



## ***The Practitioner Examination***

### ***EX03***

#### ***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

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

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(MFH), faces increasing pressure to cut costs, and deal with the problems caused by inadequate internal controls and outdated technology.

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

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

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

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

The feasibility study contained a high-level summary of the existing Facilities staffing structure and the existing IT system, plus an outline Business Case for the required project. The external consultants from Teamtech also made the following recommendations for the management of the project:

- Use PRINCE2
- Set up the project with 4 management stages:
  - o Stage 1: Standard PRINCE2 initiation activities
  - o Stage 2: Create a detailed design for the future Facilities staffing structure and a specification of the new hardware and software solution. Prepare a contract for the supply and installation of the new hardware and software solution
  - o Stage 3: Create request for tender and evaluate proposals. Select supplier and agree contract
  - o Stage 4: Implement the new Facilities staffing structure, install new hardware and software solution, and run a trial period.

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

The Restructuring project has completed the Starting up a Project process and is now in the initiation stage. Owing to the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2-experienced Project Manager has been appointed from within MFH. Staff within the business functions being restructured will work with the external consultants who conducted the feasibility study to create the detailed design and specification.

## Question 2: Organization Theme - Additional Information

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

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

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

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

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

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

### Question 3: Quality Theme - Additional Information

#### Product Description for the contract

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

Additional Information continues on the next page

continued

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

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

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

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

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

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

#### **Introduction**

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

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

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

#### **Records**

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

#### **Roles and responsibilities**

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

## Question 7: Change Theme - Additional Information

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

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

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

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

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

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

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

## Question 8: Progress Theme - Additional Information

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

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

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

### **Draft Work Package**

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

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

#### **Joint agreements**

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

#### **Tolerances**

4. None.

#### **Constraints**

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

#### **Reporting arrangements**

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

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

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

#### **Extracts or references**

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

#### **Approval method**

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





***The Practitioner Examination***

EX03

***Question Booklet***

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

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Syllabus areas covered:

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

Question 2 - Organization Theme

Question 3 - Quality Theme

Question 4 - Plans Theme

Question 5 - Business Case Theme

Question 6 - Risk Theme

Question 7 - Change Theme

Question 8 - Progress Theme

Question 9 - Controlling a Stage + Managing Product Delivery Processes

Question Number 1

Syllabus Area Starting Up a Project + Initiating a Project Processes

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

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

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

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

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

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

1	<p>When designing and appointing the project management team, the Project Manager produced a role description for the Executive.</p> <p>Was this an appropriate application of PRINCE2 for this project?</p>
	<p>A No, because the responsibilities of the Executive should be established before this activity.</p> <p>B No, because the creation of role descriptions is NOT the responsibility of the Project Manager.</p> <p>C Yes, because role descriptions should be created for all Project Board roles.</p> <p>D Yes, because the Project Manager is responsible for this activity.</p>
2	<p>When designing and appointing the project management team, the Project Manager recorded the following statement as a risk in the Daily Log: 'Experience of the Purchasing Officer suggests that delays usually occur when contracts with external suppliers do not include the timescale within which readiness for service is expected'.</p> <p>Was this an appropriate application of PRINCE2 for this project?</p>
	<p>A No, because this is a lesson that can be applied to this project and should be recorded in the Lessons Log.</p> <p>B No, because all risks should be recorded in the Risk Register.</p> <p>C Yes, because the Daily Log should be used as a repository for project information that is not yet being captured elsewhere.</p> <p>D Yes, because the Project Manager is responsible for identifying all risks associated with the appointment of external suppliers.</p>
3	<p>When preparing the outline Business Case, the Executive asked the MFH Chief Finance Officer to set aside £2,500,000 to fund the project.</p> <p>Was this an appropriate application of PRINCE2 for this project?</p>
	<p>A No, because the full cost of the project is not yet known.</p> <p>B No, because this activity is the responsibility of the Project Manager.</p> <p>C Yes, because the Executive is responsible for securing project funding.</p> <p>D Yes, because all project funding must be available before the project can be authorized.</p>

Question continues on the next page

4	<p>When preparing the Initiation Stage Plan, the Project Manager defined the reporting and control arrangements to be applied for the duration of the project.</p> <p>Was this an appropriate application of PRINCE2 for this project?</p>
A	No, because this is the role of the Executive.
B	No, because the reporting and control arrangements in the Initiation Stage Plan should be for the initiation stage.
C	Yes, because two of the principles of PRINCE2 are 'manage by stages' and 'continued business justification'.
D	Yes, because monitoring and control of the project enables the assessment of ongoing viability.

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

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

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

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

Question Number 2

Syllabus Area      Organization Theme

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	A	6

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

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

Remember to select 2 answers to each question.

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

Question continues on the next page



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

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	B	6

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

Lines 1 to 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 Teamtech Account Manager should be appointed as a Senior Supplier for the project.	BECAUSE	Senior Suppliers are responsible for the provision of supplier resources.
2	The Chief Finance Officer would be an appropriate choice for the role of a Senior Supplier.	BECAUSE	The Senior Supplier must demonstrate that the forecast benefits are realized.
3	It would be appropriate for the selected external supplier, who was selected in stage 3, to be represented on the Project Board by a Senior Supplier in stage 4.	BECAUSE	The Senior Supplier is responsible for assessing the viability of the project approach.
4	It would be appropriate to appoint more than one individual to the role of Project Support.	BECAUSE	Project Support is responsible for ensuring that the desired outcome of the project is specified.
5	The Hardware Manager would be an appropriate choice for the role of Senior Supplier.	BECAUSE	The Senior Supplier is accountable for the quality of the products delivered by the supplier(s).
6	The Payroll Manager would be an appropriate choice to provide business assurance.	BECAUSE	Business assurance should be undertaken by someone with an accountancy qualification.

