

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-EX03-2.3

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

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	1	0	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	1	0	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	0	0	1	0					
			3	0	0	1	0					
			4	0	0	0	1					
	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	0	1	1	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	1	0	0	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	0	0	1	0			
			2	0	0	0	0	0	1			
	B	MR	1	0	0	1	0	1				
			2	1	1	0	0	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	0	1	0	0	0		
			2	0	0	0	0	0	1	0		
			3	0	1	0	0	0	0	0		
			4	1	0	0	0	0	0	0		
	C	MR	1	0	1	0	1	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-EX03-2.3

Question: 1, Syllabus: SI, Part: A, Type: CL

1	A	Incorrect:	The lack of experience in outsourcing is a possible risk for MFH and therefore should be recorded in the Risk Register, not the Lessons Log. Ref. 8.2.1.
	B	Correct:	This information from the Ministry of Trade and Industry is valuable and should be used by MFH when the potential service provider list is prepared. Ref A.14.2./ 12.4.2.
	C	Incorrect:	This is simply an initial estimate that may assist the Project Manager when the plans are prepared.
	D	Incorrect:	This is the accepted business option and will be included in the Business Case. A.2.2 / 14.4.7.
2	A	Incorrect:	This is part of the project approach, which will be reflected in the Project Brief. Ref. 12.4.5 / A.19.2.
	B	Incorrect:	This is how the project came about and has nothing to do with the justification for the project, its timescale, costs or risks. Ref. 12.4.5.
	C	Correct:	The timescale for the project and when benefits will be realized is an important part of the Business Case. Ref A.2.2
	D	Incorrect:	This is how the project could be managed, and this will be decided when the Project Plan is produced in the Initiating a Project process. Ref. 14.4.6.
3	A	Incorrect:	The confirmed estimates will be included in the Costs section of the Business Case. This has nothing to do with the project approach. Ref. 14.4.7. / A.2.2.
	B	Incorrect:	This is one of the business problems facing MFH and one of the reasons for undertaking the project. This would be recorded in the project definition as part of the Project Brief. Ref 12.4.5. / A.19.2.
	C	Correct:	This outlines the approach to be taken by the project, i.e., two nominated divisions will be outsourced to one service provider. Ref 12.4.5. / A.19.2
	D	Incorrect:	This is part of the monitoring and control of the project and does not affect the actual approach to be taken. Ref 15.4.4.
4	A	Incorrect:	This describes an action taken to identify risks during the Starting Up a Project process, it is not recommended content for a Stage Plan. Ref 12.4.6 / A.16.2.
	B	Correct:	This is a planning assumption that will be included in the Initiation Stage Plan. Ref. A.16.2.
	C	Incorrect:	These figures are for the project. The Initiation Stage Plan will have its own figures for the initiation stage. Ref. A 16.2. / 12.4.6.
	D	Incorrect:	Details of the project management team are contained in the Project Initiation Documentation. Ref.A.20.2.

Question: 1, Syllabus: SI, Part: B, Type: CL

1	A	Incorrect:	The Project Brief is not maintained throughout the project. Ref.12.4.4.
	B	Correct:	The Project Product Description contains the customers quality expectations/acceptance criteria. Ref 12.4.4 / A.21.2.
	C	Incorrect:	The customer's quality expecations are recorded in the Project Product Description, not the Quality Management Strategy. Ref 12.4.4.
2	A	Incorrect:	This may be reassuring for MFH, but there is no lesson to be learned from the fact that outsourcing is popular. Ref.2.2 / 12.4.2.
	B	Incorrect:	Although interesting and perhaps reassuring, there is no lesson to be learned from other government departments' intentions. Ref.2.2 / 12.4.2.
	C	Correct:	This will be useful when planning for stage 4 and in negotiations with the selected service provider. Ref.2.2 / 12.4.2.
3	A	Incorrect:	This is a project management task and has nothing to do with how the work of the project is going to be approached. Ref. 17.4.1 / 12.4.5.
	B	Incorrect:	How plans will be produced has nothing to do with how the work of the project is going to be approached. Ref. 7.3.2.
	C	Correct:	The project approach should include how the solution will be developed. Ref 12.4.5.
4	A	Correct:	The various strategies and plans that will be produced during the initiation stage will require some outsourcing knowledge. Without any experience there is a real risk that these documents may be inadequate. Ref. 12.4.6.
	B	Incorrect:	The Stage Plan for initiation will set its dates on the assumption that the Project Brief will be approved by the Project Board during the authorize initiation activity. This risk would be recorded in the Daily Log. Ref. 12.4.6.
	C	Incorrect:	This is a project risk, which would not materialize until stage 3. This has no impact on the initiation stage. Ref. 12.4.6.

