



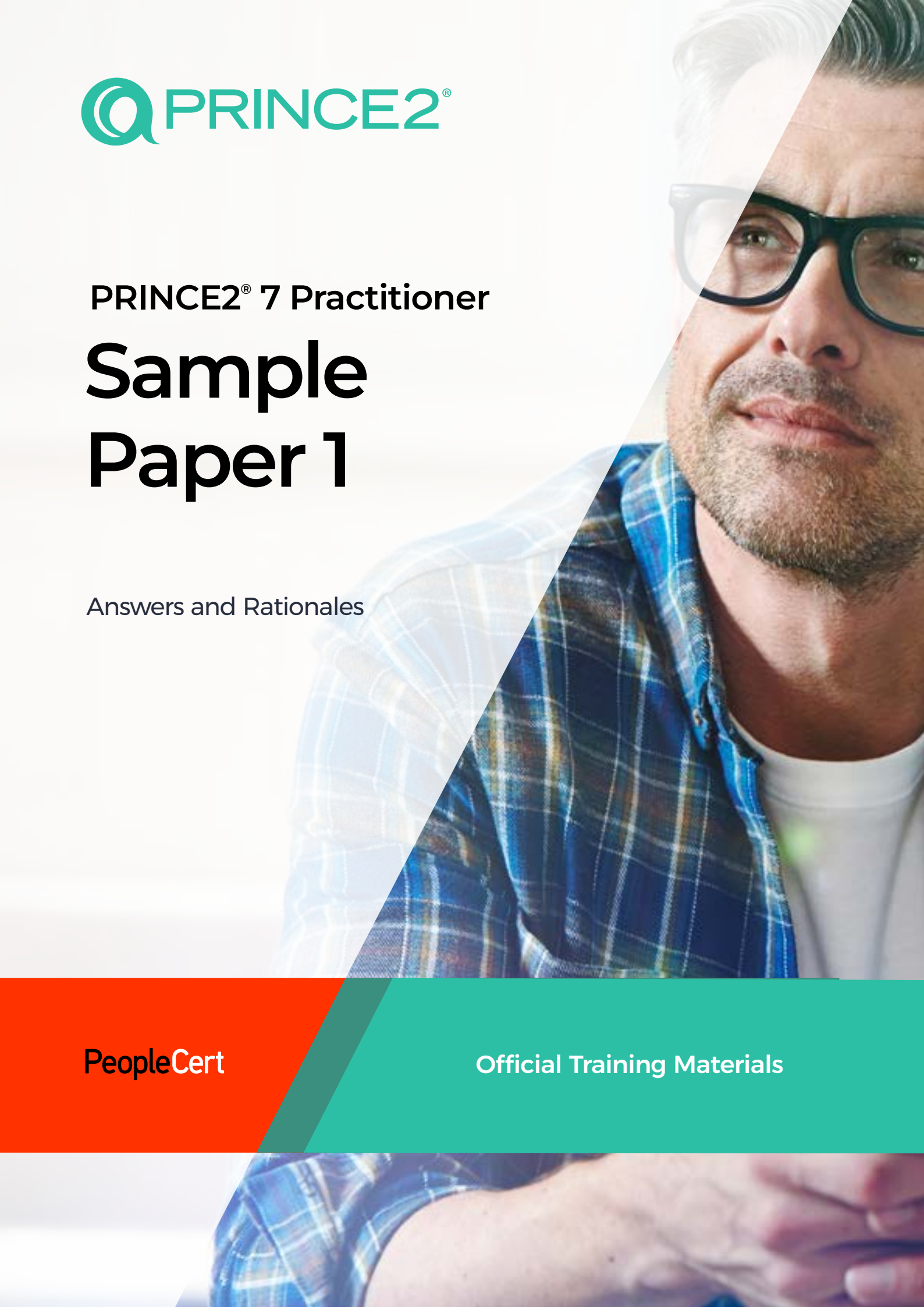
PRINCE2[®] 7 Practitioner

Sample Paper 1

Answers and Rationales

PeopleCert

Official Training Materials



Sample Paper 1: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	A	P2-7_PRCT_1.1.f	<p>A. Correct. As part of the 'focus on products' principle, "Projects that focus on what the project needs to produce are more likely to be efficient and avoid waste than projects that focus primarily on the work activity" under the principle of 'focus on products',"PRINCE2 requires projects to be output-oriented rather than work-oriented. PRINCE2 calls these outputs 'products.'" Understanding the need for non-digital communications is part of understanding the scope of the project. Ref 2.6</p> <p>B. Incorrect. Under the principle of 'focus on products', "PRINCE2 requires projects to be output-oriented rather than work-oriented. PRINCE2 calls these outputs 'products.'" While it is true that the work to deliver the non-digital communications should be estimated, this does not explain why the scope of the project needs to be identified. Ref 2.6</p> <p>C. Incorrect. As part of the 'manage by exception' principle, "The seven aspects of a plan's performance requiring tolerances to be defined are: Scope - Permissible variation of the plan's products." Defining a range of different communication channels would be scope tolerance if the range was clearly defined. However, this does not explain why the scope of the project needs to be identified. Ref 2.5</p> <p>D. Incorrect. As part of the 'manage by exception' principle, "The implementation of 'manage by exception' provides for efficient use of senior management time as it reduces senior managers' time burden without removing their control. This ensures that decisions are made at the right level in the organization." Therefore, it is true that the Contracted Project Manager should be empowered to make decisions. However, this does not explain why the scope of the project needs to be identified. Ref 2.5</p>

Q	A	Syllabus Ref	Rationale
2	A	P2-7_PRCT_1.1.g	<p>A. Correct. As part of the 'tailor to suit the project' roles can be tailored. "For example, a supplier may wish to use their in-house product development framework based on an iterative-incremental delivery method using agile management approaches. To avoid potential confusion, the project manager might propose to: add a coach to guide the teams in working effectively in the combination of PRINCE2 and the supplier's in-house agile method." Here it is NowByou that is seeking to use these agile techniques as part of implementing the campaign. Ref 2.7</p> <p>B. Incorrect. It is true that, according to the 'tailor to suit the project' principle, "the project management method used is appropriate to the project (for example, aligning the method with the business processes that may govern and support the project." However, the tailoring is being applied to align with the delivery approach, not the business processes. Ref 2.7</p> <p>C. Incorrect. According to the scenario, part of the role for the Contracted Project Manager "advising and coaching the NowByou Director of Campaigns" and to "mentor the staff member who will be appointed as the project manager." This should not be a separate project. Ref scenario</p> <p>D. Incorrect. According to the 'define roles, responsibilities and relationships' principle, "All projects have the following primary stakeholders: the business, users and suppliers (see section 1.5.1). All three stakeholder interests need to be represented effectively in the project management team." However, that does not mean that other roles should not be appointed, if required. Ref 2.3</p>
3	A	P2-7_PRCT_1.1.g	<p>A. Correct. As part of the 'tailor to suit the project' principle, "The purpose of tailoring is to ensure that: the project management method used is appropriate to the project ... ; project controls are appropriate to the project's scale, complexity, importance, team capability and risk." This can include changing the terminology or appointing additional roles, for example. Ref 2.7</p> <p>B. Incorrect. It is true that CharityM uses different processes and terminology and when applying the 'tailor to suit the project' principle there are many influences which give cause to tailor the method, such as "where the project has a commercial customer-supplier relationship." However, this does not explain why the additional role of coach should be appointed. Ref 2.7</p> <p>C. Incorrect. According to the additional information, the contract with the Contracted Project Manager "is initially for 50% of her time but this is expected to decrease to 25% after the first three months." The role of project manager cannot be shared as "a single focus means the role should not be shared." However, this does not mean that they cannot act as a coach to the newly appointed project manager. Ref 6.2.4.5</p> <p>D. Incorrect. It is true that, according to the 'organizing' practice, the project manager should be responsible for "managing relationships within the project ecosystem, including project assurance roles and the project board." And that this should include managing the relationship with CharityM. However, this does not explain why the additional role of coach should be appointed. Ref 6.2.4.5</p>