Question Number 3

Syllabus Area      Quality Theme

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	A	4

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

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

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	B	4

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

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

The following 4 entries have been included in the consolidated question list or raised at the meeting. Select the appropriate action which should now be agreed by the review team to deal with each entry.

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

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	C	4

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

1	Which statement applies to the <b>Introduction</b> section?
A	Delete entry 1 because the project approach is defined in the Project Brief.
B	Delete entry 2 because this is the Project Manager's responsibility.
C	Delete entry 3 because it is the Project Manager's responsibility to implement the Quality Management Strategy.
D	Move entry 3 to the <b>Roles and responsibilities</b> section because this is a quality responsibility.
2	Which statement applies to the <b>Quality standards</b> section?
A	Delete entry 4 because external suppliers are responsible for applying any relevant standards to their work.
B	Delete entry 5 because the lack of a change control procedure makes the MFH document standards unsuitable.
C	Add 'MFH Processes: Production of employment contracts'.
D	Add 'PRINCE2 change control procedures will be used to manage any changes to baselined products'.
3	Which statement applies to the <b>Records</b> section?
A	Delete entry 6 because this information should be included in Stage or Team Plans.
B	Move entry 6 to the <b>Reporting</b> section because the information should be used to report on quality activities.
C	Delete entry 7 because this should be included in the Configuration Management Strategy.
D	Delete entry 8 because the results of quality reviews are recorded in the Quality Register.
4	Which statement applies to the <b>Roles and responsibilities</b> section?
A	Move entry 9 to the <b>Records</b> section because this information will be required to create a record of each quality check.
B	Delete entry 9 because this is the responsibility of the quality review chair.
C	Delete entry 10 because only the Project Manager can update the Quality Register.
D	Amend entry 11 because this is the responsibility of Supplier Project Assurance.

Question Number 4

Syllabus Area Plans Theme

Syllabus Area	Question Number	Part	Marks
Plans Theme	4	A	6

Column 1 is a list of <b>true statements</b> to be included in the Stage Plan for stage 2. Column 2 is a selection of Stage Plan headings. For each statement in Column 1, select from Column 2 the Stage Plan heading under which it should be recorded. Each selection from Column 2 can be used once, more than once or not at all.		
	Column 1	Column 2
1	This plan includes the detailed design of the Facilities staffing structure.	A Plan description
2	A monthly stage status report will be provided to the Project Board.	B Plan prerequisites
3	The MFH template is required for the contract to supply and install the new hardware and software solution.	C External dependencies
4	The Project Board has approved the recommendation to reduce the number of staff in Facilities and to implement a new hardware and software solution. This decision must remain in place.	D Planning assumptions
5	Based on advice from the Ministry of Trade and Industry that, in their experience, drafting a contract is a lengthy process, allowances have been made for this in the Stage Plan for stage 2.	E Lessons incorporated
		F Monitoring and control
		G Budgets
		H Tolerances
6	Time: +2 weeks / -2 weeks.	I Schedule

Syllabus Area	Question Number	Part	Marks
Plans Theme	4	B	6

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

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

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

Question Number 5

Syllabus Area Business Case Theme

Syllabus Area	Question Number	Part	Marks
Business Case Theme	5	A	6

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

Remember to select 2 answers to each question.

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

Question continues on the next page



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

Syllabus Area	Question Number	Part	Marks
Business Case Theme	5	B	6

**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 selected external supplier should have their own Business Case for the work they are doing on the Restructuring project.	BECAUSE	All project costs, including the cost of work carried out by external suppliers on the project, should be included in the customer's Business Case.
2	The cost of managing the hardware and software contract should be included in the Business Case.	BECAUSE	The information in the Business Case is used to compare the development, maintenance and operational costs with the value of the benefits over a period of time.
3	'Any event that may result in loss of MFH data' should be recorded under the <b>Major risks</b> section of the Business Case.	BECAUSE	The <b>Major risks</b> section of the Business Case contains a summary of the key risks associated with the project.
4	All expected benefits from the restructuring of Facilities services should be included in the Business Case.	BECAUSE	All benefits should be derived from the outputs and outcomes provided by the project.
5	The End Project Report should identify whether the expected savings of £20m over 10 years have been achieved.	BECAUSE	All benefits in the Business Case should be achieved before a project is closed.
6	The Project Board should ensure that the Benefits Review Plan includes the mechanisms for measuring all the claimed benefits of restructuring.	BECAUSE	The Benefits Review Plan is created in the initiation stage.

Question Number 6

Syllabus Area Risk Theme

Syllabus Area	Question Number	Part	Marks
Risk Theme	6	A	6

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

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

Remember to select 2 answers to each question.

1	Which <b>2</b> statements would be appropriate entries under the <b>Risk management procedure</b> heading?
A	When a new problem arises, a full impact analysis will be undertaken to assess the impact on the project's objectives and Business Case.
B	Probability will be assessed against the scales defined in this Risk Management Strategy.
C	Any risk which has an expected value of more than £1,000 will NOT be registered.
D	Every threat and opportunity identified must be clearly defined in terms of cause, event and effect.
E	'Reduce' - Response actions which result in a lower impact and/or probability rating.
2	Which <b>2</b> statements would be appropriate entries under either the <b>Records</b> or <b>Reporting</b> headings?
A	Project Support will maintain the Risk Register.
B	The evaluated net effect of all risks will be updated at the end of each stage and included in the End Stage Report.
C	The Change Authority will report monthly to the Project Manager on the status of the change budget.
D	Risks that are likely to occur within the next two weeks should be recorded as imminent.
E	A summary of risks will be maintained and included with the monthly Highlight Reports to the Project Board.
3	Which <b>2</b> statements would be appropriate entries under the <b>Timing of risk management activities</b> heading?
A	The selected external supplier will manage any risks to their Business Case and report these to the Project Manager.
B	The Project Board should hold monthly meetings to set project-level risk tolerance.
C	At the end of each stage, risk owners will be consulted to check on the status of risk responses.
D	Any new risks identified during product development should be reported to the Project Manager by the Team Manager.
E	When authorizing a stage, the Project Board will check that the exposure to risk is still acceptable.

