The Practitioner Examination

EX02
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 nine questions is worth 12 marks, giving a maximum of 108 marks in the paper. The pass mark is 55% (59 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.

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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 production 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 the 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 by at least 10% with a minimum of 10 further 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 about current customers, and existing information from the Marketing department 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.

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).

Plan description	1. Stage 3 is the final stage of the project and will deliver the photographs, the label design competition entries, the winning label design and the prepared calendar pack.
Plan prerequisites	2. Increase in orders and improved company image. 3. The production cost forecast must be acceptable to the Project Board if the photography and the label design competition are to go ahead. 4. The customer list is accurate and complete.
External dependencies	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.
Planning assumptions	8. A suitable entry will be received from the label design competition. 9. The photographic session schedule created two weeks ago correctly reflects the availability of the engineering staff. 10. Each photograph must feature different members of the Engineering team.
Monitoring and control	11. The Project Plan is to be updated with actuals throughout the stage. 12. A Highlight Report will be created 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.
Budgets	15. Cost £5,000 for specialist products 16. Time 4 weeks 17. Risk £0

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PRINCE2®

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EX02

Question Booklet

Candidate Number: ....

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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 - Change Theme

Question 9 - 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	7

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 orders 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 a 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 wants a very high quality, glossy product as it believes this will be more appealing to customers.

Question continues on the next page

Question continued

4	Which **2** statements should be recorded under the **Expected dis-benefits** heading?
A	A high quality, glossy product will involve additional costs.
B	Individuals in the engineering team who are not selected to appear in the calendar photographs will become de-motivated.
C	The calendar may not result in the expected 10% increase in orders.
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.
E	The calendar may not result in the 10 further orders from the list of prospective customers in 12 months.

5	Which **2** statements should be recorded under the **Timescale** heading?
A	Benefits will be lost if the project is not completed on time.
B	A recruitment campaign to fill the existing staff vacancies will need to take place in the next 12 months.
C	Additional 10% increase in orders in year two.
D	The prepared calendar pack must be delivered by the first week in December.
E	The print company requires a 2-week notification period of the calendar pack delivery.

6	Which **2** statements should be recorded under the **Costs** heading?
A	The MNO marketing budget this year is £120,000.
B	No known ongoing operations or maintenance costs.
C	10 further orders with an average profit of £2,000 will deliver a benefit of £20,000 in the first year.
D	The new company logo is estimated to cost £4,000.
E	Project costs are estimated to be a total of £26,500.

7	Which **2** statements correctly define a Business Case risk which should be recorded under the **Major risks** heading?
A	Operational costs will increase as a result of the recruitment campaign.
B	The prepared calendar pack is to be delivered to the print company by the first week in December.
C	If the calendar quality is poor customers will not use it, creating the reverse effect and reducing orders further.
D	If any competitors launch a calendar at the same time this will reduce the impact of the MNO calendar and benefits will be reduced.
E	Staff morale will improve as a result of the promotional calendar.

Syllabus Area	Question Number	Part	Marks
Business Case Theme	1	B	5

Using the Project Scenario and 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	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 the Project Brief.
4	The Benefits Review Plan should include an assessment of the increase in orders 12-months after the calendars have been distributed.	BECAUSE	A Benefits Review Plan contains details of benefits reviews to be conducted during a project.
5	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	7

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 **2** 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 **2** 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 very well.
C	He restricts his visits to the engineering area.
D	He has the authority to commit resources as required.
E	He has an overall perspective of the business's strategic requirements.

3	Which **2** 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	Which **2** statements explain why the Sales Manager would be appropriate in a Senior User role for this project?
A	He joined the company last year with huge enthusiasm.
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.
C	The launch of a company calendar will impact the Sales department.
D	He reports directly to the Marketing Director.
E	He is able to represent current and prospective customer interests.