Q	A	Syllabus Ref	Rationale
4	A	P2-7_PRCT_1.1.a	<p>A. Correct. According to the 'ensure continued business justification' principle, PRINCE2 requires there to be a "justifiable reason for starting a project." In addition, when applying the principle of 'ensure continued business justification' it is important that "All parties involved in the project will need a balance between expected benefits, costs, and risks for them to have business justification for their involvement." This should include those from the project ecosystem involved in analysing options and delivering requirements before the project starts. Ref 2.1</p> <p>B. Incorrect. This is the 'defined roles, responsibilities and relationships' principle, not the 'ensure continued business justification' principle. "All projects have the following primary stakeholders: the business, users and suppliers. All three stakeholder interests need to be represented effectively in the project management team; this is reflected in the design of a PRINCE2 project board." Ref 2.3</p> <p>C. Incorrect. As part of the 'people' element, the project leaders should be 'leading across organizational boundaries': "In addition to those formally assigned to a project, there are people within the business who are affected by the project but do not work within the defined project team." This does not relate to the 'ensure continued business justification' principle. Ref 3.3.1</p> <p>D. Incorrect. According to the 'ensure continued business justification' principle, when applying the principle of 'ensure continued business justification' it is important that "All parties involved in the project will need a balance between expected benefits, costs, and risks for them to have business justification for their involvement." "However, the pre-project workshop relates to the initial justification of the project during the 'starting up a project' process, not the ongoing justification. Ref 2.1</p>
5	C	P2-7_PRCT_1.1.b	<p>A. Incorrect. According to the 'manage by stages' principle, "every PRINCE2 project should have at least two stages" the first stage is always initiation. However, this does not mean that there cannot be more stages. It also does not explain why the project should learn from previous experiences. Ref 2.4</p> <p>B. Incorrect. It is true that "The focus on managing by stages ensures that the project is properly initiated before work starts on delivery of the project's outputs." However, this does not explain why the project should learn from previous experiences. Ref 2.4</p> <p>C. Correct. According to the 'learn from experience' principle, "when starting a project - previous or similar projects should be reviewed to see if lessons could be applied. If the project is a 'first' for the people within the business or if there is any content which is new or novel, then it is even more important to learn from others. This could include projects delivered by people or organizations external to the business to identify relevant lessons." Ref 2.2</p> <p>D. Incorrect. According to the 'learn from experience' principle, "as the project progresses - The project team should share the insights gained during the project." However, this does not explain why the project should learn from previous experiences gained by the Contracted Project Manager. Ref 2.2</p>

Q	A	Syllabus Ref	Rationale
6	A	P2-7_PRCT_1.1.c	<p>A. Correct. According to the 'define roles, responsibilities and relationships' principle, "a PRINCE2 project management team initiates and builds relationships with and between internal and external stakeholders." This should include building effective relationships with the major donors. Ref 2.3</p> <p>B. Incorrect. According to the 'define roles, responsibilities and relationships' principle, "All projects have the following primary stakeholders: the business, users and suppliers. All three stakeholder interests need to be represented effectively in the project management team and this is reflected in the design of a PRINCE2 project board." However, the major donors are stakeholders, and do not the business. Ref 2.3</p> <p>C. Incorrect. According to the 'ensure continued business justification' principle, it is true that PRINCE2 requires "There must be a justifiable reason for starting a project and the justification must remain valid and be revalidated throughout the life of the project." However, this is not the reason why the Chief Finance Officer should meet with the donors throughout the project. Ref 2.1</p> <p>D. Incorrect. According to the 'ensure continued business justification' principle, it is true that "the business justification drives decision-making to ensure the project remains aligned with the benefits sought and contributes to business objectives. Organizations that lack rigour in business justification may find that projects proceed even when there are few real benefits or when a project has only tentative associations with the business strategy." However, this is not the reason why the Chief Finance Officer should meet with the donors throughout the project. Ref 2.1</p>
7	B	P2-7_PRCT_1.1.e	<p>A. Incorrect. It is true that the 'manage by stages' principle "facilitates the principle 'manage by exception' by delegating authority to the project manager at each stage." However, this does not explain why the stage ends should coincide with the end of the fund-raising campaigns. Ref 2.4</p> <p>B. Correct. The 'manage by stages' principle "allows clarification of what the impact will be of an identified external influence, such as the organizational budget setting process." The end of a fund-raising campaign determines NowByou's budget for the coming months. Ref 2.4</p> <p>C. Incorrect. It is true that the 'manage by stages' principle "provides review and decision points, giving the project board the opportunity to assess the project's viability at defined intervals rather than let it continue in an uncontrolled manner." However, eight-week stages are quite short and more frequent, shorter stages would mean that the 'manage by exception' principle does not operate effectively. Ref 2.4</p> <p>D. Incorrect. It is true that the 'manage by stages' principle should consider "the size and complexity of the project (shorter stages offer more control, whereas longer stages reduce the effort for senior management)." However, this project is small and reasonably simple so there is no need for shorter stages (shorter than eight weeks). The project board may request more frequent highlight reports or more project assurance in order to take into account the low maturity, but shorter stages are unlikely to help. Ref 2.4</p>

Q	A	Syllabus Ref	Rationale
8	B	P2-7_PRCT_2.1	<p>A. Incorrect. According to the 'organizing' practice, "project assurance roles cannot be assigned to the project manager, project team members, nor the project support", all of whom should have a role in delivering the outcome. This question is addressing the competency and capability gap, not the need for requirements gathering to be completed by someone with no conflict of interest. According to the 'people' element, "It is important to understand the competencies and capabilities of the people recruited or assigned to a project and ensure any gaps are identified and mitigations established to cover them, such as upskilling or shifting responsibilities for certain tasks to more appropriate people." Ref 6.2.4.7, 3.3.2</p> <p>B. Correct. "It is important to understand the competencies and capabilities of the people recruited or assigned to a project and ensure any gaps are identified and mitigations established to cover them, such as upskilling or shifting responsibilities for certain tasks to more appropriate people." Ref 3.3.2</p> <p>C. Incorrect. Although the statement may be true, if more skilled resources were available (which they are not!), it doesn't address the competency and capability gap that has now appeared. "It is important to understand the competencies and capabilities of the people recruited or assigned to a project and ensure any gaps are identified and mitigations established to cover them, such as upskilling or shifting responsibilities for certain tasks to more appropriate people." Ref 3.3.2</p> <p>D. Incorrect. Being PRINCE2® qualified does not guarantee competency and capability in requirements gathering, which is often gained through experience. "It is important to understand the competencies and capabilities of the people recruited or assigned to a project and ensure any gaps are identified and mitigations established to cover them, such as upskilling or shifting responsibilities for certain tasks to more appropriate people." Ref 3.3.2</p>

Q	A	Syllabus Ref	Rationale
9	C	P2-7_PRCT_2.1	<p>A. Incorrect. Although it is true that in a co-located team "information tends to be shared organically through both formal and informal networks", this is not currently a co-located team. "When teams are virtual, located at a distance from each other, or hybrid, building social cohesion needs to be more deliberately considered through methods such as: syncing co-location days for key people/ teams with a focus on building key relationships." Ref 3.4, 3.3.3</p> <p>B. Incorrect. This action is likely to have a negative effect on morale and motivation. "Co-creating ways of working with project team members (and stakeholders) significantly improves people's willingness to be managed in line with them." Also, this is not a co-located team. "When teams are virtual, located at a distance from each other, or hybrid, building social cohesion needs to be more deliberately considered through methods such as: syncing co-location days for key people/ teams with a focus on building key relationships." Ref 3.3, 3.3.3</p> <p>C. Correct. Although it is true that in a co-located team "information tends to be shared organically through both formal and informal networks", this is not currently a co-located team. "When teams are virtual, located at a distance from each other, or hybrid, building social cohesion needs to be more deliberately considered through methods such as: syncing co-location days for key people/ teams with a focus on building key relationships." Ref 3.4, 3.3.3</p> <p>D. Incorrect. It may be true that any change to organization-wide practices should be approved by the project executive and/or CEO. In a co-located team "information tends to be shared organically through both formal and informal networks", this is not currently a co-located team. However, "When teams are virtual, located at a distance from each other, or hybrid, building social cohesion needs to be more deliberately considered through methods such as: syncing co-location days for key people/ teams with a focus on building key relationships." Ref 3.4, 3.3.3</p>