Question: 1, Syllabus: SI, Part: C, Type: CL

1	A	Incorrect:	The Risk Management Strategy should be derived from the corporate risk management policy and/or a risk management process guide (or similar documents) (8.3.2)
	B	Incorrect:	The service provider is not selected until stage 3. A risk owner should be the person most capable of managing the risk. (8.3.5.4)
	C	Correct:	In a commercial context there may be a need for more than one Risk Register as some project risks could be unique to one party, with good reason for them not to be visible to the other party. (19.6.1.5)
2	A	Incorrect:	It would not be advisable to allow an external supplier to approve all changes. A Change Authority should be capable of adequately representing the business, user and supplier stakeholder interests. (C.8.2)
	B	Correct:	Changes should involve the Project Board or a delegated Change Authority. The Senior User(s) represent the user community and Project Assurance will ensure that the impact of proposed change is well understood. (9.3.1.1 / 9.3.3.2)
	C	Incorrect:	It would not be advisable to allow suppliers to approve all changes. A Change Authority should be capable of adequately representing the business, user and supplier stakeholder interests. (C.8.2)
3	A	Incorrect:	Understanding the quality requirements and the Quality Management Strategy is a prerequisite, not the existence of a corporate quality management system. (14.4.6)
	B	Incorrect:	Customer's quality expectations and acceptance criteria, and how these will be delivered throughout the project, need to be understood. (6.3.1.4)
	C	Correct:	The Quality Management Strategy is derived from organizational standards and procedures, and is checked by Project Assurance to ensure it meets the needs of the Project Board and/or corporate or programme management. (14.4.3 / A.22.3)
4	A	Incorrect:	Highlight Reports should be sent to the Project Board. (10.3.1.2 / 10.3.3.4)
	B	Incorrect:	All Exception Reports should be sent to the Project Board, who will then decide whether or not to escalate to corporate management. (10.3.1.1)
	C	Correct:	All Exception Reports (stage and project level) should be sent to the Project Board. If the Project Board cannot deal with project tolerance issues they will escalate them to corporate management (10.3.1.2 / 10.3.3.4)

Question: 2, Syllabus: OR, Part: A, Type: MR

1	A	Incorrect:	Acceptance of a solution is not a reason for appointing someone to 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-conscious approach to the project, balancing the demands of the business, user and supplier.(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 ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of the business, user and supplier. Being a qualified accountant does not fulfil this requirement. (5.3.2.2)
2	A	Incorrect:	The Senior User specifies the requirements and commits user resources. The Outcon 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	Correct:	The Senior User is responsible for committing user resources and monitoring products against requirements. (5.3.2.2)
	D	Incorrect:	Those impacted upon by the outcome represent users or stakeholders. This does not qualify them for the role of Senior User. (5.2.5 / 5.3.2.2)
	E	Incorrect:	Those providing specialist resources to the project represent a supplier interest. (5.2.5)
3	A	Correct:	The IT Division is a supplier and she will be supplying supplier 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:	Those impacted upon by the outcome represent users or stakeholders. This does not qualify the Hardware Manager for the role of Senior Supplier. (5.2.5 / 5.3.2.2)
	D	Incorrect:	If necessary more than one person may be required to represent the suppliers. (5.3.2.2 / 5.2.5)
	E	Incorrect:	Supporting the initiative is not a suitable reason for appointing someone as Senior Supplier. Ref 5.3.2.2./ 5.2.5.
4	A	Incorrect:	A user of a project can represent business assurance. Both business and user come from the customer organization. (5.2.5)
	B	Incorrect:	Project Assurance should be independent of the Project Manager. (5.3.2.3)
	C	Incorrect:	Outcon Consultants are an external supplier and therefore unlikely to be able to represent the business interests objectively . (5.2.5 / C.7.1)
	D	Correct:	Business Assurance is responsible for reviewing project finances and checking that any supplier or contractor payments are authorized. (C.7.1)
	E	Correct:	Business Assurance is responsible for reviewing the Business Case for compliance with corporate or programme standards. (C.7.1)
5	A	Incorrect:	Specifying needs is not a Project Assurance responsibility. (C.7.1)
	B	Correct:	Supplier assurance is responsible for advising on the selection of the