Question continues on the next page

4	Which <b>2</b> statements would be appropriate entries under the <b>Roles and responsibilities</b> heading?
A	Each risk will be assigned a risk owner.
B	Risks exceeding the agreed project risk tolerance will be reported to the Project Board.
C	Time tolerances are allocated to each stage by the Project Manager.
D	Project Assurance will ensure that project risks are identified, assessed and controlled according to the agreed risk management procedure.
E	An external consultant is to facilitate a risk identification workshop.
5	Which <b>2</b> statements would be appropriate entries under the <b>Proximity</b> heading?
A	Proximity categories for this project are: Imminent; Within the stage; Within the project; Beyond the project.
B	The risk of MFH having no restructuring experience will be categorized as Stage 4 proximity.
C	Imminent risks are those which may occur within two weeks.
D	Any risk with a proximity category of imminent will be estimated as having a very high impact.
E	The risk of staff leaving the organization is categorized as 'beyond the project' proximity.
6	Which <b>2</b> statements would be appropriate entries under the <b>Risk tolerance</b> heading?
A	Any risk whose impact and probability is very high must be escalated to corporate or programme management.
B	Any event that may result in loss of MFH data must be escalated to the Project Board.
C	The Team Manager's threshold level of risk exposure is low impact and low probability.
D	The cost of all fallback plans must be contained within the project's tolerance.
E	Risk tolerance must be used to respond to known risks.

Syllabus Area	Question Number	Part	Marks
Risk Theme	6	B	6

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

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

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

Question Number 7

Syllabus Area      Change Theme

Syllabus Area	Question Number	Part	Marks
Change Theme	7	A	2

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

Using the information above, answer the following questions.

1	According to PRINCE2, which statement about the Configuration Management Strategy for the Restructuring project is correct?
A	Every project needs a Configuration Management Strategy, even if the organization has existing configuration management standards, because every project has different circumstances.
B	The Project Manager should develop a separate Configuration Management Strategy for each of the suppliers working on this project because each will manage and store products differently.
C	A Configuration Management Strategy is unnecessary for this project because the MFH document control process is already documented. This should be referenced in the Quality Management Strategy.
2	According to PRINCE2, which statement about appointing the MFH Quality Manager to administer the configuration management procedure is correct?
A	The MFH Quality Manager should administer the configuration management procedure on this project because this task should always be assigned to corporate or programme management.
B	The MFH Quality Manager should administer the configuration management procedure on one project at a time. If the MFH Quality Manager already performs this task on another project, another individual should be appointed.
C	The MFH Quality Manager would be suitable to perform this task because he is the author of the document control process and is likely to have the knowledge required for this role.

Syllabus Area	Question Number	Part	Marks
Change Theme	7	B	4

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

1	Having created the Issue Report and analyzed the impact of removing Facilities services from the scope of the Restructuring project, the proposed option exceeds tolerance. What is the next action the Project Manager should consider?
A	Create an Exception Report to inform the Project Board of the situation and the available options.
B	Update the associated Configuration Item Records with details of the Issue Report that caused the change.
C	Amend the Stage Plan for stage 3: remove all products related to Facilities services and add the activities required to deliver the new Government initiative.
D	Create an Exception Plan to change all of the project's products to reflect the exclusion of Facilities services.
2	What will be the impact on project costs?
A	The project costs will increase by £100,000.
B	The project costs will not change.
C	The project costs will reduce to £1.25m.
D	The project costs will reduce to £1.35m.
3	If the decision is made to remove Facilities services from the scope of the Restructuring project, what risk would this introduce to the project?
A	None, because any risk associated with Facilities services will be managed by another project.
B	These changes will delay stage 3 by three weeks.
C	There is only £70,000 left in the project change budget.
D	The specification of the new software solution may not support the existing Facilities processes.
4	What will be the impact on the benefits?
A	Reduced savings, now £10m over 10 years.
B	Increased savings of £5m over 10 years from the new initiative to centralize Facilities services.
C	An additional cost of £1.5m to deliver Facilities services.
D	Restructuring project cost reduced by 50%.

Syllabus Area	Question Number	Part	Marks
Change Theme	7	C	6

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

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

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



Syllabus Area	Question Number	Part	Marks
Progress Theme	8	A	2

Column 1 is a list of **true statements** about the Restructuring project. For each statement in Column 1, select from Column 2 the tolerance area it represents. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The new IT system must include new software but the hardware is a desirable requirement which will be satisfied if funds are available.	A Time B Cost C Scope D Risk
2	The sale of old hardware is expected to provide a profit of £200,000, +/- 10%.	E Quality F Benefits

Syllabus Area	Question Number	Part	Marks
Progress Theme	8	B	4

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

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

Remember to select 2 answers to each question.

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

Question continues on the next page

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

Syllabus Area	Question Number	Part	Marks
Progress Theme	8	C	6

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

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

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

Question Number 9

Syllabus Area Controlling a Stage + Managing Product Delivery Processes

Syllabus Area	Question Number	Part	Marks
Controlling a Stage + Managing Product Delivery Processes	9	A	3

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

	Column 1	Column 2
1	Ensure that each product in a completed Work Package has gained its required approval, as defined in its Product Description.	A Business Case B Organization C Quality D Plans E Risk F Change G Progress
2	Carry out an analysis of a potential event that may have a favourable impact on the project's objectives.	
3	Define the tolerance within a Work Package to be agreed with a Team Manager.	