Q	A	Syllabus Ref	Rationale
10	D	P2-7_PRCT_2.2	<p>A. Incorrect. Although it is true that stakeholders should be identified or "...may change over time as the project evolves...", the project manager should have made more effort to identify "...key people either impacted or critical to the success of the project (who may not hold a formal role)." Ref 3.2.2</p> <p>B. Incorrect. Although it is true that some stakeholders should be communicated with in a different way, this was not the focus of the question. The project manager should have made more effort to identify "... key people either impacted or critical to the success of the project (who may not hold a formal role)." Ref 3.2.2</p> <p>C. Incorrect. Although it is true that the project manager can consult with project assurance when completing the stakeholder analysis, this is not the focus of the question. The project manager should have made more effort to identify "... key people impacted by the project, who may not hold a formal role within the project team, but are nonetheless critical to the success of the project." Ref 3.2.2</p> <p>D. Correct. The project manager should have made more effort to identify "... key people either impacted or critical to the success of the project (who may not hold a formal role)." Ref 3.2.2</p>
11	A	P2-7_PRCT_2.2	<p>A. Correct. Feedback should be acted upon to ensure that "... defined ways of working remain aligned with how people are actually working. Persistent non-compliance with project processes is often a leading indicator that the agreed ways of working have become unaligned with the emerging project culture." Ref 3.2.3</p> <p>B. Incorrect. Although it is true according to the 'organizing' practice that "project support is responsible for providing services such as, administrative support," this does not explain why, according to the 'people' element, feedback should be acted upon to ensure that "... defined ways of working remain aligned with how people are actually working. Persistent non-compliance with project processes is often a leading indicator that the agreed ways of working have become unaligned with the emerging project culture." Ref 6.2.4.8, 3.2.3</p> <p>C. Incorrect. Although it is true that according to the 'issues' practice, the baseline is "the current approved versions of the management products and project products that are subject to change control." It is only the detailed content of the 'new issue form' (and who completes it) that is changing. Therefore, the issue management approach is unlikely to need to be changed. Even if it does need to be changed, this does not explain why according to the 'people' element, feedback should be acted upon. Ref 10.1</p> <p>D. Incorrect. The fact that team members have said that the form is hard to complete suggests that they were aware of the process. The focus of this question is on why the change was made. Feedback should be acted upon to ensure that "... defined ways of working remain aligned with how people are actually working. Persistent non-compliance with project processes is often a leading indicator that the agreed ways of working have become unaligned with the emerging project culture." Ref 3.2.3</p>

Q	A	Syllabus Ref	Rationale
12	B	P2-7_PRCT_2.3	<p>A. Incorrect. The 'people' element should apply the 'learn from experience' principle by understanding that "there is significant value in learning from visible knowledge, such as business books and captured learning, there is valuable knowledge hidden within a project ecosystem. This requires a collaborative environment that encourages knowledge sharing throughout the lifetime of a project." The project manager may have learnt many personal lessons, but these have not been shared with or gained from others. Ref 3.5.1</p> <p>B. Correct. The 'people' element should apply the 'manage by exception' principle by allowing that "decisions should be made at the most local level to where the knowledge needed to make and own those decisions resides. Decisions should be progressed through the levels mainly when a decision has the potential to impact other areas of the project. Therefore, it requires different perspectives to be considered... the extent of delegation is often dependent on the level of confidence and trust that exists in the key relationships and will adapt over the life of a project in response to the skills and capabilities of individuals." Ref 3.5.1</p> <p>C. Incorrect. The 'people' element should apply the 'manage by stages' principle by dividing the project into stages. "The stages of a project often mark a change in the influencers and any key relationships. They are good points to review how the project is planned to deliver, ensuring it remains aligned with how people interact with each other and the wider organizational ecosystem." However, no stages have been discussed. Ref 3.5.1</p> <p>D. Incorrect. The 'people' element applies the 'focus on products' principle by "co-creating products, with agreed product descriptions, with the business, user, and supplier communities unites their different perspectives. This improves the development and adoption of the products into the business, reducing handover risks and ensuring that operational and maintenance issues are fully considered." However, there is no mention of products here. Ref 3.5.1</p>

Q	A	Syllabus Ref	Rationale
13	A	P2-7_PRCT_2.4	<p>A. Correct. The change management approach should include: "Characteristics for each state, highlighting those that are changing: for example, routines, practices, process, culture, responsibilities, structure, capabilities." This is a description of the current state capability and culture as it is part of the reason why the Campaign against Discrimination Project is needed. Ref 3.2.1</p> <p>B. Incorrect. The change management approach should include: "Characteristics for each state, highlighting those that are changing: for example, routines, practices, process, culture, responsibilities, structure, capabilities." This is a description of the current state capability and culture as it is part of the reason why the Campaign against Discrimination Project is needed. Any target state should describe what the capability and culture is expected to be like after the campaign has been implemented. Ref 3.2.1</p> <p>C. Incorrect. The change management approach should include: "Enabling activities: before transition; during transition; after transition: for example, consultation, trials, training and help line." This does not describe the activities to enable a change in the capabilities or culture before transition takes place. Ref 3.2.1</p> <p>D. Incorrect. The change management approach should include: "Enabling activities: before transition; during transition; after transition: for example, consultation, trials, training and help line." This does not describe the activities to enable a change in the capabilities or culture during transition. Ref 3.2.1</p>
14	C	P2-7_PRCT_3.1.1.a	<p>C. Correct. The business case should include "Time: the period over which the project will run and the period over which the benefits will be realized." The project will now take 7 months to complete which indicates the period over which the project will run. Ref 5.5</p> <p>A, B, D, E, F Incorrect. Ref 5.5</p>
15	A	P2-7_PRCT_3.1.1.a	<p>A. Correct. The business case should include "Reasons: defines the reasons for undertaking the project and explains how the project will enable the achievement of business objectives." The increase in the number of incidents being reported is the reason why the project is needed. Ref 5.5</p> <p>B, C, D, E, F Incorrect. Ref 5.5</p>
16	D	P2-7_PRCT_3.1.1.a	<p>D. Correct. The business case should include "Costs: A summary of the project costs, the ongoing operations and maintenance costs and their funding arrangements." Therefore, the fact that funding will come from different sources should be recorded under costs. Ref 5.5</p> <p>A, B, C, E, F Incorrect. Ref 5.5</p>

Q	A	Syllabus Ref	Rationale
17	D	P2-7_PRCT_3.1.2	<p>A. Incorrect. A benefit is “The measurable improvement resulting from an outcome perceived as an advantage by the investing organization and which contributes towards one or more business objectives.” However, the stated benefit will not be realized as a result of an outcome derived from the output of the Feasibility Study Project. Ref. 5.1</p> <p>B. Incorrect. “It is a PRINCE2 principle that a project must ensure continued business justification. This requires that the business justification is established at the beginning of the project ...” However, the stated benefit will not be realized as a result of an outcome derived from the output (a recommended option) of the Feasibility Study Project. Ref. 5.1</p> <p>C. Incorrect. It is true that business justification should consider both benefits and costs to understand the value. “Business justification is not just about costs but also about understanding the value of a project. It is the perceived benefits or importance of the outcomes, in proportion to the resources deployed to achieve them. Moreover, business justification is about selecting an approach that offers the best overall value.” However, the stated benefit will not be realized as a result of an outcome derived from the output of the Feasibility Study Project. Ref. 5.1</p> <p>D. Correct. It is true that “PRINCE2 projects deliver outputs in the form of products which are used to facilitate changes in an organization or for organizations. These changes create capabilities that lead to outcomes. The outcomes allow the organization(s) to realize the benefits that are explained in the business case for the project.” However, the stated benefit will not be realized as a result of an outcome derived from the output (a recommended option) of the Feasibility Study Project. Ref. 5.1</p>

Q	A	Syllabus Ref	Rationale
18	C	P2-7_PRCT_3.1.2	<p>A. Incorrect. Although the 'manage by stages' principle does support "Ensuring decisions made at stage boundaries are checked for business justification", a business case remains necessary, i.e. In PRINCE2, "all projects must have a business justification, usually documented in a business case." Ref 5.1 tab 5.2</p> <p>B. Incorrect. Although the 'focus on products' principle does support "Ensuring that products produced can lead to required outcomes and benefits", a business case remains necessary, i.e. In PRINCE2, "all projects must have a business justification, usually documented in a business case." Ref. 5.1 tab 5.2</p> <p>C. Correct. In PRINCE2, "all projects must have a business justification, usually documented in a business case." In addition, as part of the 'develop' step of the business case management procedure "The outline business case is refined into a full business case during the process of initiating a project. The project board approves this when authorizing the project." Ref 5.1, 5.3.1.1</p> <p>D. Incorrect. It is true that benefits should be confirmed post-project: "confirm means to assess whether the intended benefits have been (or will be) realized. Confirming benefits will mostly take place after the project has been closed, although benefits may be realized during the project when products are delivered and released iteratively." However, this does not explain why a business case is necessary, i.e. in PRINCE2, "all projects must have a business justification, usually documented in a business case." Ref 5.3.1</p>
19	B	P2-7_PRCT_3.2.1.c	<p>B. Correct. According to the additional information relating to the Graduate Trainees, "The first four trainees will reach the end of their two year training programme in two months' time and a decision needs to be taken as to whether they will be offered ongoing roles with NowByou. All have received PRINCE2 training." According to the 'organizing' practice', project managers "are responsible for day-to-day management of a project." This includes the need to "Ensure that project risks are being identified, assessed, and controlled throughout the project. Ensure that team managers implement the management approaches agreed in their team plans." Ref 6.2.4.5</p> <p>A, C, D, E, F Incorrect. Ref 6.2.4.5</p>
20	C	P2-7_PRCT_3.2.1.c	<p>C. Correct. According to the additional information, "the Chief Finance Officer (CFO) of NowByou was appointed 6 months ago and has been very active with donors and partners to increase the financial standing of the organization. Was previously a senior executive with a major bank and is keen to bring good portfolio and project management practices to NowByou." According to the 'organizing' practice, "the project executive is appointed by the business as the single point of accountability for the project and is ultimately accountable for the success of the project." Ref 6.2.4.1</p> <p>A, B, D, E, F Incorrect. Ref 6.2.4.1</p>