		development strategy, design and methods. (5.3.2.3 / C.7.1).
	C	Incorrect: Being well-regarded is not a suitable reason for appointing someone as supplier project assurance. (5.3.2.3 / C.7.1).
	D	Correct: Supplier assurance advises on potential changes and their impact on the correctness, completeness and integrity of products against their Product Description from a supplier perspective. (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.(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 assurance. (5.3.2.3. / C.7.1)
	B	Correct: This is a responsibility of user assurance. (5.3.2.3. / C.7.1.)
	C	Incorrect: These individuals can ensure that the solution will meet the needs of their own divisions. 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 assurance is responsible for advising on stakeholder engagement and the Communication Management Strategy for the project. (C.7.1)

Question: 2, Syllabus: OR, Part: B, Type: AR

1	False:	Outcon are simply providing specialist outsourcing resources. As an organization they are not responsible for delivering the project's products. (5.3.2.2)	True:	Senior Suppliers provide supplier resources to the project. (5.3.2.2/C.4.1)
2	False:	The Director of Finance has no authority for those designing and developing the project's products, which is a requirement of the Senior Supplier.(5.3.2.2)	False:	It is the Senior User not the Senior Supplier who must demonstrate that the forecast benefits are realized.(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.(5.3.2.9/17.4.1)	True:	Assessing the viability of the project approach is a responsibility of the Senior Supplier.(C.4.1) 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.
4	True:	MFH has no experience in outsourcing and Outcon can supply the specialist outsourcing knowledge and experience needed.(5.3.2.3)	True:	Ensuring supplier standards are met is a generic PRINCE2 supplier assurance responsibility.(C.7.1) It is not the reason why MFH would use Outcon to provide the resources to carry out assurance (see assertion rationale). The answer is B.
5	False:	The Senior Supplier role would need representatives from the Facilities and Information Technology Departments. The Hardware Manager does not have the necessary authority to represent the delivery of all of the Information Technology products.(C.4)	True:	The Senior Supplier is ultimately accountable for supplier products. (5.3.2.2)
6	True:	The Payroll Manager has the qualities to monitor the project finances and he has experience in business level strategic and risk management.(C.7.1)	False:	PRINCE2 does not specify necessary qualifications for a business assurance role.(C.7.1)

Question: 3, Syllabus: QU, Part: A, Type: CL

1	A	Correct:	The service contract is for 10 years. This is a measurable definition of an attribute required from the SLA.(6.3.1.2)
	B	Incorrect:	This is stating how the product will be managed rather than an acceptance criteria that it must achieve to be acceptable to the stakeholders. (6.3.1.2)
	C	Incorrect:	The skills and resources required to create a product do not form part of the products acceptance criteria.(6.3.1.2)
	D	Incorrect:	The location of the service provider may form part of the acceptance criteria for their selection. This is not an attribute of the SLA.(6.3.1.2)
2	A	Incorrect:	'Regular backups' needs to be defined and would probably form part of the SLA. (6.3.1.2)
	B	Incorrect:	'Kept to a minimum' is not measurable and would need to be defined, probably as part of the SLA. (6.3.1.2)
	C	Correct:	This is a measurable definition of what is required of the project products, measureable on completion of the project. (6.3.1.2)
	D	Incorrect:	'until the data is no longer needed' needs to be defined and would probably form part of the SLA. (6.3.1.2)
3	A	Incorrect:	Not all staff are to be transferred. This would be more appropriate as e.g. 'All planned staff transfers are undertaken within the 2 year project. (6.3.1.2)
	B	Incorrect:	'As soon as possible' is not measurable. (6.3.1.2)
	C	Correct:	This is measurable requirement of a project product. (6.3.1.2)
	D	Incorrect:	'reasonable competence' is subjective and this is a criteria for the retained staff rather than the transferred staff.(6.3.1.2)
4	A	Incorrect:	'Minimum' needs to be defined.(6.3.1.2)
	B	Incorrect:	'Acceptable level' needs to be defined.(6.3.1.2)
	C	Incorrect:	This is not measurable.(6.3.1.2)
	D	Correct:	This is an example of a measurable running cost. (6.3.1.2)

