



The PRINCE2® Practitioner Examination

Sample Paper 1

Answers and rationales

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For exam paper: EN_P2_PRAC_2017_SamplePaper1_QuestionBk_v1.2

Qu	Correct answer	Syll topic	Rationale
1	A	1.1.1a	<p>A. Correct. For all projects, PRINCE2 requires a justifiable reason for starting the project, which must be recorded. The format and formality of documentation may vary, depending on organizational standards, needs and circumstances. Ref 3.1</p> <p>B. Incorrect. The principle being applied is 'continued business justification'. It is true that the executive may draft the outline business case, however this does not explain why 'continued business justification' is being applied in this situation. Ref 3.1, 14.4.4</p> <p>C. Incorrect. The principle being applied is not 'learn from experience'. In the situation given, there is no description of a lesson having been learnt from the current project or outside. Ref 3.1, 3.2</p> <p>D. Incorrect. The project should be aligned with the commissioning organization's strategy, and the project management team members are expected to follow the guidelines set by their corporate management. However, the 'learn from experience' principle is not being applied in this situation as there is no description of a lesson having been learnt from the current project, or outside. Ref 3.1</p>
2	C	1.1.1b	<p>A. Incorrect. The situation describes learning from the experience of a similar launch event, and is not related to the 'continued business justification' principle. The 'continued business justification' principle aims to ensure that the project remains aligned to the benefits being sought that contribute to the business objectives. Ref 3.2, 3.1</p> <p>B. Incorrect. The situation describes learning from the experience of a similar launch event, and is not related to the 'continued business justification' principle. The 'continued business justification' principle aims to ensure that the project remains aligned to the benefits being sought that contribute to the business objectives. Ref 3.2, 3.1</p> <p>C. Correct. When starting a project, previous or similar projects should be reviewed to see if lessons can be applied. It is the responsibility of everyone involved with the project to look for lessons rather than wait for someone else to provide them. The project manager should communicate with the events coordinator to find out more about the timing of the previous event. Ref 3.2</p> <p>D. Incorrect. The project is in the initiation stage and so this is learning from experience at the start of a project, not learning as the project progresses. As the project moves into the management stages after initiation the project should continue to learn. Lessons should be included in relevant reports and reviews. The goal is to seek opportunities to implement improvements during the life of the project. Ref 3.2</p>

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3	C	1.1.1d	<p>A. Incorrect. Application of the 'manage by stages' principle provides review and decision points for the project board at defined intervals. The project manager cannot decide to move work from stage 2 to stage 3, as this is outside the project manager's delegated authority. This is also against the principle of 'manage by exception', as exceeding time tolerance for the stage must be reported. Ref 3.4, 3.5</p> <p>B. Incorrect. Application of the 'manage by stages' principle provides review and decision points for the project board at defined intervals, rather than letting the project run on in an uncontrolled way. The project board authorizes one stage of the project at a time against a stage plan. Although the project manager has discretion to make adjustments, this would not include amending a stage baseline, such as moving work from one stage to another. Ref 3.4</p> <p>C. Correct. Application of the 'manage by stages' principle provides review and decision points for the project board at defined intervals, rather than letting the project run on in an uncontrolled way. This is why the planned work that remains in stage 2 cannot be moved to stage 3, without the approval of an exception. Ref 3.4</p> <p>D. Incorrect. Application of the 'manage by stages' principle provides review and decision points for the project board at defined intervals. The project board authorizes one stage of the project at a time against a stage plan. Although the project manager has discretion to make adjustments, this would not include amending a stage baseline, such as moving work from one stage to another. Delivery steps often overlap but stages cannot. Ref 3.4, 9.3.1.1</p>
4	B	1.1.1e	<p>A. Incorrect. PRINCE2 breaks the project down into discrete, sequential sections, called management stages, as part of the 'manage by stages' principle. However, this does not explain why the project assurance role is required as part of the 'manage by exception' principle. Ref 3.4</p> <p>B. Correct. As part of the 'manage by exception' principle, an assurance mechanism should be put in place so that each management layer can be confident that controls are effective. Ref 3.5</p> <p>C. Incorrect. As part of the 'tailor to suit the project' principle, roles may be combined or split, provided that accountability is maintained and there are no conflicts of interest, however this is not mandatory. Ref 4.3.1</p> <p>D. Incorrect. As part of the 'focus on products' principle, PRINCE2 requires projects to be output-oriented rather than work-oriented. However, this does not explain why the project assurance role is required as part of the 'manage by exception' principle. Ref 3.6</p>

