllabus: CH, Part: B, Type: CL, SyllabusRef: CH0303, Level: 3**

1	A	Correct:	If any proposed options would take the stage or project beyond agreed tolerances, an Issue Report should be escalated to the appropriate authority for a decision. If any proposed options would take the stage or project beyond tolerances, consideration should also be given to preparing an Exception Report for that option to accompany the Issue Report. Ref. 9.3.3.3 / 9.3.3.4.
	B	Incorrect:	The change has not yet been approved. Configuration Item Records affected by the change should be updated when implementing the change, or when taking corrective action. Ref. 15.4.8.
	C	Incorrect:	An Exception Plan would be created to replace the Stage Plan for stage 3. This will not take place until an Issue Report has been accepted. Ref. 9.3.3.4/5.
	D	Incorrect:	An Exception Plan would be created to replace the Stage Plan for stage 3. This will not take place until an Issue Report has been accepted. Ref. 9.3.3.4/5.
2	A	Incorrect:	There are several risks that will impact upon the Restructuring project as a result of the de-scoping of Facilities services, e.g. the specification of the new software solution may no longer meet requirements. Ref. 9.3.3.2.
	B	Incorrect:	This is a fact and will be taken into account when responses to the issue are considered. Ref. 9.3.3.2.
	C	Incorrect:	This is a fact and will be taken into account when responses to the issue are considered. Ref. 9.3.3.2.
	D	Correct:	This is a risk, because the specification was based upon the restructured Facilities processes and may not fulfil the needs of the existing Facilities processes. Ref. 9.3.3.2.
3	A	Correct:	The saving was estimated to be £20m but, with the de-scoping of Facilities services, this reduces to £10m. Ref. 9.3.3.2.
	B	Incorrect:	These are the expected benefits to MFH generated by the new Government initiative. This is a separate project and not part of the Restructure project's savings. Ref. 9.3.3.2.
	C	Incorrect:	This relates to costs and not benefits. Ref. 9.3.3.2.
	D	Incorrect:	This relates to costs and not benefits. Ref. 9.3.3.2.

<b>Question: 3, Syllabus: CH, Part: C, Type: AR, SyllabusRef: CH0402, Level: 4</b>			
1	True:	All changes to the original requirements should be treated as requests for change. Ref. 9.2.4.	True: A request for change is any additional requirement or change to that which the project is set to deliver, which is what is given in the assertion. The answer is therefore A. Ref. 9.2.4.
2	False:	Facilities services are no longer within the scope of the Restructuring project. Options should be considered for responding to the change and proposing a course of action to take. Ref. 9.3.3.3.	True: Consideration should be given to the effect each option will have on the project's time, cost, quality, scope, benefit and risk performance targets. 9.3.3.3 / 8.3.5.3.
3	False:	If an Exception Plan is created to replace the Stage Plan for stage 3, this may require the revision of the products rather than their removal. Ref. 9.3.3.5 / 17.4.5.	True: All baselined versions should remain unchanged. These should be retained and archived to permit any future audit of the project management team's decisions, actions and performance. Ref. 9.3.2 / 18.4.5.
4	False:	An Exception Report is used to present the options for dealing with issues, NOT an Exception Plan. Ref. 9.3.3.3.	False: The Project Board must escalate project tolerance deviations to corporate management. Ref. 10.3.1.1.
5	False:	Tolerance should not be used to fund changes. Ref. Table 9.2.	True: The change budget is "the sum of money that will be used to fund the cost of requests for change." Ref. 9.3.1.1.