5	Which **2** statements explain why the Purchasing Manager would be appropriate in a Senior Supplier role for this project?
A	He is responsible for advising on the acceptance methods to be included in supplier contracts.
B	He will procure the resources and materials required for the project's products.
C	He was an engineer and worked in that area before taking up his current position.
D	He can monitor the production cost forecast against the Business Case and ensure value for money.
E	He is not appropriate for the role of Executive or Senior User.

6	Which **2** statements explain why the Sales Manager would be appropriate in a user assurance role for this project?
A	He joined the company last year with huge enthusiasm and is keen to increase sales.
B	He can provide an evaluation of the potential impact the calendar will have on sales.
C	He is able to advise on suitable stakeholder engagement of current and prospective customers.
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.
E	He can resolve any conflict in requirements between the Sales department and the Marketing department.

7	Which **2** statements explain why someone from Central Records would be appropriate in a Project Support role for this project?
A	They have knowledge of specialist tools and techniques that are required for this project.
B	The department already exists within the organization and its staff members have been with the company for many years.
C	They should have availability as there are five members of the team.
D	A number of the products will be produced internally by the Sales department and the Marketing department.
E	They have knowledge of the organizational standards that will be applicable to the project.

	Syllabus Area	Question Number	Part	Marks
	Organization Theme	2	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 Executive role should be shared by the CEO and the Marketing Director.	BECAUSE	The Executive is responsible for securing the funding for the project.
2	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.
3	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.
4	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.
5	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	Column 2
	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
		C	Quality tolerance
3	Project Board.	D	Quality skills required
4	+5% / -5% of the required label size.	E	Quality responsibilities

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	C	5

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.

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1 Which **2** statements apply to the **Composition** section?

A	Amend entry 2 to 'Selected paper'.
B	Delete entry 3 because this is NOT a major product to be delivered by this project.
C	Move entry 6 to **Derivation** because this product already exists.
D	Delete entry 7 because these will be produced by the photographer.
E	Add 'Calendars distributed to customers'.

2 Which **2** statements apply to the **Derivation** section?

A	Move entry 9 to **Composition** 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 **Development skills required**.
D	Move entry 12 to **Composition**, because this is within the scope of this project.
E	Add 'Professional photographer'.

3 Which **2** statements apply to the **Development skills required** section?

A	Move entry 13 to **Composition** because the appointment of the photographer is within the scope of this project.
B	Move entry 13 to **Derivation** because this is a source of information for this project.
C	Delete entry 14 because this skill is NOT required within this project.
D	Delete entry 15 because this skill is NOT required within this project.
E	Add 'Knowledge of Data Protection Legislation'.

4 Which **2** statements apply to the **Customer's quality expectations** 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.

Question continues on the next page

Question continued

5	Which **2** statements apply to the **Acceptance criteria** section?
A	Amend entry 21 to 'Appearance - 12 photographs each showing different members of staff'.
B	Move entry 21 to **Composition** 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 **Derivation** 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 for 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 will 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
		C Second
3	Evaluate possible candidates for Project Manager and decide which should be appointed.	D Third

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

Using the Project Scenario answer the following questions.

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 **Project definition** 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 **Outline Business Case** heading?
A	10% more calendars than required should be printed to allow for any late additions to the list of customers.
B	A production cost forecast will be reviewed by the Project Board to determine whether the project should continue.
C	There has been a reduction in the number of orders due in part to the increased marketing activities of competitors.
D	The Project Board has stated that the project cost tolerance can be used to speed up the project if necessary.

3	Which statement should be recorded under the **Project approach** 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	6

Using the Project Scenario, answer the following questions about the Starting up a Project 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 | When designing the project management team, the Project Manager created a Team Manager role description for the Team Manager role which the professional photographer will perform in stage 3.
Is this an appropriate application of PRINCE2 for this project?

  A | No, because the professional photographer should create their own role description when they are appointed in stage 2.

  B | No, because the professional photographer is external to the corporate organization.

  C | Yes, because role descriptions help to identify candidates for each of the project management team roles, and can be used when proposing the most appropriate people for them.

  D | Yes, because the Project Manager should create role descriptions for all members of the project management team.