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5	C	1.1.1f	<p>A. Incorrect. The 'focus on products' principle requires projects to be output-oriented, not the principle 'manage by stages'. Ref. 3.6</p> <p>B. Incorrect. Application of the 'focus on products' principle, not 'manage by stages', reduces the risk of user dissatisfaction by ensuring that there is agreement about what will be produced. Ref 3.6</p> <p>C. Correct. Ensuring that the work package includes the requirements for the product(s) to be delivered is an application of the 'focus on products' principle. This helps to ensure that the team only carries out work that directly contributes to the delivery of the desired product(s). Ref 3.6</p> <p>D. Incorrect. Application of the 'manage by stages' principle, not 'focus on products', ensures that key decisions are made prior to commencing detailed work. Ref 3.4, 3.6</p>
6	C	1.1.1c	<p>A. Incorrect. The Vice President cannot represent all suppliers, especially as some are from third-party organizations. All three stakeholder interests must be represented - two out of three stakeholder interests are not enough. Ref 3.3</p> <p>B. Incorrect. To be successful, projects must have an explicit project management team structure. However, this requires all three stakeholder interests (business, user and supplier) to be represented, which would not be the case if the project board has no supplier representation. Ref 3.3</p> <p>C. Correct. The Vice President cannot represent all suppliers, especially as some are from third-party organizations. All three stakeholder interests must be represented - two out of three stakeholder interests are not enough. Ref 3.3</p> <p>D. Incorrect. Having roles and responsibilities defined helps each person to know what is expected of them. However, this does not explain why having no senior supplier on the project board is not appropriate. Ref 3.3</p>
7	A	1.1.1d	<p>A. Correct. Applying the 'manage by stages' principle ensures that key decisions are made prior to the detailed work needed to implement them. For that reason, the project manager reviews the components of the project initiation documentation as part of planning the next stage. Ref 3.4, 19.4.1, A.20.2</p> <p>B. Incorrect. The principle being applied is 'manage by stages'. However, when reviewing the status of stage 3, the project manager is not required to wait until the end of it. Using the 'controlling a stage' process, the project manager reviews the stage status throughout the stage. Ref 3.4, 17.4.4</p> <p>C. Incorrect. The principle being applied is 'manage by stages', not 'manage by exception'. Although it is true that the project board delegates the authority to the project manager on a stage-by-stage basis, the situation described is not concerned with delegation or deviation from any project objective. Ref 3.4, 3.5</p> <p>D. Incorrect. The principle being applied is 'manage by stages', not 'manage by exception'. The project manager reviews the team's performance as part of the 'report management stage end' activity and is expected to assess the team manager's performance before delegating the authority to work on the next relevant work package, as part of applying the 'learn from experience' principle. However, the situation described is not concerned with delegation or deviation of any project objective. Ref 3.2, 3.4, 3.5, 19.4.4</p>

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8	A	1.1.1g	<p>A. Correct. This is a correct application of the 'tailor to suit the project' principle. The purpose of tailoring is to ensure that the project controls are appropriate to the project's scale, complexity, importance, team capability and risk. Ref 3.7</p> <p>B. Incorrect. This is a correct application of the 'tailor to suit the project' principle. However, it is the application of the 'manage by stages' principle that provides review and decision points, giving the project board the opportunity to assess the project's viability at defined intervals, rather than let it run on in an uncontrolled manner. Ref 3.4</p> <p>C. Incorrect. This is a correct application of the 'tailor to suit the project' principle. Tailoring requires the project board and the project manager to make pro-active choices and decisions on how PRINCE2 will be applied. When tailoring PRINCE2, it is important to remember that effective project management requires information (not necessarily documents). Therefore, it is appropriate to produce slides, irrespective of the effort involved. Ref 3.7</p> <p>D. Incorrect. This is a correct application of the 'tailor to suit the project' principle as management products should be tailored to the requirements and environment of each project and can be in the form of slides. Also, the 'manage by exception' principle does not remove the need for meetings, although it does provide for efficient use of senior management time. Ref 3.5, App A.</p>
9	C	2.1.1b	<p>C. Correct. The law firm is an external supplier and therefore the senior supplier should be accountable for the supplier's business case. Ref tab 6.1</p> <p>A, B, D, E, F. Incorrect. Ref tab 6.1</p>
10	B	2.1.1b	<p>B. Correct. At benefit reviews the senior user should provide statements of actual benefit achievements compared to forecast benefits. Ref tab 6.1</p> <p>A, C, D, E, F. Incorrect. Ref tab 6.1</p>
11	F	2.1.1b	<p>F. Correct. Project assurance should monitor project finance on behalf of corporate, programme management or the customer. Ref tab 6.1</p> <p>A, B, C, D, E. Incorrect. Ref tab 6.1</p>
12	D	2.1.2	<p>A. Incorrect. The customer's business case should include all costs. However, the graphic designer's business justification should not be part of the project's business case. Ref A.2.2, 6.3.3</p> <p>B. Incorrect. The customer's business case should include the benefits to the customer, but the graphic designer's business justification should not be part of the project's business case. Ref A.2.2, 6.3.3</p> <p>C. Incorrect. It is true that where the project is part of the programme, the programme will typically define both the approach to business case development and provide an outline business case for the project. However, this does not explain why the supplier should have a separate business case. Ref 6.3.4</p> <p>D. Correct. The project's business case for a customer's project is separate from a supplier's business justification for bidding for, and working on that customer's project. The customer needs to ensure that their project is viable and risks are acceptable, bearing in mind the suppliers chosen. A supplier would have to ensure that they will benefit from the work they undertake on the project. Ref 6.3.3</p>