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21	D	P2-7_PRCT_3.2.1.c	<p>D. Correct. According to the additional information, the "Marketing Agency Director NowByou have a relationship with a commercial marketing agency, CharityM, who works with the Head of Publicity and Social Media in developing and placing advertising on TV and radio stations." According to the 'organizing' practice, "the senior supplier represents the supplier community that is involved in all aspects of delivering the project products." Ref 6.2.4.3</p> <p>A, B, C, E, F Incorrect. Ref 6.2.4.3</p>
22	A	P2-7_PRCT_3.2.2	<p>A. Correct. According to the additional information the CFO "has been very active with donors and partners to increase the financial standing of the organization. Was previously a senior executive with a major bank and is keen to bring good portfolio and project management practices to NowByou." And "the project executive secures funding for the project and is responsible for the business case and the continued business justification of the project." Ref 6.2.4.1</p> <p>B. Incorrect. It is true that "the project executive is appointed by the business as the single point of accountability for the project and is ultimately accountable for the success of the project." And "there cannot be more than one project executive role." However, this does not explain why the CFO is a suitable candidate to be project executive. Ref 6.2.4.1</p> <p>C. Incorrect. It is true that, according to the scenario, the Contracted Project Manager is responsible for "advising and coaching the NowByou Director of Campaigns, who is sponsoring the project." However, PRINCE2 does not define the role of "sponsor", it defines the role of project executive. The project executive could report to the sponsor. The CFO may be a more suitable candidate, than the Director of Campaigns, to be "responsible for effectively governing the project in a way that is aligned to the business strategy, including ensuring longer-term thinking on topics such as environmental, social, and economic impacts." And this does not explain why the CFO should not be appointed as project executive. Ref 6.2.4.1</p> <p>D. Incorrect. It is true that, according to the scenario, "the Head of Publicity and Social Media reports to the Director of Campaigns and is responsible for Brand management, press releases and social media." Therefore, they are likely to be responsible for achieving the benefits from the campaign. However, this is the responsibility of the senior user, not the project executive. The senior user should be responsible for "demonstrating to the business that the forecasted benefits in the business case are on track to being realized." Ref 6.2.4.2</p>

Q	A	Syllabus Ref	Rationale
23	B	P2-7_PRCT_3.2.2	<p>A. Incorrect. The project executive role "... cannot be combined with the project manager role." However, this does not explain why the Director of Campaigns is suited to the role of project executive. Ref. 6.2.4.1</p> <p>B. Correct. The CEO is a member of the NowByou senior management team that is likely to be the commissioning party responsible for "... commissioning the project ...[and] ... identifying the executive ..." as the Director of Campaigns is the project sponsor and is well situated to represent the NowByou senior management team. "The project executive is appointed by the business as the single point of accountability for the project and is ultimately accountable for the success of the project. This accountability cannot be delegated." Ref 6.2.4.1, Ref tab 6.2</p> <p>C. Incorrect. It is true that, according to the additional information, the CEO "is very experienced in the not-for-profit sector." However, the CEO is a member of the NowByou senior management team and, hence, is more likely for the commissioning party to be responsible for "commissioning the project ...[and] ... identifying the executive." In addition, this does not explain why the Director of Campaigns should not be a suitable candidate to be project executive. Ref tab 6.2</p> <p>D. Incorrect. The Director of Campaigns may indeed be able to do this. However, it is the senior user that is responsible for "... continued realization of benefits after the project has closed," NOT the project executive. Ref 6.2.4.2</p>
24	C	P2-7_PRCT_3.3.1.b	<p>C. Correct. The senior user should "ensure that project plans and stage plans remain consistent with the user perspective." This should include checking that there is enough time allowed in the plan for User Group input. Ref tab 7.1</p> <p>A, B, D, E, F Incorrect. Ref tab 7.1</p>
25	A	P2-7_PRCT_3.3.1.b	<p>A. Correct. The business layer should "provide the planning standards required by the business." This should include providing any existing planning standards based on previous projects as the project management maturity of the organization is very low. Ref tab 7.1</p> <p>B, C, D, E, F Incorrect. Ref tab 7.1</p>
26	F	P2-7_PRCT_3.3.1.b	<p>F. Correct. The team manager should "prepare schedules for each work package." Ref tab 7.1</p> <p>A, B, C, D, E Incorrect. Ref tab 7.1</p>

Q	A	Syllabus Ref	Rationale
27	D	P2-7_PRCT_3.3.1.a	<p>A. Incorrect. The purpose of the commercial management approach is "to describe the procedures, techniques and standards to be applied and the responsibilities for effective commercial management. This covers the approach to secure, service and maintain all commercial agreements required for the project to be a success. This may include activities such as market engagement, procurement and contract management." However, this does not explain why the team managers should refer to the work package for instructions on how to complete the work package. Ref 6.5</p> <p>B. Incorrect. It is true that the project product description should include "User's quality expectations: Description of the quality expected of the project products and the standards and processes that will need to be applied to achieve them." However, this information is held at project level and it is the work package that contains everything a team manager needs to know to complete the work. Ref 7.5</p> <p>C. Incorrect. A stage plan should follow the format of 'plan' and should include "Work to be performed: The work in the scope of the plan shown by way of a work breakdown structure and the associated work package description(s)." The detailed techniques and constraints will be in the work package. Ref 7.5</p> <p>D. Correct. A work package description contains everything a team manager needs to know to complete the work, including "Techniques and procedures: Requirements for how the work is to be done; Constraints: restrictions or limits on the work, such as authorized work hours, safety, and security measures; References: Applicable references from higher level plans." Ref 7.5</p>

Q	A	Syllabus Ref	Rationale
28	C	P2-7_PRCT_3.3.2	<p>A. Incorrect. The 'closing a project' process should never be planned as a separate stage, the activity occurs as part of the final stage of the project. As part of the 'prepare next stage plan' activity "The stage plan for the next stage is produced near the end of the current stage. Closure activities should be planned as part of the stage plan for the final stage." Ref 18.4.1 fig 12.1</p> <p>B. Incorrect. The 'closing a project' process should never be planned as a separate stage, the activity occurs as part of the final stage of the project. As part of the 'prepare next stage plan' activity "The stage plan for the next stage is produced near the end of the current stage. Closure activities should be planned as part of the stage plan for the final stage." Ref 18.4.1 fig 12.1</p> <p>C. Correct. "The stage plan for initiating a project is created during the process of starting up a project. Subsequent stage plans are prepared near the end of the current stage. This approach allows a stage plan to: be produced close to the time when the planned activities will occur." Therefore, the activities of the 'closing a project' process should be planned at the end of stage 2, not as a separate stage. In addition, the 'closing a project' process is not a separate stage, it is part of the final stage. Ref 7.2.2.2 fig 12.1</p> <p>D. Incorrect. "The stage plan for initiating a project is created during the process of starting up a project. Subsequent stage plans are prepared near the end of the current stage. This approach allows a stage plan to: be produced close to the time when the planned activities will occur." Therefore, the activities of the 'closing a project' process should be planned at the end of stage 2 (which is the penultimate stage, not the final stage). Ref 7.2.2.2</p>
29	B	P2-7_PRCT_3.3.2	<p>A. Incorrect. It is true that "the project manager should ensure there is no overlap in the scope of any two work packages ..." However, this does not explain why two further stage plans are required. Ref 7.3.1.2</p> <p>B. Correct. "A stage plan is prepared for each stage." There are three stages in this project. The first stage is the initiation stage and the stage plan for this stage should have been produced during the 'starting up a project' process. "Initiating a project takes time and consumes resources. The work should be planned and approved to ensure that initiation is not aimless and unstructured." Therefore, there are 2 remaining stages (stages 2 and 3) for which stage plans should be prepared at the end of the preceding stage. Ref 7.2.2.2, 13.4.7</p> <p>C. Incorrect. It is true that "Closure activities should be planned as part of the stage plan for the final stage." However, 'closing a project' is a PRINCE2 process and NOT a stage; the final stage is stage 3 which includes the 'closing a project' process. Ref 19.1, 19.3</p> <p>D. Incorrect. It is true that 'plan the initiation stage' is an activity within the 'starting up a project' process. Therefore, this explains why only two further stage plans are required for the remainder of the project. Ref 13.4.7</p>