Question: 3, Syllabus: QU, Part: B, Type: CL

1	A	Incorrect:	This was not specified on the Product Description, nor was it stated in the corporate branding standards, therefore 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 accept 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 follow MFH standards. 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:	Even if it was an error the quality review chair does not have the authority to accept an error as a concession. This would need to be approved by the Project Board or its delegated Change Authority. Ref. Table 9.2.
	D	Correct:	This was 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 Product Description clearly states that proof-reading skills are required to review the document. Project Assurance are responsible for ensuring that the right people are involved in quality inspections. Ref. C.7.1.
	B	Incorrect:	The reviewers present at the meeting do not have the necessary proof-reading skills. Project Assurance are responsible for ensuring that the right people are involved in quality inspections. Ref. C.7.1.
	C	Incorrect:	Project Assurance may recommend reviewers but, even if resources are found, they cannot simply walk into a review meeting without preparation. This should be recorded as a follow-on action. Ref 6.3.2.1.
	D	Incorrect:	Some action must be taken because the product must be reviewed by those with the necessary skills. Ref 6.3.2.1.
4	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 before this would need to be escalated to the Project Manager. 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. 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. Ref 6.3.2.1. / Table 9.2.

Question: 3, Syllabus: QU, Part: C, Type: CL

1	A	Incorrect:	This is the purpose of the Quality Management Strategy document and this should be stated in the Introduction section.(A.22.2)
	B	Incorrect:	The Quality Management Strategy is approved by the Project Board. The Project Manager will maintain it.(17.4.1) Any changes will be approved by the Project Board.
	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.(C.7)
	D	Correct:	Entry 3 refers to roles and responsibilities for quality and should therefore appear in this section.(A22.2 / Table 6.3)
2	A	Incorrect:	Any known quality control standards that external suppliers are expected to follow should be included in the Quality Management Strategy.(6.3.2)
	B	Incorrect:	The document control procedure should be followed.(A22.2) The Configuration Management Strategy will contain the change control procedures to be followed by the project.(A.6)
	C	Correct:	Legal requirements are quality standards which must be met by relevant project products. This requirement was provided in the additional information for the question.(6.3.1.1)
	D	Incorrect:	The change control procedures to be used will be contained in the Configuration Management Strategy.(A.6)
3	A	Incorrect:	The Quality Management Strategy should state what quality records will be required (A.22.2) and the Quality Register is a vital requirement.
	B	Incorrect:	The Quality Register is NOT a report, it will be the source of information to be included in quality management reports.(A.22.2)
	C	Correct:	The Records section of the Configuration Management Strategy will contain this information.(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. (6.3.2.2.)
4	A	Incorrect:	This is a specific responsibility for the Director of IT and should be included. The Quality Management Strategy is used to assist in planning and it will be used when creating the Product Description for the employment contracts.(17.4.1)
	B	Incorrect:	Team Managers are responsible for reporting quality activities in Checkpoint Reports.(16.4.2)
	C	Incorrect:	The Project Manager creates the Quality Register. The Quality Management Strategy defines the procedure for updating it. (16.4.2 / A.22.2)
	D	Correct:	Supplier assurance is responsible for reviewing Product Descriptions.(C.7.1)

Question: 4, Syllabus: PL, Part: A, Type: MG

1	Correct [A]:	This is the Plan Description, because it describes what the plan covers. (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.(A.16)
3	Correct [C]:	The plan does not require these for the stage to start, but it does require them to complete the creation of products within this stage. They are external dependencies.(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. (A.16)
5	Correct [E]:	MFH has no experience in outsourcing. So this piece of information, from another ministry, will be invaluable when creating the plan. It is therefore a lesson incorporated into planning.(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 (Tolerance).(A.16)