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13	D	2.1.2	<p>A. Incorrect. Even though the singer's agent has experience of the market and skills to forecast sales, it is the senior user who specifies the benefits for the project. Ref tab 6.1</p> <p>B. Incorrect. Even though the singer's agent understands the size of the market, it is the senior user who specifies the benefits for the project. Ref tab 6.1</p> <p>C. Incorrect. The project manager is responsible for the development of the business case, but the benefits are specified by the senior user. Ref tab 6.1, C.5</p> <p>D. Correct. The singer's agent is an external supplier who cannot be responsible for the benefits in the record company's business case. The senior user is accountable for specifying the benefits. Ref tab 6.1, C.3</p>
14	D	2.2.1c	<p>D. Correct. The Marketing Department will use the product by marketing the album. The Marketing Manager is the right person to undertake the user assurance role by assessing whether the album meets the user's needs. Ref C.7.1, 7.2.1.5</p> <p>A, B, C, E, F. Incorrect. Ref 7.1, C.5, C.7.1, C.9.1</p>
15	B	2.2.1c	<p>B. Correct. The Production Manager has experience of managing album projects and, of the options that are provided, would be most appropriate for this role. Ref C.5</p> <p>A, C, D, E, F. Incorrect. Ref 7.1, C.5, C.7.1, C.9.1</p>
16	C	2.2.1c	<p>C. Correct. Provision of administrative support is one responsibility of project support. Ref C.9.1</p> <p>A, B, D, E, F. Incorrect. Ref 7.1, C.5, C.7.1, C.9.1</p>
17	C	2.2.2	<p>A. Incorrect. The Recording Studio Manager is responsible for the delivery of the recorded album. However, business assurance should be undertaken by someone from the customer organization, to avoid a conflict of interest. Ref 7.2.1.10</p> <p>B. Incorrect. Although the Recording Studio Manager has the required knowledge and experience, the business assurance role should be undertaken by someone from the customer organization. The Recording Studio Manager is a supplier and therefore this would be a conflict of interest. Ref 7.2.1.10</p> <p>C. Correct. There may be conflict between customer and supplier business justification. The business assurance role should be undertaken by someone from the customer organization as the Recording Studio Manager is a supplier. Ref 7.2.1.10</p> <p>D. Incorrect. Ideally, those with project assurance responsibilities should be able to carry out the role throughout the project, although it is possible for someone to provide project assurance during a specific stage. This is not the reason why it is not appropriate for the Recording Studio Manager to undertake the role. Business assurance should be undertaken by someone from the customer organization to avoid a conflict of interest. Ref 7.2.1.10, C.7.2</p>

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18	A	2.2.2	<p>A. Correct. The project manager can always choose to be the team manager. In a commercial environment, the supplier's staff may fulfil a team manager role on the project - this is not mandatory and can introduce a conflict of interest. Ref 7.2.1.8, 7.3.4</p> <p>B. Incorrect. It is important that the project manager has a good understanding of the supplier contractual obligations in a commercial environment. However, this does not explain why the project manager and team manager roles may be combined in the situation described. Ref. 7.3.4</p> <p>C. Incorrect. The graphic design company is a third-party supplier and there could be a reporting line between the team manager and the senior supplier. This link would need to be understood in order to avoid conflicts of interest. However, appointing the team manager from the third-party supplier would introduce the conflict of interest, not avoid it. Ref 7.2.1.8</p> <p>D. Incorrect. The project manager should plan roles during the 'starting up a project' process. However, this does not explain why the project manager and team manager roles may be combined in the situation described. Ref 7.2.1.8, 14.4.3</p>
19	B	2.3.1a	<p>B. Correct. The 'composition' heading includes a description of the major products and/or outcomes to be delivered by the project. Ref A.21.2</p> <p>A, C, D, E, F. Incorrect. Ref A.21.2</p>
20	F	2.3.1a	<p>F. Correct. The 'acceptance responsibilities' heading defines who will be responsible for confirming acceptance. PRINCE2 uses the term 'acceptance' to describe the ultimate approval of the project's product. Ref A.21.2, 8.3.17</p> <p>A, B, C, D, E. Incorrect. Ref A.21.2</p>
21	D	2.3.1a	<p>D. Correct. The 'project-level quality tolerances' heading specifies any tolerances that may apply for the acceptance criteria. In this case the tolerance is zero. Ref A.21.2</p> <p>A, B, C, E, F. Incorrect. Ref A.21.2</p>
22	C	2.3.2	<p>A. Incorrect. The project may be subject to external quality standards, for example when the project is within a regulated environment. These various circumstances must be addressed when determining the project's approach to quality. It would be too late to consider this requirement during stage 2. Ref 8.3.2, A.20.2</p> <p>B. Incorrect. The project may be subject to external quality standards, for example when the project is within a regulated environment. These various circumstances must be addressed when determining the project's approach to quality. It would be too late to consider this requirement during stage 2. Ref 8.3.2, A.20.2</p> <p>C. Correct. The project may be subject to external quality standards, for example when the project is within a regulated environment. These various circumstances must be addressed when determining the project's approach to quality. Ref 8.3.2, A.20.2</p> <p>D. Incorrect. Quality assurance is defined in the quality management approach. However, this is not why the quality standards need to be identified in the quality management approach. Ref A.20.2</p>