Syllabus Area	Question Number	Part	Marks
Controlling a Stage + Managing Product Delivery Processes	9	B	4

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

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

Syllabus Area	Question Number	Part	Marks
Controlling a Stage + Managing Product Delivery Processes	9	C	5

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

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

Remember to select 2 answers to each question.

1	<p>While producing the Team Plan to deliver the agreed Work Package, the Team Manager discovered that the representatives assigned to check the products were unsuitable.</p> <p>Which <b>2</b> actions should the Team Manager take in response to this situation?</p>
	<p>A Ask the Project Manager to confirm this information.</p> <p>B Discuss the situation with Project Assurance.</p> <p>C Advise the Project Manager of this risk.</p> <p>D Update the Quality Register with these concerns.</p> <p>E Notify the Project Manager by raising an Exception Report explaining why the reviewers are unsuitable.</p>
2	<p>The chair of a quality review meeting advised the Team Manager that, because there were so many major issues, the product had been rejected. The presenter estimated that the corrections would take about two weeks. The re-assessment of the product will take a further week resulting in a three-week delay. The Work Package only has one-week tolerance.</p> <p>Which <b>2</b> actions should the Team Manager take in response to this situation?</p>
	<p>A Ask the reviewers to work overtime to prevent the delay.</p> <p>B Ensure that the situation is included in the next Highlight Report.</p> <p>C Raise an issue explaining that tolerances are forecast to be exceeded.</p> <p>D Advise the Project Manager of the risk that there may be a two-week delay in the delivery of one of the products.</p> <p>E Ensure that the Quality Register is updated with the quality review result.</p>

Question continues on the next page

3	<p>Two weeks after starting work the Team Manager noticed that each completed product had exceeded its estimated effort by around 10%. If this trend continues the Work Package will exceed its agreed cost tolerance of 5%.</p> <p>Which <b>2</b> actions should the Team Manager take in response to this situation?</p>
	<p>A Check the status of the products currently being worked on and analyze the effort expended.</p> <p>B Update the Stage Plan by increasing all future work estimates by 10%.</p> <p>C Amend the Work Package and ensure that the revised targets are met.</p> <p>D Escalate the situation in the next Checkpoint Report.</p> <p>E Raise an issue that costs will exceed tolerance if the current trend continues.</p>
4	<p>The Team Manager has received notification that the new hardware and software solution has been installed and completed, but there is a concern that it has not been approved by the appropriate people.</p> <p>Which <b>2</b> actions should the Team Manager take to check that the products have been approved as required?</p>
5	<p>The Work Package has been in progress for four weeks and has four weeks remaining. The Information Technology Team Manager is concerned that he has no idea what the Facilities Team Manager is doing about preparing to implement the new Facilities staffing structure. He is uncertain about what should be happening.</p> <p>Which <b>2</b> initial actions should the Team Manager take in response to this concern?</p>
	<p>A Notify the Project Manager by raising an Exception Report.</p> <p>B Raise this concern in the next fortnightly Highlight Report.</p> <p>C Check the Communication Management Strategy to ascertain what records of communications with the selected external supplier are required.</p> <p>D Check the Information Technology Work Package for development interfaces.</p> <p>E Raise an issue to notify the Project Manager of this concern.</p>



## The Practitioner Examination

### Marking Scheme

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

Exam Paper: GB-EX03-2.13

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

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

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

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

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

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

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

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



## ***The Practitioner Examination***

Rationale

Exam Paper: GB-EX03-2.13

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

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

1	A	Correct:	The Executive role description should be created earlier in the Starting up a Project process, when appointing the Executive. (12.4.1)
	B	Incorrect:	The Project Manager is responsible for creating role descriptions for the remaining project management team, not the Executive. (12.4.1/12.4.3)
	C	Incorrect:	The Executive role description should be created earlier in the Starting up a Project process, when appointing the Executive. (12.4.1)
	D	Incorrect:	The Project Manager is responsible for creating role descriptions for the remaining project management team, not the Executive. (12.4.1/12.4.3)
2	A	Correct:	The Capture previous lessons activity should have taken place and the Lessons Log created. This is not a risk. It is a lesson to be applied to this project that would ideally have been identified earlier. (12.4.2)
	B	Incorrect:	This is not a risk and the Risk Register is not created until the Initiation Stage. This is a lesson to be applied to this project that should be recorded in the Lessons Log. (12.4.2/14.4.1)
	C	Incorrect:	The Capture previous lessons activity should have taken place and the Lessons Log created. This is not a risk. It is a lesson to be applied to this project that would ideally have been identified earlier. (12.4.2)
	D	Incorrect:	The Capture previous lessons activity should have taken place and the Lessons Log created. This is not a risk. It is a lesson to be applied to this project that would ideally have been identified earlier. (12.4.2)
3	A	Incorrect:	When preparing the outline Business Case, the Executive should understand where funding is coming from. (12.4.4)
	B	Incorrect:	The Executive is responsible for preparing the outline Business Case. (Table 12.4)
	C	Correct:	When preparing the outline Business Case, the Executive should understand where funding is coming from. (12.4.4)
	D	Incorrect:	Funding is made available stage by stage. All funding does not therefore have to be made available at the outset. (12.4.4/10.3.2)
4	A	Incorrect:	Preparing the Initiation Stage Plan, and therefore the reporting and control arrangements within it, is the responsibility of the Project Manager. (Table 12.6)
	B	Correct:	The Project Manager should define reporting and control arrangements for the initiation stage only. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)
	C	Incorrect:	These are principles of PRINCE2, but the Project Manager should define reporting and control arrangements for the initiation stage. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)
	D	Incorrect:	This does enable critical assessment of ongoing viability, but the Project Manager should define reporting and control arrangements for the initiation stage. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)