Question: 4, Syllabus: PL, Part: B, Type: AR

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. (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.(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. (16.4.1)	True:	Supplier assurance will check that the Team Plan is in accordance with supplier standards. (16.4.1) This is the reason that supplier assurance is consulted so the answer is A.
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.(7.2.5)	False:	Each Stage Plan is produced near the end of the previous stage.(7.2.5)
4	False:	Closing a Project is a process and is not planned as a stage. (18.3)	True:	The Project Plan will contain an outline of all the management stages.(7.2.4)
5	False:	Stage tolerances may vary from stage to stage. The Project Board will allocate tolerances for each management stage to the Project Manager. (10.3.1.1)	False:	Stage tolerances will vary according to the circumstances of the stage. When authorizing a Stage Plan the Project Board will set the tolerances for the plan being approved, taking into account residual tolerances from the previous stage.(13.4.3)
6	True:	The feasibility study (project mandate) provides the terms of reference for the project and refined to develop the Project Brief.(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. (14.4.6)

Question: 5, Syllabus: BC, Part: A, Type: MR

1	A	Incorrect:	This is describing an option considered to address the business problem. (4.3.4.2)
	B	Incorrect:	This is a reason for the internal re-engineering option, one of the business options. It would appear under the Business options heading.(A.2.2)
	C	Correct:	This is a reason for undertaking the project.(4.3.4.1)
	D	Incorrect:	Relocating staff is a consequence of the project, not a reason for undertaking the project.(A.2.2)
	E	Correct:	This is a problem and a reason for undertaking the project.(4.3.4.1)
2	A	Correct:	This is describing an option considered to address the business problem. (4.3.4.2)
	B	Correct:	This is describing an option considered to address the business problem. (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.(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. (A.20.2)
	E	Incorrect:	This kind of information will either be in the project approach (A.19) or in the plans (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.(A.2.2)
	B	Incorrect:	This is describing a reason for choosing an option rather than the project benefits.(A.2.2)
	C	Correct:	This is a benefit as it is part of the totality of change caused by the project. (4.3.4.3)
	D	Correct:	Stabilizing operating costs is a benefit of the project.(4.3.4.3)
	E	Incorrect:	The cost of the project and unspecified savings are not benefits. (4.3.4.6)
4	A	Incorrect:	This information will be in the Costs section of the Business Case.(A.2.2)
	B	Correct:	The loss of morale is a dis-benefit as it will affect the efficiency and retention of staff.(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.(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. (A.2.2)
	E	Correct:	Any loss of control must be viewed as a dis-benefit which has been accepted because it is outweighed by the benefits.(4.3.4.4)
5	A	Incorrect:	This is simply a detail from the Project Plan concerning one product. (4.3.4.5)
	B	Correct:	Corporate/programme management will wish to know over what period the cost/benefit analysis will be based.(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. (4.3.4.4)
	D	Correct:	This is when benefits should start to be realized and is very important to the Business Case.(4.3.4.3)
	E	Incorrect:	This is simply a detail from the Project Plan concerning one product. (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.(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.(4.3.4.8)
C	Incorrect:	This is a risk to the selected service provider, not MFH. (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. (4.3.4.5)
E	Incorrect:	This is how the project will be controlled and is not a risk to the project, because the stages can be easily restructured. (14.4.5)

Question: 5, Syllabus: BC, Part: B, Type: AR

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.(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. (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. (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.(4.3.4.7)
3	False:	The standards used are irrelevant to the options considered in the Business Case.(4.3.4.2)	True:	All options considered to deliver the required outcome and the reasons why the chosen option is selected should be outlined.(4.3.4.2)
4	True:	All benefits should be identified in order to provide a justification for undertaking the project.(4.3.4.3)	True:	It is important to define each benefit in quantifiable terms so that measurable improvements can be assessed. (4.3.4.3). This is not the reason for including all benefits, so the answer is B.
5	False:	The End Project Report will report on benefits achieved to date, but the total savings will not be measurable at this time. (A.8.2)	False:	Some benefits may be achieved before the project ends but most will be achieved post-project. (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. (13.4.2/ A.1.1)	True:	The Benefits Review Plan is created when refining the Business Case. (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