2 | 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?

  A | No, because the new company logo should be identified in the Business Case as part of the reasons for undertaking the project.

  B | No, because the new company logo should be identified in the Project Plan as an internal dependency.

  C | Yes, because the new company logo is required to produce the calendar and is being produced by another project.

  D | Yes, because the production of the new company logo will need to be controlled by the Project Manager.

3 | 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?

  A | No, because all Product Descriptions should be created during the Managing a Stage Boundary process, when preparing the Stage Plan.

  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.

  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.

  D | Yes, because Product Descriptions for the major products of the project should be created when preparing the Project Plan.

Question continued

4	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?
A	No, because the Closing a Project process is used at the end of the final stage.
B	No, because there are three stages in this project.
C	Yes, because the Project Manager needs to report how the stage performed and provide an update on the Business Case.
D	Yes, because the Project Board needs to be made aware of these dates so as to ensure its availability.

5	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?
A	No, because Work Packages should be created during the Starting up a Project process to support the Project Product Description.
B	No, because the Project Plan does not contain the content of each Work Package.
C	Yes, because the tolerance(s) set in the Project Plan are derived from the Work Package tolerance(s).
D	Yes, because the Project Board will require this information in order to set tolerance(s) for the Team Manager(s).

6	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?
A	No, because any changes to the Project Plan should be approved by the Project Board.
B	No, because most of the expected benefits will be achieved after the project has closed.
C	Yes, because it is important to define each benefit in quantifiable terms so that measurable improvements can be made.
D	Yes, because the expected benefits of the promotional calendar can be measured during the life of the project.

Question Number 5

Syllabus Area   Risk Theme

Syllabus Area	Question Number	Part	Marks
Risk Theme	5	A	6

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
6	Add a unique reference number to every calendar and hold a prize draw each month.	F Share

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

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	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	Regular Checkpoint Reports from the photographer will help the Project Manager manage the risk.	BECAUSE	Checkpoint Reports should provide early warning of any delay in the photographer's work.
6	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 **2** 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 **2** 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	5

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 information' 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 information' already exists and should not be shown on the product flow diagram.
	B	No, because the 'accounts information' should be shown as an internal dependency for the 'list of customers'.
	C	Yes, because 'accounts information' is being supplied by the Accounts department.
	D	Yes, because 'accounts information' 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.

Question continues on the next page

5	'Prepared calendar pack' has been shown as the final product on the product flow diagram. Is this an appropriate application of product-based planning for this project?
A	No, because the 'prepared calendar pack' should appear as the first product at the top of the product breakdown structure.
B	No, because the calendars still require printing.
C	Yes, because 'prepared calendar pack' is the final product of the project.
D	Yes, because all other products are dependent on the 'prepared calendar pack'.

Syllabus Area	Question Number	Part	Marks
Plans Theme	6	C	5

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 **2** statements apply to the **Plan prerequisites** 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 **2** statements apply to the **External dependencies** 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 **Plan prerequisites** because the new company logo will influence the label designs**.**
	C	Move entry 5 to **Plan description** 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 **2** statements apply to the **Planning assumptions** section?
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.
B	Move entry 8 to **External dependencies** because the label designs are created outside of the scope of the project**.**
C	Delete entry 9 because the photographic session schedule should have been approved as part of stage 2.
D	Move entry 9 to **External dependencies** because the photographic session schedule is created by the professional photographer**.**
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.

4	Which **2** statements apply to the **Monitoring and control** section?
A	Delete entry 11 because this relates to the monitoring and controlling of the Project Plan, not the Stage Plan.
B	No change to entry 12 because this describes how the Project Board will control the stage.
C	Move entry 12 because the Highlight Reports are deliverables of this stage and should be shown on the product breakdown structure**.**
D	Delete entry 13 because this is part of the Controlling a Stage process.
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.

