

PRINCE2[®] Practitioner Re-registration

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The Practitioner Examination - Re-registration

FX02

Scenario Booklet

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

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

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

Candidate Number:

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Project Scenario

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

There has been a reduction in the number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo which is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

- Design for each month - correctly showing all public holidays and new company logo
- Selected photographs - 12 professionally-produced photographs, showing different members of staff
- Selected paper and selected envelope - for printing and mailing the calendar
- Chosen label design - a competition to design a label will be held as part of this project
- List of customers - names and addresses of customers to whom the calendar will be sent.

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

Stage 2 will include the activities to:

- create the customer list using information from the Accounts and Marketing departments
- confirm compliance with the Data Protection Legislation
- create a design for each month - this will be done by the internal creative team
- select and appoint a professional photographer
- gather photograph design ideas from previous project and agree photographic session schedule
- prepare a production cost forecast
- select paper and envelope.

Stage 3 will include the activities to:

- produce and select the professionally-taken photographs
- hold the label design competition and choose the label design
- assemble the prepared calendar pack.

A production cost forecast, based on the options and costs for the paper, envelope, printing and mailing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of this project. The product cost forecast will be reviewed by the Project Board to determine whether the project should continue.

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week / -2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

Question 1: Organization Theme - Additional Information

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

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

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

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

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

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



The Practitioner Examination - Re-registration

FX02

Question Booklet

Candidate Number:

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Syllabus areas covered:

Question 1- Organization Theme

Question 2- Change Theme

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

Question Number 1

Syllabus Area Organization Theme

Syllabus Area	Question Number	Part	Marks
Organization Theme	1	A	6

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

Remember to select 2 answers to each question.

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

Question continues on the next page

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

Syllabus Area	Question Number	Part	Marks
Organization Theme	1	B	4

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

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

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

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

Question Number 2

Syllabus Area Change Theme

Syllabus Area	Question Number	Part	Marks
Change Theme	2	A	5

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

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

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

Syllabus Area	Question Number	Part	Marks
Change Theme	2	B	5

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

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

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

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

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

Question Number 3

Syllabus Area Starting Up a Project + Initiating a Project Processes

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

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

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

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

Using the Project Scenario, answer the following question.

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

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

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

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

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

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

Question continues on the next page

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

The Practitioner Examination - Re- registration

Marking Scheme

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

Exam Paper: GB-FX02-2.4

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

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

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



The Practitioner Examination - Re-registration

Rationale

Exam Paper: GB-FX02-2.4

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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