Q	A	Syllabus Ref	Rationale
30	D	P2-7_PRCT_3.4.1a	D. Correct. The quality management approach should include "References for any associated documents or products, for example the business' or supplier's quality management systems." Advertising standards are an example of a business' quality management system. Ref 8.5 A, B, C, E Incorrect. Ref 8.5
31	E	P2-7_PRCT_3.4.1a	E. Correct. The quality management approach should include "Responsibilities: defines responsibilities for quality planning and control activities. (This should include responsibilities between the user, business, and support organizations for project assurance.)" The Head of Publicity and Social Media is the acceptance authority for the campaign materials. Ref 8.5 A, B, C, D Incorrect. Ref 8.5
32	B	P2-7_PRCT_3.4.1a	B. Correct. The quality management approach should include "supporting tools and techniques: for the quality planning and control activities, including any systems to be used and how, and any specific techniques such as testing, inspection, prototyping." Trialling the campaign materials with a variety of users is an example of a quality control technique. Ref 8.5 A, C, D, E Incorrect. Ref 8.5
33	C	P2-7_PRCT_3.4.2	A. Incorrect. User's quality expectations are a statement "about the quality expected from the project product, captured in the project product description", whereas this is an outcome, i.e. "The result of change, normally affecting real-world behaviour." Ref 8.1.1, 5.1 B. Incorrect. Acceptance criteria are "measurable definitions of the attributes required for the set of products to be acceptable to key stakeholders", whereas this is an outcome, i.e. "the result of change, normally affecting real-world behaviour." Ref 8.1.1, 5.1 C. Correct. The use of media by the project team is an outcome. An outcome is the "result of change, normally affecting real-world behaviour." From this outcome - the use of media, it should be possible to derive benefits in the longer term. Ref 5.1 D. Incorrect. An output is "the tangible or intangible deliverable of an activity", whereas this is an outcome, i.e. "the result of change, normally affecting real-world behaviour." Ref 5.1

Q	A	Syllabus Ref	Rationale
34	A	P2-7_PRCT_3.4.2	<p>A. Correct. "The quality management approach describes the quality standards and procedures that will be followed." Therefore, it is appropriate to document the need for suppliers to have such a policy in the quality management approach. Ref 8.3.1.1.3</p> <p>B. Incorrect. It is true that the quality management approach should be baselined at the end of the initiation stage. The project baseline is defined as "The current approved versions of the management products and project products that are subject to change control." However, this does not explain why this requirement should be documented in the quality management approach. Ref 10.1</p> <p>C. Incorrect. The quality register is used to "summarize all quality management activities that are planned or have occurred." This is a quality standard and is correctly described in the quality management approach. Ref 8.5</p> <p>D. Incorrect. It is true that "prioritized acceptance and quality specifications can then be used to set quality tolerances." However, this does not explain why the quality standard should be defined in the quality management approach in the first instance. Ref 8.2.1.2</p>
35	D	P2-7_PRCT_3.5.1.a	<p>D. Correct. This information should therefore be recorded under the risk action owner heading. The Contracted Project Manager is the risk action owner, "Risk action owner the person who is the nominated owner of agreed actions to respond to a risk." They have been asked (by the risk owner) to implement the risk response. Ref 9.5, 9.2</p> <p>A, B, C,E Incorrect Ref 9.5</p>
36	A	P2-7_PRCT_3.5.1.a	<p>A. Correct. "Proximity: How near in time a risk might occur." The risk is likely to occur during implementation in stage 3. Ref 9.5</p> <p>B, C, D, E Incorrect. Ref 9.5</p>
37	B	P2-7_PRCT_3.5.1.a	<p>B. Correct. "Impact: An estimate of the risk effect." Here the impact is to exceed project time and possibly cost tolerances. Ref 9.5</p> <p>A, C, D, E Incorrect. Ref 9.5</p>
38	C	P2-7_PRCT_3.5.2	<p>A. Incorrect. While a 'threat' "would have a negative impact on objectives." The entry is inappropriate because it is "an event relevant to the project that requires project management consideration", i.e. an issue, NOT a risk. Such description may point at the risk cause, but it is not the full description of the risk. Ref 9.1, 10.1, 9.2</p> <p>B. Incorrect. Although a 'risk' "should it occur, "will have an effect on the achievement of objectives." this has already occurred (scenario). Such description may point at the risk cause, but it is not the full description of the risk. Ref 9.1, 9.2</p> <p>C. Correct. A risk is "an uncertain event or set of events that, should they occur, will have an effect on the achievement of objectives." However, the maturity is very low and this is therefore "an event relevant to the project that requires project management consideration.", i.e. an issue, NOT a risk. Such description may point at the risk cause, but it is not the full description of the risk. Ref 9.2, 9.1, 10.1</p> <p>D. Incorrect. The risk cause is the source of a risk: "the event or situation that causes it". Low management maturity could be the source of multiple risks to the project. This is an issue, NOT a risk. Ref. 9.2.1, 10.1</p>

Q	A	Syllabus Ref	Rationale
39	D	P2-7_PRCT_3.5.2	<p>A. Incorrect. It is true that, according to the scenario, "the project management maturity of the organization is very low". However, "the risk tolerance will be set by the project board based on the business' overall risk appetite." Ref 9.2.1</p> <p>B. Incorrect. It is true that "the combined effect of the individual risks needs to be understood." However, "the risk tolerance will be set by the project board based on the business' overall risk appetite." Risk tolerance is not based on risk exposure but on the business' risk appetite. Ref 9.2.1, 9.3.1.2</p> <p>C. Incorrect. "The risk tolerance will be set by the project board based on the business' overall risk appetite." Therefore, the project board should base the project's risk tolerance on the business' risk appetite. Ref 9.2.1</p> <p>D. Correct. "The risk tolerance will be set by the project board based on the business' overall risk appetite." And "the risk appetite determined by the business and applied by the project board." Therefore, it is the Chief Executive Officer, along with the board of trustees that should set the risk appetite, not the project board. Ref 9.2.1, 9.3.1.2.2</p>
40	A	P2-7_PRCT_3.6.1.b	<p>A. Correct. The senior user should "make decisions on escalated issues, with particular focus on safeguarding the expected benefits." Here the focus is on extending the scope to increase awareness of discrimination (a benefit). Ref 10.6</p> <p>B,C, D, E Incorrect. Ref 10.6</p>
41	D	P2-7_PRCT_3.6.1.b	<p>D. Correct. The project manager should "implement corrective actions" by creating the product descriptions and work packages for the agreed additional scope. According to the 'quality' practice, the project manager should "prepare product descriptions for key products." According to the 'plans' practice, the project manager should "prepare the project plan, stage plans, and work package descriptions and update as necessary." Ref 10.6, tab 8.6</p> <p>A, B, C, E Incorrect. Ref 10.6</p>
42	D	P2-7_PRCT_3.6.1.b	<p>D. Correct. The project manager should "maintain the issue register, assisted by project support where possible." As there is no mention of there being project support in the question, this must fall to the project manager. In addition, there may be other elements of the project log that need updating e.g. the product register to add the additional products. Ref 10.6</p> <p>A, B, C, E Incorrect. Ref 10.6</p>

Q	A	Syllabus Ref	Rationale
43	C	P2-7_PRCT_3.6.2	<p>A. Incorrect. There is no description of an exception here, so no exception report is required. An exception report is used "to inform the project board when a stage plan or project plan is forecast to exceed tolerance levels set, and to offer options and recommendations for the way to proceed." Ref 11.5, 10.3.1.2</p> <p>B. Incorrect. There is no description of an exception here, so no exception report is required. An exception report is used "to inform the project board when a stage plan or project plan is forecast to exceed tolerance levels set, and to offer options and recommendations for the way to proceed." Ref 11.5, 10.3.1.2</p> <p>C. Correct. There is no description of an exception here, so no exception report is required. Project manager should assess the impact of the issue first and check if the issue has impact on project or stage tolerances. "... the assessment should consider the impact of an issue or change on: the approved targets and tolerances, the project business case, other products or work packages." An issue report is used "to describe the issue's impacts on the project baseline and to identify ways to resolve the issue or address an off-specification and recommend a decision." An exception report is used "to inform the project board when a stage plan or project plan is forecast to exceed tolerance levels set, and to offer options and recommendations for the way to proceed." Ref 10.3.1.2, 10.5, 11.5</p> <p>D. Incorrect. An issue owner is allocated to each issue on the issue register: "Issue owner for the issue." It may be true, therefore, that the issue owner would be best placed to create either the issue report or an exception report. However, this does not explain why an issue report should be created, rather than an exception report. Ref 10.5, 10.6, 10.3.1.2</p>