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

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

		should be escalated to the next level of management. Ref. 10.2.3.
B	Correct:	Stage-level tolerances are set by the Project Board and Work Package-level tolerance is set by the Project Manager. Any forecast exception at these levels should be escalated to the next level of management. Ref. 10.2.3.
C	Incorrect:	This is true. However, stage-level tolerances are set by the Project Board and Work Package-level tolerance is set by the Project Manager. Any forecast exception at these levels should be escalated to the next level of management. Ref. 10.2.3 / 10.3.1.1.
D	Incorrect:	This is true. However, stage-level tolerances are set by the Project Board and Work Package-level tolerance is set by the Project Manager. Any forecast exception at these levels should be escalated to the next level of management. Ref. 10.2.3 / 10.3.1.1.

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

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

	E	Incorrect:	An individual's support of the initiative is not a suitable reason for appointing them as a Senior Supplier. Ref. 5.3.2.2./ 5.2.5.
4	A	Incorrect:	A user of a project can represent Business Project Assurance. Those representing the business and user interests both come from the customer organization. Ref. 5.2.5.
	B	Incorrect:	All Project Assurance roles should be independent of the Project Manager. Ref. 5.3.2.3.
	C	Incorrect:	Teamtech Consultants are an external supplier. Their own business interests are likely to conflict with those of their customer. Ref. 5.2.5 / C.7.1.
	D	Correct:	Business Project Assurance is responsible for reviewing project finances and checking that any supplier or contractor payments are authorized. Ref. C.7.1.
	E	Correct:	Business Project Assurance is responsible for reviewing the Business Case for compliance with corporate or programme standards. Ref. C.7.1.
5	A	Incorrect:	Specifying needs is not a Project Assurance responsibility. Ref. C.7.1.
	B	Correct:	Supplier Project Assurance is responsible for advising on the selection of the development strategy, design and methods. Ref. 5.3.2.3 / C.7.1.
	C	Incorrect:	Being well-regarded is not a suitable reason for appointing someone as Supplier Project Assurance. Ref. 5.3.2.3 / C.7.1.
	D	Correct:	Supplier Project Assurance advises on potential changes and their impact on the correctness, completeness and integrity of products against their Product Description from a supplier perspective. Ref. C.7.1.
	E	Incorrect:	Project Assurance must be independent of the Project Manager and Project Support, but is a responsibility of the Project Board. Ref. 5.3.2.3 / C.7.1.
6	A	Incorrect:	Being supportive of the change does not qualify these individuals for the role of User Project Assurance. Ref. 5.3.2.3. / C.7.1.
	B	Correct:	This is a responsibility of User Project Assurance. Ref. 5.3.2.3. / C.7.1.
	C	Incorrect:	These individuals can ensure that the solution will meet the needs of their own teams. Assurance roles should be objective and should remain independent of the Project Manager. Ref. C.7.1.
	D	Incorrect:	Conflict can be managed. This is not a suitable reason for selecting two people rather than one. Ref. 5.3.2.3.
	E	Correct:	User Project Assurance is responsible for ensuring that user's needs are accurate and that the solution will meet these needs. Ref. C.7.1/C.7.2.



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

1	False:	Teamtech are simply providing specialist resources. As an organization they are not responsible for delivering the project's products. Ref. 5.3.2.2.	True:	Senior Suppliers provide supplier resources to deliver the project's products. Ref. 5.3.2.2 / C.4.1.
2	False:	The Chief Finance Officer is not supplying any specialist products or resources to this project. She does not represent those designing, developing or implementing the project's products. Ref. 5.3.2.2 / C.4.1.	False:	It is the Senior User not the Senior Supplier who must demonstrate that the forecast benefits are realized. Ref. 5.3.2.2.
3	True:	Project Board appointments should be amended at each stage boundary to reflect major changes needed for the next stage. Ref. 5.3.2.9 / 17.4.1.	True:	Assessing the viability of the project approach is a responsibility of the Senior Supplier. However, as the project approach has already been confirmed by the selection of a supplier, it is not the reason for the Assertion. The answer is B. Ref. C.4.1.
4	True:	The role of Project Support is not optional, but the allocation of a separate individual or group to carry out the required tasks is. Project Support defaults to the Project Manager. In this project, given its scope and number of stakeholders, it would be appropriate to appoint more than one individual to support the Project Manager. Ref. 5.3.2.8.	False:	This is a responsibility of the Senior User, not Project Support. Ref. C.3.1 / C.9.1.
5	False:	The Senior Supplier role would need representatives from the Facilities and Information Technology Departments. The Hardware Manager is not supplying anything on this project and does not have the necessary authority to represent the delivery of all of the Information Technology products. Ref. C.4.	True:	The Senior Supplier is ultimately accountable for supplier products. Ref. 5.3.2.2.
6	True:	The Payroll Manager has the qualities to monitor the project finances and experience in business-level strategic and risk management. Ref. C.7.1.	False:	PRINCE2 does not specify necessary professional and/or technical qualifications for a business assurance role. Ref. C.7.1.