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23	B	2.3.2	<p>A. Incorrect. The customer's quality expectations should be agreed early in the 'starting up a project' process. The expectations are captured in discussions with the customer and then refined for inclusion in the project product description, rather than the quality management approach. The singer is not the customer, even though he is representing the customer during the quality checking. Ref 8.3.6</p> <p>B. Correct. It is important that the approach to managing quality works with, and supports, the chosen delivery approach, and not against it. For example, when using an agile approach, the high frequency of quality checking (in the form of reviews, demos or tests) may have a significant impact on how a project is planned. This will affect the incremental delivery of the project's products and how they are released. Ref 8.3.3</p> <p>C. Incorrect. It is true that the acceptance criteria need to be prioritized by the customer. However, the singer is not the customer and this also does not explain why the quality management approach needs to take into account the incremental delivery approach. Ref 8.3.8, 8.3.3</p> <p>D. Incorrect. It is true that acceptance criteria could evolve as a result of the initial sample recordings. However, this does not explain why the approach to quality needs to work with and support the chosen delivery approach. Ref 8.3.9, 8.3.3</p>
24	B	2.4.1c	<p>B. Correct. As part of PRINCE2's recommended approach to defining and analyzing the products, a product flow diagram is created to identify the sequence in which the products of the plan will be developed. Ref 9.3.1.2</p> <p>A, C, D, E, F. Incorrect. Ref 9.3.1.1-7</p>
25	A	2.4.1c	<p>A. Correct. One of the decisions made during the 'designing a plan' activity is about the number of management stages in the project. Ref 9.3.1.1</p> <p>B, C, D, E, F. Incorrect. Ref 9.3.1.1-7</p>
26	B	2.4.1c	<p>B. Correct. As part of PRINCE2's recommended approach to defining and analyzing the products, a product breakdown structure is created. This is when an approach such as brainstorming is chosen to identify products. Ref 9.3.1.2</p> <p>A, C, D, E, F. Incorrect. Ref 9.3.1.1-7</p>
27	B	2.4.2	<p>A. Incorrect. Team plans can be produced in parallel with the project manager producing the stage plan. However, team plans are not approved by the project board. The project manager authorizes a work package. Ref 9.2.1.4, tab 12.2</p> <p>B. Correct. Team plans can be produced in parallel with the project manager producing the stage plan. This can be especially helpful where the project manager has little knowledge of the development area, however this does not mean the team plans have been approved. Ref 9.2.1.4</p> <p>C. Incorrect. Team plans can be produced in parallel with the project manager producing the stage plan, as part of the 'managing a stage boundary' process. However, it is true that team plans are typically produced during the 'managing product delivery' process. Ref 9.2.1.4</p> <p>D. Incorrect. Teams may be from separate organizations that may follow different project management methods. However, this does not mean that the team plans cannot be produced in parallel with the stage plan. Ref 9.2.1.4</p>

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28	A	2.4.2	<p>A. Correct. Estimates are usually based on consultation with the resources, who will undertake the work, and/or historical data. Estimates should be challenged, as work can be estimated differently by various estimators or by the same estimator at different times. Therefore, it is appropriate to consult with the resources who will undertake the work, in order to also take into account their estimates. Ref 9.3.1.4, A.16.5</p> <p>B. Incorrect. The purpose of the workshops described is to estimate the work to be done in each stage in consultation with the resources who will undertake the work. The purpose is not to ensure that those undertaking the project understand their role. Ref 9.3.1.4, A.16.5.</p> <p>C. Incorrect. The project manager's course of action is appropriate. No estimating can guarantee accuracy. Estimates will inevitably change as more is discovered about the project. Ref 9.3.1.4, A.16.5</p> <p>D. Incorrect. The project manager's course of action is appropriate. Estimates are usually based on consultation with the resources, who will undertake the work, and/or historical data. There is no need to use the same estimation methods throughout the project. Ref 9.3.1.4, A.16.5</p>
29	F	2.5.1a	<p>F. Correct. The risk actionee is the person(s) who will implement the action(s) described in the risk response. This may or may not be the same person as the risk owner. Ref A.25.2</p> <p>A, B, C, D, E - Incorrect. Ref A.25.2</p>
30	A	2.5.1a	<p>A. Correct. Probability, impact and expected value. It is helpful to estimate the inherent values (pre-response action) and residual values (post-response action). These should be recorded in accordance with the project's chosen scales. Ref A.25.2</p> <p>B, C, D, E, F. Incorrect. Ref A.25.2</p>
31	B	2.5.1a	<p>B. Correct. Proximity typically states how close to the present time the risk event is anticipated to happen (e.g. imminent, within the management stage, within the project, beyond the project). Proximity should be recorded in accordance with the project's chosen scales. Ref A.25.2</p> <p>A, C, D, E, F. Incorrect. Ref A.25.2</p>
32	D	2.5.2	<p>A. Incorrect. Provisions for unknown risks should be funded from the risk budget, not the change budget. Ref 10.3.7</p> <p>B. Incorrect. The distribution channels will only be changed if the singer is invited to the international festival and if there is an increase in international interest. Therefore, this is a contingent plan which should be funded from the risk budget, not the change budget. Ref tab 10.3, 10.3.7</p> <p>C. Incorrect. Risk tolerances should be recorded in the risk management approach, the stage plan or even in the work package, not in the risk budget. Ref tab 12.1</p> <p>D. Correct. The change to the distribution channels is a contingent plan to be carried out, if the opportunity materializes that the singer is invited to the festival and there is an increase in international interest. Management responses to project threats and opportunities should be funded from the risk budget, if this has been established within the project's budget. Ref tab 10.3, 10.3.7</p>