Q	A	Syllabus Ref	Rationale
44	B	P2-7_PRCT_3.6.2	<p>A. Incorrect. "It is true that the project manager should "manage the issue and change control procedures, assisted by project support where possible." However, this does not explain why the issue should be marked as 'closed' once it has been resolved. Ref 10.6</p> <p>B. Correct. An issue is "An event relevant to the project that requires project management consideration." In addition, the steps in the PRINCE2 issue management technique are 'capturing issues', 'assessing issues', 'recommending resolution', 'deciding on changes' and 'implementing changes'. This issue has received management consideration and a change has been implemented by the appointment of the Contracted Project Manager, so it should have been 'closed'. Ref 10.1</p> <p>C. Incorrect. It is true that issues that are recorded on the issue register should have an issue report created, if required. An issue report is used "to describe and the issue's impacts on the project baseline and to identify ways to resolve the issue or address an off-specification and recommend a decision." However, this does not explain why the issue should be closed on this issue register. Ref 10.5</p> <p>D. Incorrect. The Portfolio Office Manager is the issue owner, who should be responsible for ensuring this issue is managed and resolved appropriately. However, it is project manager, not the issue owner who should "manage the issue and change control procedures, assisted by project support where possible." Ref 10.6</p>
45	A	P2-7_PRCT_3.7.1.a	<p>A. Correct. This is an issue that exceeds stage tolerance by 1 week. Therefore, an exception report will need to be sent to the project board "to inform the project board when a stage plan or project plan is forecast to exceed tolerance levels set, and to offer options and recommendations for the way to proceed." Ref 11.5</p> <p>B, C, D, E Incorrect. Ref 11.5</p>
46	E	P2-7_PRCT_3.7.1.a	<p>E. Correct. This is reflecting back on the project and summarizing the issue of high staff turnover. This should be reported as part of the end project report and will lead into the lessons report also. The purpose of the end project report is "to review how the project performed against the version of the project initiation documentation used to authorize it." Ref 11.5</p> <p>A, B, C, D Incorrect. Ref 11.5</p>
47	D	P2-7_PRCT_3.7.1.a	<p>D. Correct. The purpose of a checkpoint report is "to report to the project manager the status of the work package at a frequency defined in the work package." A checkpoint report is issued by a team manager to the project manager. Ref 11.5</p> <p>A, B, C, E Incorrect. Ref 11.5</p>

Q	A	Syllabus Ref	Rationale
48	A	P2-7_PRCT_3.7.2	<p>A. Correct. "... for an inexperienced team the project manager or project board may wish to increase the frequency of reporting until sufficient confidence has been gained in the capability of the team." Therefore, "... the stage plan will have to include what needs to be achieved week by week." Ref 11.2.4, 11.2.3</p> <p>B. Incorrect. It is true that the work package description should include "Targets and tolerances: The permissible deviations for scope, cost and time for the work package." It should also include "agreement: A record of the initial authorization and final completion of the work package between the project manager and the team manager." However, this does not explain why reporting should be more frequent when a team is inexperienced. Ref 7.5</p> <p>C. Incorrect. A team manager has "... control for a work package, but only within the work package tolerances agreed with the project manager." However, this does not explain why reporting should be more frequent when a team is inexperienced. Ref 11.2.1</p> <p>D. Incorrect. It is true that in PRINCE2, "the project is managed by exception between four management levels against tolerances for seven performance targets." This means that the project manager should negotiate tolerances for the work package with the team manager, although benefits and quality tolerances are not agreed within a work package description. Ref 11.2.1 tab 11.1</p>
49	B	P2-7_PRCT_3.7.2	<p>A. Incorrect. It is true that in PRINCE2, "the project is managed by exception between four management levels against tolerances for seven performance targets." However, this does not explain why a workshop should be used to help prioritize project constraints. Ref 11.2.1</p> <p>B. Correct. "The project board has overall control at a project level... and will allocate tolerances for each stage to the project manager." To do so, they need "A crucial element of effective planning is understanding which constraints take precedence, to select which approaches to use, and the appropriate tolerances for control." Ref 11.2.1, 7.2.4</p> <p>C. Incorrect. "The project board has overall control at a project level... and will allocate tolerances for each stage to the project manager." To do so, they need "A crucial element of effective planning is understanding which constraints take precedence ...". The project manager should work within the stage tolerances set by the project board when authorizing work packages. Ref 11.2.1, 7.2.3.3</p> <p>D. Incorrect. It is true that it is "only possible to control progress at the level of detail in the plans ...", and that the project board has overall control at a project level "... and will allocate tolerances for each stage to the project manager." However, this does not explain why a workshop should be used to help prioritize project constraints. Ref 11.2.3, 11.2</p>

Q	A	Syllabus Ref	Rationale
50	B	P2-7_PRCT_4.2.1.b	<p>A. Incorrect. As part of the 'give ongoing direction' activity, "If an exception has occurred during the stage, the project board may request that the project manager produces an exception plan for project board approval." Project assurance should be "consulted" as part of 'give ongoing direction' activity. Ref 14.6 tab 14.2, 14.4.3</p> <p>B. Correct. The senior user should be "responsible for user related (R²)" direction in the 'give ongoing direction' activity. They are not "consulted". Ref 14.6, tab 14.2</p> <p>C. Incorrect. The team manager should be "informed" in the 'give ongoing direction' activity. They are not "consulted". Ref 14.6 tab 14.2</p> <p>D. Incorrect. Project support should be "informed" in the 'give ongoing direction' activity. They are not "consulted". Ref 14.6 tab 14.2</p>
51	C	P2-7_PRCT_4.2.1.b	<p>A. Incorrect. The senior user should be "consulted" as part of the 'authorize a stage or exception plan' activity. Ref 14.6, tab 14.2</p> <p>B. Incorrect. The project executive should be "accountable/responsible" for the 'authorize a stage or exception plan' activity. Ref 14.6 tab 14.2</p> <p>C. Correct. The project manager should be "informed" by the project board as part of the 'authorize a stage or exception plan' activity. Ref 14.6, tab 14.2</p> <p>D. Incorrect. Project assurance should be "consulted" by the project board as part of the 'authorize a stage or exception plan' activity. Ref 14.6 tab 14.2</p>
52	B	P2-7_PRCT_4.1.2	<p>A. Incorrect. An objective of the 'directing a project' process, not the 'starting up a project' process is to ensure that "the business layer has a connection to the project." Ref 14.2</p> <p>B. Correct. As part of the 'prepare the outline business case' activity, the project manager "consults with the senior user, senior supplier, and project executive to define what the project is to deliver, and create the project product description." Ref 13.4.3</p> <p>C. Incorrect. It is true that the project manager "consults with the senior user, senior supplier, and project executive" to define the project product description. However, this explains why the lunch meeting is an appropriate application of the activity. Ref 13.4.3</p> <p>D. Incorrect. The project manager "consults with the senior user, senior supplier, and project executive to define what the project is to deliver, and create the project product description" in the 'prepare the outline business case' activity. Ref 13.4.3</p>

Q	A	Syllabus Ref	Rationale
53	B	P2-7_PRCT_4.3.1.b	<p>A. Incorrect. The project executive should be "accountable" for the 'prepare the full business case' activity. The business layer has no involvement in this activity. Ref 15.6 tab 15.2</p> <p>B. Correct. The project executive should be "accountable" for the 'prepare the full business case' activity. This means that the project executive should approve the full business case which has been updated with revised time and cost after producing the project plan. Ref 15.6 tab 15.2</p> <p>C. Incorrect. The project manager should be "responsible" for the 'prepare the full business case' activity. This means that the project manager should prepare the full business case for approval by the project executive. Ref 15.6 tab 15.2</p> <p>D. Incorrect. Project assurance should be "consulted" in the 'prepare the full business case' activity. This means that the project manager should prepare the full business case in consultation with project assurance, for approval by the project executive. Ref 15.6 tab 15.2</p>
54	D	P2-7_PRCT_4.3.1.a	<p>A. Incorrect. The 'agree the tailoring requirements' activity is where "The project manager may need to tailor PRINCE2 to recognize the internal and external factors that affect the way in which the project is delivered... How PRINCE2 or the business' standard project management framework will be applied and/or tailored must be documented and agreed." Ref 15.4.1</p> <p>B. Incorrect. The 'agree the management approaches' activity is where "The management approaches are derived from business strategies, standards or practices that the project needs to comply with, and the users' quality and sustainability expectations captured in the project product description. When the approaches have been defined, it is possible to set up the project controls and create the project plan." Ref 15.4.2</p> <p>C. Incorrect. The 'establish project controls' activity is where "The level of control required by the project board after initiation needs to be agreed, and the mechanism for such controls needs to be established, as does the level of control required by the project manager of the work to be undertaken by team managers." Ref 15.4.3</p> <p>D. Correct. As part of the 'request project authorization' activity, "To finish the process of initiating a project, hence the initiation stage, the project manager contacts the project board to request project authorization." Ref 15.4.7</p>