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. (A.6)
	B	Correct:	This statement is identifying what the procedure will be in relation to scales for estimating probability. It would be added under the risk management procedure heading. The scales are defined in another section of the Risk Management Strategy. (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 maintained in the Risk Register.(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. (8.3.5.1)
	E	Incorrect:	This is the definition of a risk response category and does not belong under this heading. (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. (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. (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. (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. (A.24.2)
	E	Correct:	The Highlight Report contains a summary of the risks and a summary risk profile is an ideal means of providing this information. (8.3.5.5)
3	A	Incorrect:	The risks to the service provider's Business Case is not a concern of the project. It may also be commercially sensitive to the service provider, so they may not be willing to provide this information, even if it were to be requested.(8.1)
	B	Incorrect:	This is not a risk management activity. The Project Board manage by exception, meeting at the end of each stage or in exception situations. (10.3.1.2)
	C	Correct:	The End Project Report contains a summary of follow-on action recommendations related to ongoing risks (amongst other things). This would include any risks that affect the realization of benefits. (A.8.2 / 8.3.5.5)
	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. (16.4.2)
	E	Correct:	It is a stated responsibility of the Project Board that it ensures the exposure to risk is still acceptable and being controlled. (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. (8.3.5.4)
	B	Incorrect:	This should be recorded under the Reporting heading in the Risk Management Strategy. (A.24.4)
	C	Incorrect:	All stage tolerances are allocated by the Project Board, not the Project Manager. (Figure 10.1)
	D	Correct:	Project Assurance are responsible for ensuring that all aspects of risk management in the project are in line with the Risk Management Strategy. (8.4/C.7.1)
	E	Correct:	This shows the responsibility for a risk management activity. (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. (A.24.2)
	B	Incorrect:	This is a specific risk which would be recorded in the Risk Register. (A.25)
	C	Correct:	This is an acceptable definition for what is meant by an imminent proximity risk. (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. (A.24.2)
	E	Incorrect:	This is a specific risk which would be recorded in the Risk Register. (A.25)
6	A	Incorrect:	'Project tolerance' means the amount of risk the project can take before escalation. As such, "Corporate management's threshold level of risk exposure" is meaningless as they have no where to escalate to. (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. (A.24.2)
	C	Correct:	This will enable the Project Manager to assess risks before they reach the threshold level of risk exposure that will not be tolerated by the Project Board. (A.24.2)
	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. (A.24.2)
	E	Incorrect:	The risk budget and how it will be used is contained in the Risk budget section. (A.24.2). No tolerance is assigned to the risk budget.

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

Question: 7, Syllabus: CH, Part: A, Type: CL

1	A	Correct:	Every project requires a Configuration Management Strategy. Products and responsibilities are always unique, so a simple reference to standards is not sufficient.(9.3.1)
	B	Incorrect:	The project's Configuration Management Strategy will define how suppliers will manage and store products, even if they use their own systems. (9.3.1.1)
	C	Incorrect:	A simple reference to existing standards does not meet all the requirements of a Configuration Management Strategy. (9.3.1.1)
2	A	Incorrect:	This task should be assigned to project or programme support where available. (C.9.1)
	B	Incorrect:	This can be a central role, with responsibility for more than one project at any one time. (C.9).
	C	Correct:	Having created the corporate document control process, the MFH Quality Manager is a suitable person to take on this role. (C.9)