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33	C	2.5.2	<p>A. Incorrect. 'Transfer the risk' is an option that aims to pass part of the risk to a third party. Transferring a risk is not automatic and the cost of transference must be justified in terms of the change to residual risk - is the premium to be paid worth it? However, this response does not transfer the risk to the third party, it merely reduces it. Ref tab 10.3</p> <p>B. Incorrect. 'Transfer the risk' is an option that aims to pass part of the risk to a third party. Transferring a risk is not automatic and the cost of transference must be justified in terms of the change to residual risk - is the premium to be paid worth it? However, this response does not transfer the risk to the third party, it merely reduces it. Ref tab 10.3</p> <p>C. Correct. 'Reduce a threat' is when a definite action is taken to change the probability and/or the impact of the risk. Reducing production costs by finding a cheaper supplier would make it less likely that the costs exceed the sales, and should reduce the amount by which they exceed sales, if the threat materializes. Ref tab 10.3</p> <p>D. Incorrect. 'Avoid a threat', not 'reduce a threat', is a response that makes the uncertain situation certain by removing the threat. This can often be achieved by removing the cause. Ref tab 10.3</p>
34	C	2.6.1b	<p>C. Correct. The senior user makes decisions on escalated issues with particular focus on safeguarding the expected benefits. Ref tab 11.2</p> <p>A, B, D, E. Incorrect. Ref tab 11.2</p>
35	B	2.6.1b	<p>B. Correct. The executive is responsible for securing the funding for the project and determining the change budget. Ref tab 11.2, C.2.1</p> <p>A, C, D, E. Incorrect. Ref tab 11.2</p>
36	D	2.6.1b	<p>D. Correct. The project manager manages the issues and may implement corrective actions. Ref tab 11.2</p> <p>A, B, C, E. Incorrect. Ref tab 11.2</p>
37	C	2.6.2	<p>A. Incorrect. The action taken is not appropriate because cost tolerance should not be used to fund requests for change. Ref 11.1, 11.3.6</p> <p>B. Incorrect. The action taken is not appropriate. Also, the issue described is a request for change, not a problem. A request for change can be funded by increasing project budget or by de-scoping other elements of the project as well, if required. Ref 11.1, 11.3.6</p> <p>C. Correct. A request for a change is an issue that proposes a change to a baseline. A change of project scope is, therefore, a request for change and tolerances should not be used to fund requests for change. Ref tab 11.1, 11.3.6</p> <p>D. Incorrect. The action taken is not appropriate. However, a request for change is not always funded from the change budget. It can be funded by increasing project budget or by de-scoping other elements of the project as well, if required. Ref 11.1, 11.3.6</p>

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38	C	2.6.2	<p>A. Incorrect. Accepting an off-specification product without amendment is known as a concession and must be approved by the project board, or its delegated change authority. Ref tab 11.3</p> <p>B. Incorrect. Accepting an off-specification product without amendment is known as a concession and must be approved by the project board, or its delegated change authority. Although the singer set the quality criteria, the request for a concession must be referred to the project board as this is a request for change. Ref tab 11.3</p> <p>C. Correct. Accepting an off-specification product without amendment is known as a concession and must be approved by the project board or its delegated change authority. Ref tab 11.3</p> <p>D. Incorrect. Accepting an off-specification product without amendment is known as a concession. Concessions may be granted by the project board, or its delegated change authority without requesting the approval of corporate, programme management or the customer. Ref tab 11.3</p>
39	A	2.7.1a	<p>A. Correct. The requirement for the graphic designer to inform the singer of the selected images represents the development interface in the work package to produce the 'artwork'. Ref A.26.2</p> <p>B, C, D, E. Incorrect. Ref 12.2.2.4, 12.2.2.3</p>
40	B	2.7.1a	<p>B. Correct. Reporting of the delay in recording one song to the next week (reporting period) will be included in the checkpoint report. The delay did not cause a tolerance breach. A.4.2</p> <p>A, C, D, E. Incorrect. Ref 12.2.2.4, 12.2.2.3</p>
41	D	2.7.1a	<p>D. Correct. The recommendation to use an independent power supply following the interruptions during a stage will be included as a lesson learned in the end stage report for stage 2. Ref A.9.2, 12.2.2.3</p> <p>A, B, C, E. Incorrect. Ref 12.2.2.4, 12.2.2.3</p>
42	B	2.7.2	<p>A. Incorrect. A checkpoint report can be in oral format and is a time-driven control (not an event-driven control). It takes place at predefined periodic intervals, showing the progress of a work package. Ref 12.2.2</p> <p>B. Correct. A checkpoint report is used to report to the project manager on the status of the work package. A checkpoint report can take a number of formats, including an oral report in person or over the phone. Ref A.4.4</p> <p>C. Incorrect. A checkpoint report can be in oral format. However, a change in the reporting format and frequency can be agreed by the relevant authority (project manager/project board) at any time, if there is an appropriate reason. Ref A.4.4, 17.4.1</p> <p>D. Incorrect. A checkpoint report can be in oral format. For urgent exceptions, the exception report can be in oral format in the first instance, followed up in the agreed format. Ref A.4.4, A.10.4</p>