Q	A	Syllabus Ref	Rationale
55	C	P2-7_PRCT_4.2.2	<p>A. Incorrect. It is true that, as part of the 'authorize initiation' activity, the project board should "review and approve the project brief" which includes confirming the project management team appointments and roles. However, the approval was not documented. Ref 14.4.1</p> <p>B. Incorrect. It is true that, as part of the 'authorize initiation' activity, the project board should "review and approve the stage plan for the initiation stage" which includes obtaining resources needed for the initiation stage. However, the approval was not documented. Ref 14.4.4</p> <p>C. Correct. The decision to proceed to the initiation stage may be done "without a formal meeting, as long as all members are in agreement, and the project manager is given documented instruction from the project executive to proceed with initiation." Ref 14.4.1</p> <p>D. Incorrect. The decision to proceed to the initiation stage "may be done either with or without a formal project board meeting or without a formal meeting." However, the approval was not documented. Ref 14.4.1</p>
56	A	P2-7_PRCT_4.1.1	<p>A. Correct. The business layer should be "accountable" for the 'appoint the project management team' activity. In this activity, "the project management team needs to reflect the interests of all parties who will be involved, including business, user, and supplier interests It is important that in addition to the authority, responsibility, and knowledge mentioned above, those involved can work together to form a high performing team." Ref 13.6 tab 13.2, 13.4.4</p> <p>B. Incorrect. The project executive should be "responsible" for the 'appoint the project management team' activity. Ref 13.6 tab 13.2</p> <p>C. Incorrect. The project manager is not involved in the 'appoint the project management team' activity. Ref 13.6 tab 13.2</p> <p>D. Incorrect. Project support is not involved in the 'appoint the project management team' activity. Ref 13.6 tab 13.2</p>
57	A	P2-7_PRCT_4.1.1	<p>A. Correct. The business should be "accountable" for the 'appoint the project executive and project manager' activity. In this activity, "the appointment of a project manager allows for the project to be managed on a day-to-day basis on behalf of the project executive." Ref 13.6 tab 13.2, 13.4.1</p> <p>B. Incorrect. The project executive should be "responsible" for the 'appoint the project executive and project manager' activity. Ref 13.6 tab 13.2</p> <p>C. Incorrect. Project assurance is not involved in the 'appoint the project executive and project manager' activity. Ref 13.6 tab 13.2</p> <p>D. Incorrect. Project support is not involved in the 'appoint the project executive and project manager' activity. Ref 13.6 tab 13.2</p>

Q	A	Syllabus Ref	Rationale
58	D	P2-7_PRCT_4.3.2	<p>A. Incorrect. It is true that, as part of the 'prepare the full business case' activity, "The outline business case produced during starting up a project needs to be updated to reflect the estimated time and costs, as determined by the project plan, and the aggregated risks from the updated project log." However, here the Contracted Project Manager is seeking lessons that relate to confidentiality, that should be considered when preparing the digital and data management approach, not the business case. Ref 15.4.5</p> <p>B. Incorrect. It is true that, as part of the 'prepare the full business case' activity, "The outline business case produced during starting up a project needs to be updated to reflect the estimated time and costs, as determined by the project plan, and the aggregated risks from the updated project log." This should include seeking "lessons related to business case development from similar previous projects, business, and external organizations." However, the lessons here relate to confidentiality, not how to develop the business case. Ref 15.4.5</p> <p>C. Incorrect. As part of the 'agree the management approaches' activity, "The management approaches are derived from business strategies, standards, or practices that the project needs to comply with, and the users' quality and sustainability expectations captured in the project product description. When the approaches have been defined, it is possible to establish the project controls and create the project plan." The risk management approach describes the goals of applying risk management and the procedure that will be adopted. It does not include specific risks. Ref 15.4.2</p> <p>D. Correct. As part of the 'agree the management approaches' activity, the project manager should "Seek lessons related to the management approaches from similar previous projects, business, and external organizations." Here the lesson specifically relates to data confidentiality during the project. The digital and data management approach should consider "how will data be kept secure" and "what level of privacy is required" as part of this activity. Ref 15.4.2, 11.5</p>

Q	A	Syllabus Ref	Rationale
59	A	P2-7_PRCT_4.4.1.a	<p>A. Correct. "The triggers for the project manager to authorize a work package include the following actions: Corrective action It is taken in response to an issue or risk. This activity is used to authorize new work packages or to authorize amendments to existing ones." Ref 16.4.1</p> <p>B. Incorrect. The 'evaluate work package status' is the activity where the project manager should "Have informal conversations with the team manager to maintain the relationship and understand any issues or risks they may have with their work package; Collect and review progress information from the checkpoint report for the work package being executed." Ref 16.4.2</p> <p>C. Incorrect. The 'capture the issues and risks' is the activity is where "before making a decision on a course of action, each issue or risk should be registered and then assessed for its impact." Here, it is not about capturing the issue, it is about agreeing increased cost and time tolerances with the team manager. Ref 16.4.5</p> <p>D. Incorrect. The 'take corrective action' is the activity in which the project manager should "Collect any relevant information about the deviation; Identify potential solutions for the deviation, and select the most appropriate option; Trigger corrective action via authorizing a work package (see section 16.4.1)". Here this activity has already taken place and the 'authorize a work package' activity has been triggered. Ref 16.4.6</p>
60	B	P2-7_PRCT_4.4.1.c	<p>A. Incorrect. The 'controlling a stage' process applies the 'plans' practice by "Work package descriptions for the stage are developed or updated. The product register is updated with the status of products for the stage. The stage plan and project plan are updated." Ref tab 16.3</p> <p>B. Correct. The 'controlling a stage process applies the 'progress' practice by "Highlight reports are produced and issued at the frequency required for the project controls." The 'report highlights' is the activity in which the project manager should "Assemble the information from the checkpoint reports, project log and any significant revisions to the stage plan for the current reporting period (the information is gained from the review of the stage status; Assemble a list of corrective actions (as noted or recorded in the project log) undertaken during the reporting period; Produce the highlight report for the current reporting period." Ref tab 16.3, 16.4.8</p> <p>C. Incorrect. The 'controlling a stage' process applies the 'issues' practice by "The issue management approach is applied, and its requirements are included in work package descriptions for the stage; The issue register is updated with details of new issues and any actions required or completed." Ref tab 16.3</p> <p>D. Incorrect. The 'controlling a stage' process applies the 'quality' practice by "The quality management approach is applied, and its requirements are included in work package descriptions for the stage. Product descriptions for the stage are developed or updated." Ref tab 16.3</p>

Q	A	Syllabus Ref	Rationale
61	A	P2-7_PRCT_4.4.2	<p>A. Correct. In the 'receive completed work package' activity the project manager should "ensure that each product in the work package has gained its requisite approval (as defined in the quality and sustainability responsibilities in their product description)." Ref 16.4.3</p> <p>B. Incorrect. In the 'receive completed work package' activity the project manager should "ensure that each product in the work package has gained its requisite approval (as defined in the quality and sustainability responsibilities in their product description)." The project manager is unlikely to be the acceptance authority for this product. Ref 16.4.3</p> <p>C. Incorrect. In the 'receive completed work package' activity the project manager should "ensure that each product in the work package has gained its requisite approval (as defined in the quality and sustainability responsibilities in their product description)." This should not be additional work as the requirement to obtain approval from the acceptance authority should have been part of the work package description. Ref 16.4.3</p> <p>D. Incorrect. In the 'receive completed work package' activity the project manager should "ensure that each product in the work package has gained its requisite approval (as defined in the quality and sustainability responsibilities in their product description)." Therefore, without approval from the acceptance authority the quality reviews are not sufficient. Ref 16.4.3</p>
62	B	P2-7_PRCT_4.5.1.b	<p>A. Incorrect. The business is not "informed" about the completion of a work package. Ref tab 17.2</p> <p>B. Correct. Project support in the activity 'notify work package completion' will be "informed" about the completion of the work package. Ref tab 17.2, 17.4.4</p> <p>C. Incorrect. Senior user is not "informed" about the completion of the work package. Ref tab 17.2</p> <p>D. Incorrect. The senior supplier is not "informed" about the completion of a work package. Ref tab 17.2</p>
63	C	P2-7_PRCT_4.5.1.b	<p>A. Incorrect. The business layer is not involved in the 'execute a work package' activity. Ref tab 17.2</p> <p>B. Incorrect. The project executive is not involved in the 'execute a work package' activity. Ref tab 17.2</p> <p>C. Correct. In the 'execute a work package' activity, project assurance should be "consulted". In this activity, the team manager should "notify the project manager of any new issues, risks or lessons and take any action required by the project manager." Ref tab 17.2, 17.4.2</p> <p>D. Incorrect. The project manager is "accountable" in the 'execute a work package' activity. This means that they would approve the extra funding if it is possible to do so within stage tolerances. Ref tab 17.2</p>