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

1	A	Correct:	This is a measurable definition of an attribute required from the project's finished products. Ref. 6.3.1.2.
	B	Incorrect:	This is stating how the products will be managed rather than an acceptance criterion that it must achieve to be acceptable to the stakeholders. Ref. 6.3.1.2.
	C	Incorrect:	The skills and resources required to create a product do not form part of the product's acceptance criteria. Ref. 6.3.1.2.
	D	Incorrect:	The timing of the appointment of the selected external supplier is not an acceptance criterion. Acceptance criteria are a list of criteria which the project's product must meet before the customer will accept it. Ref. 6.3.1.2.
2	A	Correct:	The skills and resources required to create the projects' products should be recorded here. Ref. A.21.2.
	B	Incorrect:	This describes the approach to developing the future Facilities staffing structure. This should be recorded under the 'Project approach' in the Project Brief. Ref. A.19.2.
	C	Incorrect:	This is an acceptance responsibility. It does not relate to the development skills or area which should provide development resources for the creation of this product. Ref. A.21.2.
	D	Incorrect:	This is a quality responsibility and should be documented in the Product Description for the contract, not the Project Product Description. Ref. A.17.2.
3	A	Incorrect:	This is an objective or outcome of the project. There is no acceptable deviation from the measure given in this statement. Ref. A.21.2.
	B	Incorrect:	'As soon as possible' is not measurable. There is no deviation from the expected target defined. This could be recorded as a possible risk response action. Ref. 8.3.5.3 / A.21.2.
	C	Incorrect:	This is not a measurable requirement. This is a customer's quality expectation. Ref. A.21.2.
	D	Correct:	This is a measurable criterion with an acceptable deviation but there is no specification of the acceptable deviation. Ref. A.21.2.
4	A	Incorrect:	It may be appropriate to record this under the Acceptance responsibilities heading in the Project Product Description. This is not an acceptance method. Ref. A.21.2.
	B	Correct:	This describes a means by which acceptance of the new hardware and software solution will be confirmed. Ref. A.21.2.
	C	Incorrect:	This is an acceptance responsibility and belongs under the Acceptance responsibilities heading. It does not state the means by which acceptance will be confirmed. Ref. A.21.2.
	D	Incorrect:	This describes one of the 'Development skills required' for this project and belongs under the associated heading. It is not a method for confirming that the project's products have been approved. Ref. A.21.2.

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

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

		original specification and must be corrected before it can be signed-off. There is time to resolve the problem, but doing so will exceed the quality criteria. This will require escalation in the form of an issue. Ref. 6.3.2.1. / Table 9.2.
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**Question: 3, Syllabus: QU, Part: C, Type: CL, SyllabusRef: QU0401, Level: 4**

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

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

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

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

1	False:	£20k is within the stage 2 tolerance of £45k, so no escalation is needed. Only when the tolerance is forecast to be exceeded does an exception situation exist - managed through production of an Issue Report, followed by an Exception Report. Ref. 10.3.4.	False:	If the deviation is within tolerance, then corrective action can be taken to deal with it by revising the Stage Plan for the current stage. Ref. 15.4.8.
2	True:	When producing a Team Plan, supplier assurance is consulted to ensure that the Team Plan is viable and in accordance with relevant supplier standards. Ref. 16.4.1.	True:	Supplier assurance will check that the Team Plan is in accordance with supplier standards. This is the reason that supplier assurance is consulted, so the answer is A. Ref. 16.4.1.
3	True:	Stage 2 is the next stage after initiation, and the plan for this should be prepared near the end of the initiation stage. Ref. 7.2.5.	False:	Each Stage Plan is produced near the end of the previous stage. Ref. 7.2.5.
4	False:	Closing a Project is a process and is not planned as a stage. Ref. 18.3.	True:	The Project Plan will contain an outline of all the management stages after initiation. Ref. 7.2.4.
5	False:	Stage tolerances may vary from stage to stage. The Project Board should allocate tolerances for each management stage when approving the next Stage Plan. Ref. 10.3.1.1 / 13.4.3.	False:	Stage tolerances will vary according to the circumstances of the stage. The Project Board should allocate tolerances for each management stage when approving the next Stage Plan.. Ref. 13.4.3.
6	True:	The feasibility study (project mandate) provides the terms of reference for the project and is refined to develop the Project Brief. Ref. 12.3.	False:	The feasibility study will provide input to the Project Brief, but will not contain all cost information. This will not be known until the Project Plan is complete. Ref. 14.4.6.



**Question: 5, Syllabus: BC, Part: A, Type: MR, SyllabusRef: BC0301, Level: 3**

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

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

**Question: 5, Syllabus: BC, Part: B, Type: AR, SyllabusRef: BC0401, Level: 4**

1	True:	In a commercial context, there are at least two Business Cases - the customer's and the supplier's. For a successful project, both must demonstrate continued business justification. Ref. 19.6.1.1.	True:	All costs incurred in the delivery of the project, should be included in the customer's Business Case. A supplier will have their own set of costs and benefits, and therefore their own Business Case. Answer B. Ref. 4.3.4.6.
2	True:	The information in the Business Case is used to compare the development, maintenance and operational costs with the value of the benefits over a period of time. Ref. 4.3.4.7.	True:	This supports the investment appraisal for a project and drives the justification for the project. This is the reason for the assertion. The answer is A. Ref 4.3.4.7.
3	False:	This is stated as a risk tolerance in the Project Scenario. This information should be captured in the Risk Management Strategy. Ref. 4.3.4.2.	True:	The Business Case should contain a summary of the key risks, together with the likely impact and plans should they occur. Ref. A.2.2 / 4.3.4.8.
4	True:	All benefits should be identified in order to provide a justification for undertaking the project. Ref. 4.3.4.3.	True:	The Business Case should list each benefit that it is claimed would be achieved by the project's outcome. This is not the reason for the assertion. The answer is B. Ref 4.3.4.3.
5	False:	The End Project Report will report on benefits achieved to date, however the total savings will not be measurable at this time. Ref. A.8.2.	False:	Some benefits may be achieved before the project ends but most will be achieved post-project. Ref. 4.3.4.3.
6	True:	The Project Board approves the Benefits Review Plan and should ensure that the mechanisms for measuring/reviewing the projected benefits are established and planned. Ref. 13.4.2/ A.1.1.	True:	The Benefits Review Plan is created when refining the Business Case. Ref. 14.4.7. This is not why the Project Board should ensure that the mechanisms for measuring the benefits are included. The answer is B.