Question: 7, Syllabus: CH, Part: B, Type: CL

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, to accompany the Issue Report. (9.3.3.3)
	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. (15.4.8)
	C	Incorrect:	Plans are not amended. 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. (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. (9.3.3.4/5)
2	A	Incorrect:	The Information Technology products would not need to be changed.
	B	Incorrect:	The products of stage 3 would need to be revised, but the products of stage 2 and initiation will also need to be changed.
	C	Correct:	Everything created and planned within the project so far that refers to the Facilities Division needs to be revised. (9.3.3.2)
	D	Incorrect:	Everything within the project that refers to the Facilities Division needs to be revised. (9.3.3.2)
3	A	Incorrect:	There are several risks that will impact upon the Outsourcing project as a result of the de-scoping of Facilities, e.g. higher costs for the supply of the remaining services. (9.3.3.2)
	B	Incorrect:	This is a fact and will be taken into account when responses to the issue are considered. (9.3.3.2).
	C	Incorrect:	This is a fact and will be taken into account when responses to the issue are considered. (9.3.3.3)
	D	Correct:	This is a risk, because there is uncertainty about whether it will happen. (9.3.3.2)
4	A	Correct:	The saving was estimated to be £20m but with the de-scoping of Facilities Division this reduces to £10m. (9.3.3.2)
	B	Incorrect:	These are the expected savings allowing for the new Government initiative but this is a separate project and not part of this project's savings. (9.3.3.2)
	C	Incorrect:	This relates to costs and not benefits. (9.3.3.2)
	D	Incorrect:	This relates to costs and not benefits. (9.3.3.2)

Question: 7, Syllabus: CH, Part: C, Type: AR

1	True:	All changes to the original requirements should be treated as requests for change. (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. (9.2.4) The answer is therefore A.
2	False:	The Facilities Division is no longer within the scope of the Outsourcing project. Options should be considered for responding to the change and proposing a course of action to take. (9.3.3.3)	True:	The Project Manager may be able to resolve issues without the need to escalate them to the Project Board. A minor change to an approved product could be handled by the Project Manager as long as it is formally recorded. (9.3.3.4)
3	True:	This change will exceed the change budget and therefore the authority of the Project Board and should be escalated to corporate management. (9.3.3.3)	True:	This is a change and cannot be paid for by tolerances, so although the statement is true it is not the reason for the assertion. The answer is 'B'. (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.(9.3.3.5 / 17.4.5)	True:	All superseded baselined master copies should be retained and archived.(9.3.2)
5	False:	An Exception Report is used to present the options for dealing with issues NOT an Exception Plan. (9.3.3.3)	False:	The Project Board must escalate project tolerance deviations to corporate management. (10.3.1.1)
6	False:	Tolerance should not be used to fund changes. (Table 9.2)	True:	The change budget is "the sum of money that will be used to fund the cost of requests for change." (9.3.1.1).

Question: 8, Syllabus: PG, Part: A, Type: MG

1	Correct [E]:	This is a quality tolerance. There must be at least four tenders in order to find a suitable service provider. (Table 10.1)
2	Correct [F]:	The return on investment is a measurable benefit whose quantification can be proven. This is a Benefits tolerance. (Table 10.1)

Question: 8, Syllabus: PG, Part: B, Type: MR

1	A	Incorrect:	An interface, in terms of providing and receiving information, will need to be maintained with the Manager of Office Moves Limited. (A.26.2)
	B	Incorrect:	An interface, in terms of providing and receiving information, will need to be maintained with the Team Manager from the supplier that will be receiving the equipment and furniture. (A.26.2)
	C	Correct:	The additional information states that the IT Team Manager needs to work with the Facilities Manager. (Scenario/A.26.2)
	D	Incorrect:	This section should identify any specialist products with which the product(s) in the Work Package will have to interface during their operational life. The Project Board is not a specialist product.
	E	Correct:	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. (A.26.2)
2	A	Correct:	Using PRINCE2 is how the project will be managed and is not appropriate for specialist product development. (A.26.2)
	B	Correct:	Minimum disruption to services is stated as a requirement in the additional information and may constrain the way in which work can be done. (A.26.2)
	C	Incorrect:	This may require an interface with staff but the statement itself is under the correct heading as it describes a restriction on the transfer of services. (A.26.2)
	D	Incorrect:	This is correctly describing a constraint which will affect when the Information Technology equipment is transferred. (A.26.2)
	E	Incorrect:	This is a constraint because it is forbidding the use of certain resources, not identifying resources to be used for testing. (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. (10.3.3.4)
	B	Incorrect:	Reporting arrangements should contain details of the contents required, including products worked on. (A.26.2)
	C	Correct:	Anything to do with issues should come under the Problem handling and escalation section. (A.26.2)
	D	Incorrect:	The recording of risks should be added to the Problem handling and escalation section, not the Reporting arrangements section. (A.26.2)
	E	Incorrect:	Issues should be notified immediately. The impact analysis will take place afterwards. (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 and this may assist the Team Manager to produce the Team Plan. (A.26.2)
	B	Correct:	It is important to point to where Product Description can be obtained if it is not provided in the Work Package. (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. (A.26.2)
	D	Incorrect:	Project Assurance review Work Packages and confirm completion. (Table 16.3)
	E	Correct:	The Project Manager has to be advised on when Work Packages have been completed and advice by the Team Manager by email is an acceptable method. (A.26.2/16.4.3)