Q	A	Syllabus Ref	Rationale
64	A	P2-7_PRCT_4.5.2	<p>A. Correct. It is true that, as part of the 'execute a work package' activity, the team manager should "Notify the project manager of any new issues, risks, or lessons, and take any action required by the project manager". This is a newly identified risk by the team manager. Ref 17.4.2</p> <p>B. Incorrect. As part of the 'accept a work package' activity, "There should be an agreement between the project manager and the team manager as to what is to be delivered before a work package is allocated to a team." Ref 17.4.1</p> <p>C. Incorrect. It is true that as part of the 'execute a work package' activity, the team manager should "Notify the project manager of the completed quality activities, and update the quality register." However, this does not explain why the team manager should notify the project manager of a new risk. Ref 17.4.2</p> <p>D. Incorrect. It is true that the team manager should escalate issues and risks to the project manager: "Notify the project manager of any new issues, risks, or lessons, and take any action required by the project manager." But the project manager should only escalate to the project board if it exceeds tolerance and this is a risk to delivery rather than an issue. Ref 17.4.2</p>
65	B	P2-7_PRCT_4.6.1.a	<p>A. Incorrect. The 'update the project plan' is the activity in which "the project plan is updated to include progress from the stage that is finishing, forecast the duration and costs from the exception plan, or stage plan for the stage about to begin. Details of any revised costs or end dates are used when updating the business case." Ref 18.4.3</p> <p>B. Correct. The 'prepare the next stage plan' is the activity in which "the stage plan for the next stage is produced near the end of the current stage. Closure activities should be planned as part of the stage plan for the final stage." Ref 18.4.1</p> <p>C. Incorrect. The 'evaluate a stage' is the activity in which the project manager reviews "Based on the performance of the stage using the updated business case, updated project plan, project logs, and any updated management approaches, prepare an end stage report for the current stage." Ref 18.4.5</p> <p>D. Incorrect. The 'request next stage' is the activity in which "the project manager contacts the project board to request to finish the current stage and to proceed to the next stage." Ref 18.4.6</p>
66	A	P2-7_PRCT_4.6.1.b	<p>A. Correct. In the activity 'evaluate the stage' the project manager should be "responsible." In this activity, the project manager should "Based on the performance of the stage using the updated business case, updated project plan, project logs, and any updated management approaches, prepare an end stage report for the current stage." Ref tab 18.2, 18.4.5</p> <p>B. Incorrect. Project support should be "consulted" in the 'evaluate the stage' activity. Ref tab 18.2</p> <p>C. Incorrect. Project assurance should be "consulted" in the 'evaluate the stage' activity. Ref tab 18.2</p> <p>D. Incorrect. The team manager should be "consulted" in the 'evaluate the stage' activity. Ref tab 18.2</p>

Q	A	Syllabus Ref	Rationale
67	A	P2-7_PRCT_4.6.2	<p>A. Correct. As part of the 'request next stage' activity, the project manager should "Brief the project board about the performance of the current stage, an overview of the next stage, and the people and resources required, and confirm readiness to proceed. The project manager should also confirm where there have been concessions for any off-specifications during the stage." Ref 18.4.6</p> <p>B. Incorrect. As part of the 'give ongoing direction' activity in the 'directing a project' process, "project board members must offer informal guidance or respond to requests for advice at any time during a project." In addition, "effective project controls are a prerequisite for managing by exception" and the 'request next stage' activity is an example of a control. It is not related to allowing informal discussions with the project board. Ref 14.4.3, 15.4.3</p> <p>C. Incorrect. It is true that an objective of the 'managing a stage boundary' is to "review and if necessary, update the project initiation documentation." However, in the 'request next stage' activity, the project manager should "Brief the project board about the performance of the current stage, an overview of the next stage." Ref 18.2, 18.4.6</p> <p>D. Incorrect. It is true that in the 'directing a project' process, "the project board authorizes a stage by reviewing the performance of the current stage and approving the stage plan for the next stage." However, this is triggered by the 'request next stage' activity and this has been appropriately carried out. Ref 14.4.4, 18.4.6</p>
68	D	P2-7_PRCT_4.7.1.a	<p>A. Incorrect. The 'prepare planned closure' activity is where "a closure recommendation can be raised to the project board after the project manager has confirmed that the project can be closed." In addition, the project manager should "Ensure that all project information is secured and archived..." Ref 19.4.1</p> <p>B. Incorrect. The 'confirm project acceptance' activity is where "The project's products must be passed to an operational and maintenance environment prior to the project closure." Ref 19.4.3</p> <p>C. Incorrect. The 'evaluate the project' activity is where "Successful organizations learn from experience with projects. When evaluating the project, the objective is to assess how successful the project has been... It may also be possible to improve the estimation for future projects by analysing the estimates and actual progress metrics for this project." Here the lesson relating to the excellent work performed by the marketing agency is identified, but not yet notified to the project board. Ref 19.4.4</p> <p>D. Correct. During the 'request project closure' activity, "To finish the current stage and close the project, the project manager contacts the project board to request project closure. The project manager will emphasize the importance of celebrating the project success and suggest some form of appreciation by the project board to all involved." In addition, the project manager should "Brief the project board with a summary of the performance of the project." It is in this activity, that the project manager should make the recommendation to the project board about using the team manager on future projects. Ref 19.4.5</p>

Q	A	Syllabus Ref	Rationale
69	C	P2-7_PRCT_4.7.1.c	<p>A. Incorrect. The business case practice is applied by the 'closing a project' process by "The performance of the project at the end of the project is assessed and the business case is updated to reflect the actual costs and benefits as well as a forecast of benefits yet to be realized." Ref tab 19.3</p> <p>B. Incorrect. The organizing practice is applied by the 'closing a project' process by "Project team performance and health and wellbeing are reviewed for input to lessons learned and the end project report. The communication management approach, change management approach and commercial management approach are reviewed for any requirements relating to project closure, for example who to notify." Ref tab 19.3</p> <p>C. Correct. The plans practice is applied by the 'closing a project' process by "The product register is checked to confirm the required products for the final stage have been delivered and to provide input to lessons learned and the end project report. The product register is closed." The purpose of the product register "is to list of all products required of a plan and the status of those products." Ref tab 19.3, 8.5</p> <p>D. Incorrect. The quality practice is applied by the 'closing a project' process by "The quality register is checked to confirm the required quality activities for the final stage have been performed and to provide input to the end report. The quality management approach is reviewed for any requirements relating to project closure. The quality register is closed." Ref tab 19.3</p>
70	C	P2-7_PRCT_4.7.2	<p>A. Incorrect. "A closure recommendation can be raised to the project board after the project manager has confirmed that the project can be closed." The 'prepare planned closure' activity should "close the project's project log". However, the 'evaluate the project' activity should be used because this activity should "review the project log to identify lessons that could be applied to future projects and include them in the lessons report." Ref 19.4.1, 19.4.4</p> <p>B. Incorrect. The 'prepare planned closure' activity should "ensure all project information is secured and archived ...". However, the 'evaluate the project' activity should be used because this activity should "review the project log to identify lessons that could be applied to future projects and include them in the lessons report." Ref 19.4.1, 19.4.4</p> <p>C. Correct. The 'evaluate the project' activity should "review the project log to identify lessons that could be applied to future projects and include them in the lessons report in consultation with the project management team." Ref 19.4.4</p> <p>D. Incorrect. The 'evaluate the project' activity will identify if it is "possible to improve the estimation for future projects by analysing the estimates and actual progress metrics for this project." However, this does not explain why the project manager has reviewed the issues register and identified a lesson. Ref 19.4.4</p>

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