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43	B	2.7.2	<p>A. Incorrect. The daily log is used to record issues until the issue register becomes available. However, it is not used to formally manage issues once the issue register has been created during the initiation stage. Ref A.7.1, A.12.1, 16.4.3, tab 16.3</p> <p>B. Correct. The issue register is not created in the 'starting up a project' process. The daily log is used to record issues until the issue register becomes available. Ref A.7.1, 14.4.1, tab 16.3</p> <p>C. Incorrect. The issue register is not created in the 'starting up a project' process. The daily log is used to record issues until the issue register becomes available. However, the issue register is used to formally manage issues, once it has been created. Ref A.7.1, 14.4.1, 16.4.3, tab 16.3</p> <p>D. Incorrect. The issue register is not created in the 'starting up a project' process. The daily log is used to record issues until the issue register becomes available. However, the issue register should be used by the project manager to monitor issues on a regular basis. Ref A.7.1, A.12.1, 14.4.1, 16.4.3, tab 16.3</p>
44	A	3.1.1b	<p>A. Correct. As part of the 'appoint the executive and project manager' activity in the 'starting up a project' process, the executive appoints the project manager and estimates the time and effort required for the project manager role. Ref 14.4.1, tab 14.1</p> <p>B, C, D, E, F. Incorrect. Ref 14.4.1, tab 14.1, tab 14.4</p>
45	A	3.1.1b	<p>A. Correct. As part of the 'prepare the outline business case' activity in the 'starting up a project' process, the executive prepares the outline business case that goes into the project brief and seeks approval from corporate management, if required. Ref 14.4.4, tab 14.4</p> <p>B, C, D, E, F. Incorrect. Ref 14.4.1, tab 14.1, tab 14.4</p>
46	F	3.1.1b	<p>F. Correct. As part of the 'prepare the outline business case' activity in the 'starting up a project' process, project assurance reviews the project product description. The project product description will include prioritized acceptance criteria. Ref 14.4.4, tab 14.4, 8.1</p> <p>A, B, C, D, E. Incorrect. Ref 14.4.1, tab 14.1, tab 14.4</p>
47	B	3.1.2	<p>A. Incorrect. During the 'starting up a project' process, any security constraints that apply to the project or the operation of its products should be considered. However, it is the daily log, not the project brief that should be used to record any new issues or risks. Ref 14.4.5</p> <p>B. Correct. During the 'starting up a project' process, any security constraints that apply to the project or the operation of its products should be considered. Ref 14.4.5</p> <p>C. Incorrect. During the 'starting up a project' process, any security constraints that apply to the project or the operation of its products should be considered. Although recording this in the lessons log might be sufficient, it is not inappropriate to consult the cyber security expert and include information in the brief. Ref 14.4.5</p> <p>D. Incorrect. During the 'starting up a project' process, any security constraints that apply to the project or the operation of its products should be considered. It cannot be recorded in the issue register as the issue register is not created in the 'starting up a project' process. Ref 14.4.5, tab 16.3</p>

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48	C	3.2.1a	<p>C. Correct. As part of the 'authorize a stage or exception plan' activity, the end stage report should be reviewed and approved. This is to ascertain the performance of the project to date, asking the project manager to explain any deviations from the approved plans, and to provide a forecast of project performance for the remainder of the project. Ref 15.4.3</p> <p>A, B, D, E. Incorrect. Ref 15.4.1-5</p>
49	E	3.2.1a	<p>E. Correct. As part of the 'authorize project closure' activity, the project board should ensure that post-project benefits reviews defined by the updated benefits management approach cover the performance of the project's products in operational use, in order to identify whether there have been any side-effects (beneficial or adverse). Ref 15.4.5</p> <p>A, B, C, D. Incorrect. Ref 15.4.1-5</p>
50	B	3.2.1a	<p>B. Correct. The outline business case produced during the 'starting up a project' process needs to be updated to reflect the estimated time and costs, as determined by the project plan. The objective of the 'authorize the project' activity is to decide whether to proceed with the rest of the project. The project board has to confirm that an adequate and suitable business case exists and that it shows a viable project. Ref 16.4.8, 15.4.2.</p> <p>A, C, D, E. Incorrect. Ref 15.4.1-5</p>
51	B	3.2.2	<p>A. Incorrect. In response to informal requests for advice and guidance as part of the 'give ad hoc direction' activity, the project board should assist the project manager as required (this may include asking the project manager to produce an issue report and/or an exception report). However, this does not explain why the project board should 'give ad hoc advice' as required, at the end of a stage. Ref 15.4.4</p> <p>B. Correct. Project board members may offer informal guidance or respond to requests for advice at any time during a project. The need for consultation between the project manager and project board is likely to be particularly frequent during the initiation stage, and when approaching stage boundaries. Ref 15.4.4</p> <p>C. Incorrect. As part of the 'give ad hoc advice' activity, the project board should review the highlight report to understand the status of the project. However, this does not explain why the project board should give ad hoc advice as required, at the end of a stage. Ref 15.4.4</p> <p>D. Incorrect. The application of the 'manage by exception' principle provides for very efficient use of senior management time as it reduces senior managers' time burden, without removing their control by ensuring decisions are made at the right level in the organization. However, this does not explain why the project board should give ad hoc advice as required, at the end of a stage. Ref 3.5</p>
52	C	3.3.1c	<p>C. Correct. According to the risk theme, the project manager should review the daily log for any risks and populate the risk register. Ref 16.4.2, 10.2</p> <p>A, B, D, E, F. Incorrect. Ref 16.4.2, 16.4.9, A.2.2</p>
53	A	3.3.1c	<p>A. Correct. According to the business case theme, the project manager should summarize the project costs and funding arrangements in the business case. Ref 6.2, A.2.2</p> <p>B, C, D, E, F. Incorrect. Ref 16.4.2, 16.4.9, A.2.2</p>