5	Which **2** statements apply to the **Budgets** section?
A	Amend entry 15 because it should also include the cost of management activities.
B	Delete entry 16 because timescales should NOT be shown under the heading of budgets.
C	Delete entry 17 because the risk budget should be shown in the Risk Management Strategy.
D	Add 'Change budget £500'.
E	Add 'Cost tolerance +£6,000 / -£6,000'.

Question Number 7

Syllabus Area   Progress Theme

Syllabus Area	Question Number	Part	Marks
Progress Theme	7	A	6

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 | During stage 2, an early review of the photograph design ideas from the Marketing department has highlighted the need for engineering machinery to be operating in the background during the photographic sessions. This requires a change to the baselined Product Description for the photographs. What initial action should the Project Manager take?

A	Log the change in the Issue Register as a request for change.
B	Raise an Exception Report to the Project Board.
C	Revise the Product Description for the photographs and issue it to the Engineering Manager to ensure that the machinery will be operating during the photographic sessions.
D	Include this requirement on the next Checkpoint Report to the photographer.

Question continued

4	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 have 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.

5	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?
A	Produce a project mandate, outlining the potential savings to be achieved by the introduction of a corporate standard.
B	Make a note of the observation in the Daily Log to be transferred to a Benefits Review Plan at the end of the project.
C	Record the observation in an Exception Report to the Project Board.
D	Make an entry in the Lessons Log for future consideration by corporate management.

6	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?
A	Report the forecast delay in the next Checkpoint Report to the Executive.
B	Add the product to the next Stage Plan in order to allocate additional resources and complete the work.
C	Make an entry in the Risk Register so the Project Manager can decide on appropriate action.
D	Raise an issue to inform the Project Manager.

Using the Project Scenario, answer the following question.

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	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	Quality tolerances allocated to the photographs can be used to remedy a forecast threat to cost tolerance.	BECAUSE	Any forecast threat to cost tolerance should first be resolved by use of any available quality tolerance.
3	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.
4	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.
5	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.
6	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   Change Theme

Syllabus Area	Question Number	Part	Marks
Change Theme	8	A	6

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 want to include them in the approved list of customers.	C Off-specification
4	The photographer has ignored the agreed photographic session schedule. He has interrupted the work of the engineering staff to take the photographs for the calendar.	
5	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.	
6	The Project Manager has received notification of a postal strike occurring in December.	

Syllabus Area	Question Number	Part	Marks
Change Theme	8	B	6

There is a major concern over an apparent lack of control of project documentation.

For each concern listed in Column 1, select from Column 2 the configuration management task that would have helped to address the concern if it was implemented previously, or would help if implemented now. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1		Column 2
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.	A	Produce a Product Status Account
2	Both current and previous versions of the photographic session schedule are in circulation.	B	Maintain a record of all copies issued
3	A revised list of customers has been issued but it is not clear what was wrong with the previous one.	C	Record the link between a version and the Issue Report that caused its change
4	The Marketing department has lost the chosen label design and no copy was made.	D	Notify copy holders of any changes
5	The Marketing department staff cannot say with any certainty which photographs were approved and which still require work.	E	Recall and archive superseded product copies
6	The Marketing Director has complained that the accounts information has been changed and that no consideration has been given to the impact this will have on the list of customers.	F	Retain master products, issuing copies only
		G	Maintain records of relationships between configuration items

Syllabus Area	Question Number	Part	Marks
Directing a Project + Managing a Stage Boundary + Closing a Project Processes	9	A	6

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 analysing 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	The project has not achieved the objectives defined in the Project Initiation Documentation.	D Evaluate the project. E Recommend project closure.
5	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.	
6	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.	