Question: 8, Syllabus: PG, Part: C, Type: AR

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. (17.4.1)	True:	Project controls consist of stage boundaries and tolerances, as well as the monitoring and reports at project level. (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. (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. (10.3.3). This is the reason for the assertion.
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. (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. (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. (A.3.2)	False:	Reporting and approval method is between the Team Manager and the Project Manager, not the Project Board. (A.26.2)
5	False:	The Team Manager should raise an issue. The Project Manager produces the Exception Report. (10.3.4)	True:	The Team Manager reports any deviations by raising an issue. (10.3.4)
6	False:	Benefit tolerances are set at project level in the Business Case. (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

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. (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. (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. (15.4.1 / 10.3.1.3)

Question: 9, Syllabus: CD, Part: B, Type: MG

1	Correct [D]:	Any request for change should be formally recorded in the Issue Register. (9.3.3.4)
2	Correct [F]:	This would be recorded on the Lessons Log for use by future projects. (15.4.4)
3	Correct [B]:	A Work Package provides the formal instructions to start work.(15.4.1)
4	Correct [A]:	The Risk Register is updated with any potential problems when negotiating with the Team Manager. (15.4.1/2/4)

Question: 9, Syllabus: CD, Part: C, Type: MR

1	A	Incorrect:	This is not a Senior Supplier responsibility. (16.4.1 / C.3.1)
	B	Correct:	Project Assurance has a responsibility to provide advice on appropriate reviewers. (16.4.1 / C.7.1)
	C	Incorrect:	This is stated as a fact, 'The user representatives are unsuitable'. It is not therefore a risk. (16.4.1)
	D	Correct:	Any changes to the reviewers must be reflected in the Quality Register under Roles and Responsibilities. (16.4.1)
	E	Incorrect:	The Team Manager may raise an issue if the situation is not resolved, they do not raise Exception Reports. (16.4.2)
2	A	Incorrect:	The delay will be caused by the corrections, not the reviewing of the completed product. Asking the reviewers to work overtime should help with this situation.
	B	Incorrect:	The Team Manager produces Checkpoint Reports, not Highlight Reports. (16.4.2)
	C	Correct:	If any tolerances are forecast to be exceeded an issue must be raised. (16.4.2)
	D	Incorrect:	The situation exists now, so it is an issue, not a risk. (Table 9.1)
	E	Correct:	The result of the quality review must be recorded in the Quality Register. (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. (16.4.2)
	B	Incorrect:	This is inappropriate because there is no evidence to suggest that all product development will increase by 10%. 16.4.2)
	C	Incorrect:	The Team Manager has agreed the Work Package with the Project Manager and cannot change it without approval. (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. (16.4.2)
	E	Correct:	If any tolerances are forecast to be exceeded an issue must be raised. (16.4.2)
4	A	Incorrect:	This is for the delivery of a completed Work Package and not for individual products. (A.26.2). The approver of products is defined in the relevant Product Description (A.17.2)
	B	Correct:	The responsibilities in the Product Description will detail who is responsible for approving the product. This can then be checked against the Quality Register. (A.17.2)
	C	Incorrect:	The handover of completed products is not the same as the approval of products. (17.4.4)
	D	Correct:	To obtain approval for completed products, the Work Package is checked and the method of obtaining and issuing approval records is followed.(16.4.2)
	E	Incorrect:	The quality method will not provide any information about the status of products. (A.17.2)
5	A	Incorrect:	The Team Manager should raise an issue, not an Exception Report. (16.4.2)
	B	Incorrect:	Issues should be raised to the Project Manager when they are identified. 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. (A.26.2)
	D	Correct:	Development interfaces describe the interfaces that must be maintained while developing products. This includes people providing and receiving information. (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. (16.4.2 / 9.2.3)
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