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54	F	3.3.1c	<p>F. Correct. According to the quality theme, project assurance should be consulted to check that the assembled project initiation documentation meets the needs of the customer. Ref 16.4.9, 8.2</p> <p>A, B, C, D, E. Incorrect. Ref 16.4.2, 16.4.9, A.2.2</p>
55	B	3.3.2	<p>A. Incorrect. The project board does use highlight reports to monitor and control management stages and project progress, however this is not the reason why it is appropriate to set the frequency of the reports to weekly in this case, and record this information in the project initiation documentation (PID). Ref A.20.2, 16.4.6,12.2.2.4, 19.4.1</p> <p>B. Correct. It is in the PID that the frequency of the highlight reports for the duration of the project would be stated, with an understanding that for each stage in the stage plan the frequency for highlight reports would be agreed. Each stage may need a different level of control and more or less frequent reports. As the confidence in the project manager and team increases in future stage plans the board may agree to less frequent highlight reports. The PID will be updated to show this. Ref A.20.2, 16.4.6,12.2.2.4, 19.4.1</p> <p>C. Incorrect. It is appropriate to record the frequency of highlight reporting in the PID. It is true that each stage may need a different level of control and more or less frequent reports, but if the frequency of reporting changes, this would be reflected in both the stage plan for that change and in an update to the PID. Ref A.20.2, 16.4.6,12.2.2.4, 19.4.1</p> <p>D. Incorrect. The action described is appropriate. Additionally, although it is true that the communication management approach states when formal communication activities are to be undertaken (for example, at the end of a management stage) including performance audits of the communication methods, this does not explain why the frequency of reporting may be varied to take into account the inexperience of team members. Ref A.5.2, 12.2.2.4</p>
56	F	3.4.1a	<p>F. Correct. The product description will need to be updated to reflect the concession granted by the project board. This is a corrective action that has been decided on, e.g. to resolve an issue with the 'artwork'. Ref. 17.4.8</p> <p>A, B, C, D, E. Incorrect. Ref 17.4.1-8</p>
57	B	3.4.1a	<p>B. Correct. Reviewing whether quality checks have been carried out, in the quality register, is part of the 'review the work package status' activity. Ref 17.4.2</p> <p>A, C, D, E, F. Incorrect. Ref 17.4.1-8</p>
58	D	3.4.1a	<p>D. Correct. A product status account can be requested to check the status of the products before reporting on progress, as part of the 'report highlights' activity. Ref. 17.4.5</p> <p>A, B, C, E, F. Incorrect. Ref 17.4.1-8</p>

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59	B	3.4.2	<p>A. Incorrect. Work packages may be used during the initiation stage, but do not need to be used. Ref 17.3</p> <p>B. Correct. The 'controlling a stage' process is normally first used after the project board authorizes the project, but it may also be used during the initiation stage, if necessary. Ref 17.3</p> <p>C. Incorrect. The 'controlling a stage' process should be used for work within delivery stages. However, this is not the reason why it is appropriate to use the 'controlling a stage' process in the initiation stage in this context. Ref 17.3</p> <p>D. Incorrect. The purchasing department is selecting the recording studio in this scenario. Team managers should be selected according to their capability to manage the work on the product. The team manager will be selected once the recording studio is selected. This product is not the responsibility of the sample song production team manager. Ref 7.2.1.8</p>
60	A	3.5.1a	<p>A. Correct. The fundamental principle is that before a work package is allocated to a team, there should be agreement between the project manager and the team manager as to what is to be delivered. Ref 18.4.1</p> <p>B. Incorrect. As part of the 'execute a work package' activity, the team manager should review and report the status of the work package to the project manager. Ref 18.4.2</p> <p>C. Incorrect. As part of the 'deliver a work package' activity, the team manager should review the approval records to verify that all the products to be delivered by the work package are approved. Ref 18.4.3</p> <p>D. Incorrect. Checkpoint reports are used to report progress in the 'execute a work package' activity, not as part of the 'accept a work package' activity. Ref 18.4.1, 18.4.2</p>
61	A	3.5.1a	<p>A. Correct. When accepting a work package, the team manager should review the work package and consult with project assurance as to whether any extra reviewers are required. Ref 18.4.1</p> <p>B. Incorrect. When accepting a work package, the team manager should review the work package and consult with project assurance as to whether any extra reviewers are required. If the concern cannot be resolved it may then be appropriate to raise a risk. Ref 18.4.1</p> <p>C. Incorrect. When accepting a work package, the team manager should review the work package and consult with project assurance as to whether any extra reviewers are required. If it is agreed that a specialist reviewer is required, it may then be appropriate to ask the senior supplier for the resource. Ref 18.4.1</p> <p>D. Incorrect. When accepting a work package, the team manager should review the work package and consult with project assurance as to whether any extra reviewers are required before any corrective action is taken. Ref 18.4.1</p>