Syllabus Area	Question Number	Part	Marks
Directing a Project + Managing a Stage Boundary + Closing a Project Processes	9	B	6

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 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	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 by the Closing a Project process to verify that the project has delivered what was expected of it.
3	The End Project Report must be completed before 30 November.	BECAUSE	An End Project Report should be produced before a project closes.
4	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.
5	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.
6	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-EX02-1.20

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				
			7	0	0	1	1	0				
	B	AR	1	0	0	1	0	0				
			2	0	0	0	0	1				
			3	1	0	0	0	0				
			4	0	1	0	0	0				
			5	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				
			7	1	0	0	0	1				
	B	AR	1	0	0	0	1	0				
			2	0	0	0	0	1				
			3	1	0	0	0	0				
			4	1	0	0	0	0				
			5	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	1	1	0	0	0				
			2	0	0	1	1	0				
			3	0	0	0	1	1				
			4	0	1	0	0	1				
			5	1	0	1	0	0				

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

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

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

The Practitioner Examination

Rationale

Exam Paper: GB-EX02-1.20

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 expected benefit 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 option 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 a not 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 / A.2.1.
	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 here under the heading of Timescale. 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 have allocated £120k 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. Scenario Booklet.
	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.
7	A	Incorrect:	This is a dis-benefit of the project outcome, not a risk to the project. Ref. 4.3.4.4 / 8.2.1.
	B	Incorrect:	This is not a risk, this is stated as fact in the Project Scenario. Ref. Project Scenario / 8.2.1.
	C	Correct:	This is a risk to the project. Risks facing the project can either reduce/enhance the benefits or reduce/increase the cost. Ref. 4.3.4.8 / A.2.1.
	D	Correct:	This is a risk to the project. Risks facing the project can either reduce/enhance the benefits or reduce/increase the cost. Ref. 4.3.4.8 / A.2.1.
	E	Incorrect:	This is stated as a fact and not an uncertainty/potential threat. Ref. 8.2.1.

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 still 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	True:	A Benefits Review Plan is used to define for the Executive how and when a measurement of the achievements of the project's benefits can be made. An increase in orders of 10% is expected within 12 months from the date of distribution of the calendars. Ref. A.1.2.	True:	At the end of each stage the Benefits Review Plan will be examined and reviewed for the results of any benefits reviews undertaken during the stage. The assertion refers to sometime after the project has closed. Therefore the answer is B. Ref. 17.4.3.
5	False:	This is a positive consequence of the Calendar project which is measureable and should therefore be recorded in the Business Case. 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 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 the 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:	The Senior User should represent those who are affected by the project. Ref. 5.3.2.2.
	D	Incorrect:	PRINCE2 does not recognise 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.
7	A	Correct:	One of the key competencies required of Project Support is the knowledge of specialist tools and techniques. Having this knowledge makes Central Records an appropriate resource for this role. Ref. C.9.2.
	B	Incorrect:	The length of service and general existence are not PRINCE2 reasons for the appointment of a Project Support role. Ref. 5.3.2.8.
	C	Incorrect:	The number of resources available is not an appropriate reason for appointing someone to the role of Project Support. Ref 5.3.2.8
	D	Incorrect:	The approach to product delivery is not a reason for appointing someone to the role of Project Support. Those producing the products within the project are suppliers and should be represented on the project management team by the Senior Supplier. Ref. 5.3.2.2.
	E	Correct:	This is a competency required of Project Support. Ref. C.9.2.

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

1	False:	The Executive role is vested in one individual so that there is a single point of accountability for the project. Ref. 5.3.2.2.	True:	The Executive is ultimately responsible for the project and would seek approval for the investment from corporate or programme management. Ref. C.2.1.
2	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.
3	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.
4	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 independece. This is an explanation of the assertion, therefore the answer is A. Ref. 5.3.2.8.
5	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 A17.2.
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 A17.2.
3	Correct [E]:	The Project Board will be asked to review the label entries and will therefore appear as reviewer under quality responsibilities. Ref A17.2.
4	Correct [C]:	Given the quality criteria, this is a measure of what would be acceptable as a quality tolerance. Ref A17.2.