**Question: 6, Syllabus: RK, Part: A, Type: MR, SyllabusRef: RK0301, Level: 3**

1	A	Incorrect:	Dealing with problems is part of the issue and change control procedure and is not appropriate for risk management. It would be given in the Configuration Management Strategy. Ref. A.6.
	B	Correct:	This statement is identifying how the scales for estimating probability will be used. It would be added under the Risk management procedure heading. The scales are defined in another section of the Risk Management Strategy. Ref. A.24.2.
	C	Incorrect:	All identified threats and opportunities should be captured, particularly those which are estimated to have a greater impact on the project, and information on them should be maintained in the Risk Register. Ref. 8.3.4.
	D	Correct:	This is the standard method of defining risks once they have been identified as either a threat or an opportunity. Ref. 8.3.5.1.
	E	Incorrect:	This is the definition of a risk response category and does not belong under this heading. Ref. A.24.2 / Table 8.2.
2	A	Incorrect:	This is a risk management responsibility and should be recorded under the section for 'Roles and responsibilities'. Ref. A.24.2.
	B	Correct:	When reporting on the stage end, a summary of the current aggregated risk exposure is produced for the End Stage Report. Ref. 17.4.4/A.9.2.
	C	Incorrect:	If this is true, this is a reporting requirement that should appear in the Configuration Management Strategy, not the Risk Management Strategy. Ref. 9.3.1.1.
	D	Incorrect:	This is guidance on how proximity for risk events is to be assessed and should be recorded under the 'Proximity' heading in the Risk Management Strategy. Ref. A.24.2.
	E	Correct:	The Highlight Report contains a summary of the risks. A summary risk profile is an ideal means of providing this information. Ref. 8.3.5.5.
3	A	Incorrect:	The risks to the selected external supplier's Business Case is not a concern of the project. It may also be commercially sensitive to the selected external supplier, so they may not be willing to provide this information, even if it were to be requested. Ref. 8.1.
	B	Incorrect:	The Project Board manages by exception, meeting at the end of each stage or in exception situations. The project-level risk tolerance is set during the initiation stage, when preparing the Risk Management Strategy. Ref. 10.3.1.2.
	C	Correct:	At the end of each stage, when preparing the plan for the next stage, the Project Manager should consult with the risk owners to check on the status of risk responses. This is a time-driven activity to manage risks and should therefore be recorded here. Ref. 17.4.1.
	D	Incorrect:	Risks identified whilst developing products during the Executing a Work Package activity should be notified to the Project Manager so that the appropriate course of action can be decided. This is not a time-driven activity that can be planned for. Ref. 16.4.2.
	E	Correct:	This is a time-driven responsibility. The Project Board ensures the exposure to risk is still acceptable and being controlled. Ref. 13.4.3.
4	A	Incorrect:	This describes the assignment of risk owners, part of the risk management procedure and should be recorded under the 'Implement' step. Ref. 8.3.5.4.
	B	Incorrect:	This should be recorded under the Reporting heading in the Risk Management Strategy. Ref. A.24.4.
	C	Incorrect:	All stage tolerances are allocated by the Project Board, not the Project Manager. Ref. Figure 10.1.



	D	Correct:	Project Assurance is responsible for ensuring that all aspects of risk management in the project are in line with the Risk Management Strategy. Ref. 8.4/C.7.1.
	E	Correct:	This shows the responsibility for a risk management activity. Ref. 8.3.5.1 / A.24.2.
5	A	Correct:	This provides guidance on how proximity for risk events is to be assessed. Typical proximity categories will be imminent, within the stage, within the project, beyond the project. Ref. A.24.2.
	B	Incorrect:	This is a proximity assessment for a specific risk which would be recorded in the Risk Register. Ref. A.25.
	C	Correct:	This is an acceptable definition for what is meant by an imminent proximity risk. Ref. A.24.2.
	D	Incorrect:	The proximity of a risk is irrelevant to its impact and does not offer guidance on how proximity will be assessed. Ref. A.24.2.
	E	Incorrect:	This is a proximity assessment for a specific risk which would be recorded in the Risk Register. Ref. A.25.
6	A	Correct:	'Project tolerance' means the amount of risk the project can take before escalation. As such, it records the level of risk expectations of corporate or programme management and the Project Board. Ref. A.24.2.
	B	Correct:	This will enable the Project Board to assess risks before they reach the threshold level of risk exposure that will not be tolerated by corporate management. Ref. A.24.2.
	C	Incorrect:	The Risk Management Strategy should define the risk expectations of corporate or programme management and the Project Board. Risk tolerance may be allocated to Team Managers. This would be recorded in the Work Package. Ref. A.24.2 / A.26.2.
	D	Incorrect:	It is not the purpose of tolerance to pay for risk fallback plans. In addition, there should be a risk budget to fund responses to risk. Ref. A.24.2.
	E	Incorrect:	The risk budget should cover known risks and make provisions for unknown risks. Risk tolerance is the threshold within which a level of authority may manage known and unknown risks without having to escalate them to the attention of the next level of authority. Ref 8.3.6 / Glossary