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62	D	3.5.2	<p>A. Incorrect. The team manager can only proceed with the work package, or take corrective action while the work package is forecast to be complete within the tolerances set by the project manager. Performing the songs live is outside the scope of the work package, so must be raised with the project manager to decide on corrective action. Deciding to 'exploit' the opportunity is not a decision the team manager should take. Ref 18.4.2, tab 10.3</p> <p>B. Incorrect. The team manager can only proceed with the work package or take corrective action while the work package is forecast to complete within the tolerances set by the project manager. Therefore, it is not appropriate that the team manager decides to take this corrective action. Ref 18.4.2</p> <p>C. Incorrect. The team manager can only proceed with the work package or take corrective action while the work package is forecast to complete within the tolerances set by the project manager. The recordings are off-specification and should be reported to the project manager via the issue process. Ref 18.4.2</p> <p>D. Correct. The team manager can only proceed with the work package, or take corrective action while the work package is forecast to be complete within the tolerances set by the project manager. Performing the songs live is outside the scope of the work package. Team managers must raise issues with the project manager before a decision is made to take corrective action. Ref 18.4.2</p>
63	A	3.6.1a	<p>A. Correct. As the tolerance has been increased for the current stage, the next action to take would be corrective action. Therefore, the next use of the 'managing a stage boundary' process will be when planning the next stage. Ref 17.4.8, 19.4.1</p> <p>B. Incorrect. As the tolerance has been increased for the current stage, the next action to take would be corrective action. Therefore, the next use of the 'managing a stage boundary' process will be when planning the next stage. Ref 17.4.8, 19.4.1</p> <p>C. Incorrect. As part of the 'give ad hoc direction' activity, the project board can increase the tolerances that are forecast to be breached within their delegated limits of authority without the need for an exception plan. Therefore, the next use of the 'managing a stage boundary' process will be when planning the next stage. Ref 15.4.4, 19.4.1</p> <p>D. Incorrect. Reviewing the performance of the whole project is done as part of the 'closing a project' process, not the 'managing a stage boundary' process. Ref 20.4.4</p>
64	B	3.6.1b	<p>B. Correct. Exception plans must be produced to show the actions required to recover from or avoid a deviation from agreed tolerances in the project plan or a stage plan. If a stage plan is being replaced, this needs the approval of the project board. The exception plan has been produced for the final stage, so it must be submitted to the project board. The stage-level exception does not threaten project tolerance, so does not need to be referred to the programme level. Ref 9.2.1.3, tab 19.5</p> <p>A, C, D – Incorrect. Ref 9.2.1.3, tab 19.5</p>

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65	C	3.6.2	<p>A. Incorrect. An exception report has already been produced. It is a checkpoint report that shows the status of work packages, not an exception report. The checkpoint report is produced by the team manager for the project manager during the 'managing product delivery' process. The project manager does not produce checkpoint reports. Ref tab 18.2, A.4.2, 19.4.4</p> <p>B. Incorrect. An exception report has already been produced. The project board has requested an end stage report. Ref 19.4.4</p> <p>C. Correct. If requested by the project board, an end stage report should be produced in response to the exception report and to accompany the exception plan. The end stage report will include the activities carried out to date. Ref 19.4.4</p> <p>D. Incorrect. Although it is late in stage 3, an exception plan has been requested, along with an end stage report, because an exception has occurred, not because the project is approaching the end of stage 3. Ref 19.4.4</p>
66	B	3.7.1a	<p>A. Incorrect. As part of the 'evaluate the project' activity, the project manager works with the project management team to summarize how the project has performed. Ref 20.4.4</p> <p>B. Correct. As part of the 'prepare planned closure' activity, the project manager confirms that the project has delivered what is defined in the project product description and that the acceptance criteria have been met. Ref 20.4.1</p> <p>C. Incorrect. As part of the 'evaluate the project' activity, the project manager completes an assessment of the project's results against the expected benefits in the business case within the end project report. Ref 20.4.4</p> <p>D. Incorrect. As part of the 'hand over products' activity, the project manager prepares follow-on action recommendations to include any incomplete work, issues and risks. Ref 20.4.3</p>
67	D	3.7.1a	<p>A. Incorrect. As part of the 'prepare planned closure' activity, the project plan is updated with actuals from the final management stage. Ref 20.4.1</p> <p>B. Incorrect. As part of the 'prepare planned closure' activity, approval is requested to give notice to corporate, programme management or the customer that resources can be (or are about to be) released. Ref 20.4.1</p> <p>C. Incorrect. As part of the 'prepare planned closure' activity, it is confirmed that the project has delivered what is defined in the project product description, and that the acceptance criteria have been met. Ref 20.4.1</p> <p>D. Correct. As part of the 'hand over products' activity, the benefits management approach is checked to ensure that it includes post-project activities to confirm the benefits that cannot be measured until after the project's products have been in operational use for some time. Ref 20.4.3</p>

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68	C	3.7.2	<p>A. Incorrect. There are no lessons to be learned from the context given, so the information is not relevant when updating a lessons report or the end project report. Ref A.8.1, A.15.1</p> <p>B. Incorrect. The follow-on action recommendations cover the project's products and include any uncompleted work, issues and risks. There are no follow-on actions identified in the context given. Ref 20.4.1, 20.4.3</p> <p>C. Correct. Project support creates the product status account to check that the products, in this case the 'launch event plan', have been approved by the authority identified in the product description. Ref 20.4.1</p> <p>D. Incorrect. Project support creates the product status account to check that the products, in this case the 'launch event plan', have been approved by the authority identified in the product description. Project support is not responsible for the support of products, so have no support to transfer. Ref 20.4.1, 20.4.3</p>
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