Question: 3, Syllabus: QU, Part: C, Type: MR, SyllabusRef: QU0401, Level: 4			
1	A	Correct:	The product is selected paper, and not the paper itself. Ref A.21.2.
	B	Correct:	This is not a major product to be delivered by this project. Ref A.21.2.
	C	Incorrect:	This is a major product to be delivered by this project, derived from Marketing and Accounts information. Ref A.21.2.
	D	Incorrect:	Regardless of the source, this is a major product to be delivered by the project. Ref A.21.2.
	E	Incorrect:	This is beyond the scope of this project. The final product will be the prepared calendar pack. Ref A.21.2.
2	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.
3	A	Incorrect:	This is a supplier to this project, it is not a major product to be delivered by this project. Ref A.21.2.
	B	Incorrect:	This is a supplier to this project, it is not a derivation or source of information for this project. Ref A.21.2.
	C	Incorrect:	This skill is required in the project. Ref A.21.2.
	D	Correct:	The printing of the calendar is outside of the scope of this project. Ref A.21.2.
	E	Correct:	This skill/person/group is required to help create the customer list. Ref A.21.2.
4	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. Ref 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 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.
5	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 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 definitions of the criteria that the Project Product must meet before the customer will accept. Derivation provides the source from which the product will be created. Ref A21.2.
	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: MG, 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.17.2
	D	Incorrect:	This should be recorded under the Project approach heading. Ref A.19.2
2	A	Incorrect:	The printing of the calendars is not within the scope of the project. Project scope, and any scope tolerance, should be recorded under the Project definition heading. Ref A.19.2
	B	Incorrect:	This information would be captured in the Project Plan, during the Initiating a Project process. Ref A.16.2
	C	Correct:	This is the reason why the project is needed and should be recorded under the Outline Business Case heading. Ref A.19.2
	D	Incorrect:	This relates to the Project controls and should be recorded in the Project Initiation Documentation. Ref A.20.2
3	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 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:	When designing and appointing the project management team, consideration should be given to whether or not separate Team Managers are needed, or whether the Project Manager will be filling this role. If appropriate, role descriptions should be created. Ref. 12.4.3. It is the responsibility of the Project Manager and the Executives to produce project management team role descriptions. Ref 12.4.3
	B	Incorrect:	If selected as a Team Manager, the professional photographer will become a member of the project management team. Both internal and external resources can be members of the project management team. Ref. 5.3.2.2
	C	Correct:	Consideration should be given to whether or not separate Team Managers are needed, or whether the Project Manager will be filling this role. If appropriate, role descriptions should be created. Ref. 12.4.3.
	D	Incorrect:	The Executive is responsible for preparing a role description for the Project Manager. Ref. 12.4.1.
2	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.
3	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.
4	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
5	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).
6	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 despatched 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.
6	Correct [B]:	'Reduce' - This does not stop the risk from occurring but 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.

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	True:	The Checkpoint Report is a major data-gathering tool for the Project Manager and should contain a summary of the risk status. Ref 8.3.5.5 / 16.4.1.	True:	The Checkpoint Report will provide a summary of actual and forecast progress, highlighting any potential areas for concern. This explains the assertion, the answer is therefore A. Ref A.3.
6	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 information' 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 information' 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.
5	A	Incorrect:	The 'prepared calendar pack' should appear as the top level product on the product breakdown structure for this project, and it should also appear as the final deliverable in product flow diagram. Ref 7.3.3.2 / 7.3.3.4 / Scenario
	B	Incorrect:	The final deliverable of this project is the 'prepared calendar pack'. Ref. Scenario.
	C	Correct:	The 'prepared calendar pack' is the final project product and should be shown as the exit on the product flow diagram. Ref 7.3.3.4
	D	Incorrect:	The 'prepared calendar pack' is dependent on all of the other project products. It is the final project product. Ref 7.3.3.4