**Question: 6, Syllabus: RK, Part: B, Type: MG, SyllabusRef: RK0302, Level: 3**

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

**Question: 7, Syllabus: CH, Part: A, Type: CL, SyllabusRef: CH0305, Level: 4**

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

**Question: 7, Syllabus: CH, Part: B, Type: CL, SyllabusRef: CH0303, Level: 3**

1	A	Correct:	If any proposed options would take the stage or project beyond agreed tolerances, an Exception Report should be prepared for that option. Ref. 9.3.3.4.
	B	Incorrect:	The change has not yet been approved. Configuration Item Records affected by the change should be updated when implementing the change, or when taking corrective action. Ref. 15.4.8.
	C	Incorrect:	An Exception Plan would be created to replace the Stage Plan for stage 3. This will not take place until an Exception Report has been approved. Ref. 9.3.3.4/5.
	D	Incorrect:	An Exception Plan would be created to replace the Stage Plan for stage 3. This will not take place until an Exception Report has been approved. Ref. 9.3.3.4/5.
2	A	Incorrect:	The cost of the project will reduce to £1.25m. The Stage Plan for stage 3 will require an £100,000 of this budget to implement the change. Ref. Add Info.
	B	Incorrect:	The cost of the project will reduce to £1.25m. The Stage Plan for stage 3 will require £100,000 of this budget to implement the change. Ref. Add Info.
	C	Correct:	The cost of the project will reduce to £1.25m. The Stage Plan for stage 3 will require £100,000 of this budget to implement the change. Ref. Add Info.
	D	Incorrect:	The cost of the project will reduce to £1.25m. The Stage Plan for stage 3 will require £100,000 of this budget to implement the change. Ref. Add Info.
3	A	Incorrect:	There are several risks that will impact upon the Restructuring project as a result of the de-scoping of Facilities services, e.g. the specification of the new software solution may no longer meet requirements. Ref. 9.3.3.2.
	B	Incorrect:	This is a fact and will be taken into account when responses to the issue are considered. Ref. 9.3.3.2.
	C	Incorrect:	This is a fact and will be taken into account when responses to the issue are considered. Ref. 9.3.3.2.
	D	Correct:	This is a risk, because the specification was based upon the restructured Facilities processes and may not fulfil the needs of the existing Facilities processes. Ref. 9.3.3.2.
4	A	Correct:	The saving was estimated to be £20m but, with the de-scoping of Facilities services, this reduces to £10m. Ref. 9.3.3.2.
	B	Incorrect:	These are the expected benefits to MFH generated by the new Government initiative. This is a separate project and not part of the Restructure project's savings. Ref. 9.3.3.2.
	C	Incorrect:	This relates to costs and not benefits. Ref. 9.3.3.2.
	D	Incorrect:	This relates to costs and not benefits. Ref. 9.3.3.2.

**Question: 7, Syllabus: CH, Part: C, Type: AR, SyllabusRef: CH0402, Level: 4**

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

**Question: 8, Syllabus: PG, Part: A, Type: MG, SyllabusRef: PG0205, Level: 2**

1	Correct [C]:	This is a scope tolerance which defines the permitted variation of the scope of a project solution, e.g. MoSCoW prioritization of requirements (Must have, Should have, Could have and Won't have for now). Ref. Table 10.1
2	Correct [F]:	The return on investment is a measureable benefit whose quantification can be proven. This is a Benefits tolerance. Ref. Table 10.1.

**Question: 8, Syllabus: PG, Part: B, Type: MR, SyllabusRef: PG0401, Level: 4**

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

	E	Correct:	The Project Manager has to be advised as to when Work Packages have been completed. Advice from the Team Manager by email is an acceptable method. Ref. A.26.2/16.4.3.
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**Question: 8, Syllabus: PG, Part: C, Type: AR, SyllabusRef: PG0402, Level: 4**

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

**Question: 9, Syllabus: CD, Part: A, Type: MG, SyllabusRef: CS0205, Level: 2**

1	Correct [C]:	Quality: The Product Description specifies who the approvers for a product are. Before receiving a completed Work Package it is important to check that the quality requirements have been met. This is the application of the Quality theme. Ref. 15.4.3/6.3.2.3.
2	Correct [E]:	Risk: Uncertain events that could have a favourable impact on the project's objectives are treated as risks. This is applying the Risk theme. Ref. 8.2.1/15.4.6.
3	Correct [G]:	Progress: The main progress controls available to the Project Manager include the authorizing of Work Packages and Work Package tolerance. This is applying the Progress theme. Ref. 15.4.1 / 10.3.1.3.



**Question: 9, Syllabus: CD, Part: B, Type: MG, SyllabusRef: CS0301, Level: 3**

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

**Question: 9, Syllabus: CD, Part: C, Type: MR, SyllabusRef: MP0401, Level: 3**

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

			approving the product. Ref. A.17.2.
	C	Incorrect:	The handover of completed products is not the same as the approval of products. Ref. 17.4.4.
	D	Correct:	The 'Approval method' section in the Work Package should document the person, role or group who will approve the completed products within the Work Package, and how the Project Manager is to be advised of completion of the products. Ref. A.26.2.
	E	Incorrect:	The quality method will provide the method to be used to check the quality or functionality of the product. It will not provide the approval method. Ref. A.17.2.
5	A	Incorrect:	The Team Manager should raise an issue, not an Exception Report. Ref. 16.4.2.
	B	Incorrect:	Issues should be raised to the Project Manager at the point at which they are identified. The Highlight Report is created by the Project Manager for the Project Board. Ref. 16.4.2.
	C	Incorrect:	The Team Manager would check the Work Package for the interfaces to be maintained. The Team Manager is not required to look at the Communication Management Strategy. Ref. A.26.2.
	D	Correct:	Development interfaces describe the interfaces that must be maintained while developing products. This includes people providing and receiving information. Ref. A.26.2.
	E	Correct:	The term 'issue' covers any relevant event that has happened, was not planned, and requires management action. It can be a concern or query. Ref. 16.4.2 / 9.2.3.