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 A16.2.
	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 A16.2.
	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 A16.2.
	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 A16.2.
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 A16.2.
	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 A16.2.
	C	Incorrect:	The logo is required during stage 3, but is not created within the scope of this project. Ref A16.2.
	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 / A16.2.
	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 A17.2.
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 A16.2.
	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 A16.2.
	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 A16.2.
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. A16.2.
	D	Incorrect:	The frequency at which the stage will be reviewed should be recorded here. Ref A16.2.
	E	Incorrect:	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.
5	A	Correct:	The stage budget should cover both the costs of products and the resources and management required to deliver them. A16.1.
	B	Incorrect:	The budgets section of the Stage Plan covers time and cost, including provisions for risks and changes. Ref 16.2.
	C	Incorrect:	The budgets section of the Stage Plan covers time and cost, including provisions for risks and changes. Ref A16.2.
	D	Correct:	The budgets section of the Stage Plan covers time and cost, including provisions for risks and changes. Ref A16.2.
	E	Incorrect:	Time, cost and scope tolerances for the level of plan should be shown under a separate heading of 'Tolerances'. Ref A16.2.

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	Correct:	A Product Description should be baselined when the plan containing the creation of that product is baselined. If the product is later changed, the Product Description must also pass through change control. Ref 7.3.3.3
	B	Incorrect:	The project is not forecast to exceed tolerance. Ref 10.3.4.
	C	Incorrect:	Any change to a baselined product should first pass through change control. Ref 9.3.2
	D	Incorrect:	Checkpoint Reports are created by the Team Manager, not the Project Manager. Ref 10.3.3.4.
4	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.

5	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 A1.
	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.
6	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: 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:	It may be cheaper to produce black and white photographs, rather than full colour, thus reducing quality but saving cost. Ref 15.4.8.	False:	The use of one tolerance to resolve the issues with another tolerance will depend on the objectives of the project. If quality is the focus then this will not be the first to go.
3	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.
4	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.
5	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.
6	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: CH, Part: A, Type: MG, SyllabusRef: CH0302, Level: 3		
1	Correct [B]:	The Plan is approved, this includes the PD 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 [A]:	There is not a problem with the schedule, this is not off-specification. There is an issue with the performance of a team member. This is a problem that needs to be addressed by the Project Manager. Ref Table 9.1.
5	Correct [C]:	The chosen label design is off-specification because the product does not contain the correct data, as specified. Ref Table 9.1.
6	Correct [A]:	The probability of this risk is 100%. This is neither a request for change nor an off-specification. It is therefore a problem. A problem or concern that the Project Manager needs to resolve or escalate. Ref Table 9.1.

Question: 8, Syllabus: CH, Part: B, Type: MG, SyllabusRef: CH0305, Level: 3

1	Correct [B]:	Maintaining a record of all copies issued will provide a list of who has been issued products and which versions they have. Ref 9.3.2.
2	Correct [E]:	The recall of superseded versions from all copyholders would ensure that only the correct products are in circulation. Ref 9.3.2.
3	Correct [C]:	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 A5.2
4	Correct [F]:	The Retention of all master copies ensures that the original is protected, traceable and always available. Ref 9.3.2.
5	Correct [A]:	The Product Status Account tracks products through their design, development, review and approval, providing a summary of product status. Ref 9.3.1.3
6	Correct [G]:	Maintaining a record of relationships between configuration items ensures that no product is changed without being able to check for possible impacts on related products. Ref 9.3.1.2.

Question: 9, 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 [D]:	An End Project Report is created during the Evaluate the project activity to review how the project performed against the version of the Project Initiation Documentation used to authorize the project. A review of the project objectives is recorded in the End Project Report. Ref 18.4.4
5	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 Prepare premature closure activity. Ref 18.4.2
6	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: 9, 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.	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 PPD will state the means by which the acceptance will be confirmed. This could simply be done by confirming all the products have been approved.	True:	The PPD contains the Acceptance Criteria of the Project Product and the standards and processes that will need to be applied to achieve this. Ref A21.1 / 18.4.1.
3	False:	The Project Scenario explains that the prepared calendar pack must be ready by 30 November, but there is also a time tolerance of +1 week.	True:	This report is produced by the Project Manager toward the end of the project, during the Closing a Project process, and is used by the Project Board to evaluate the project and authorize closure. Ref A8.1.
4	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.
5	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.	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.
6	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.