



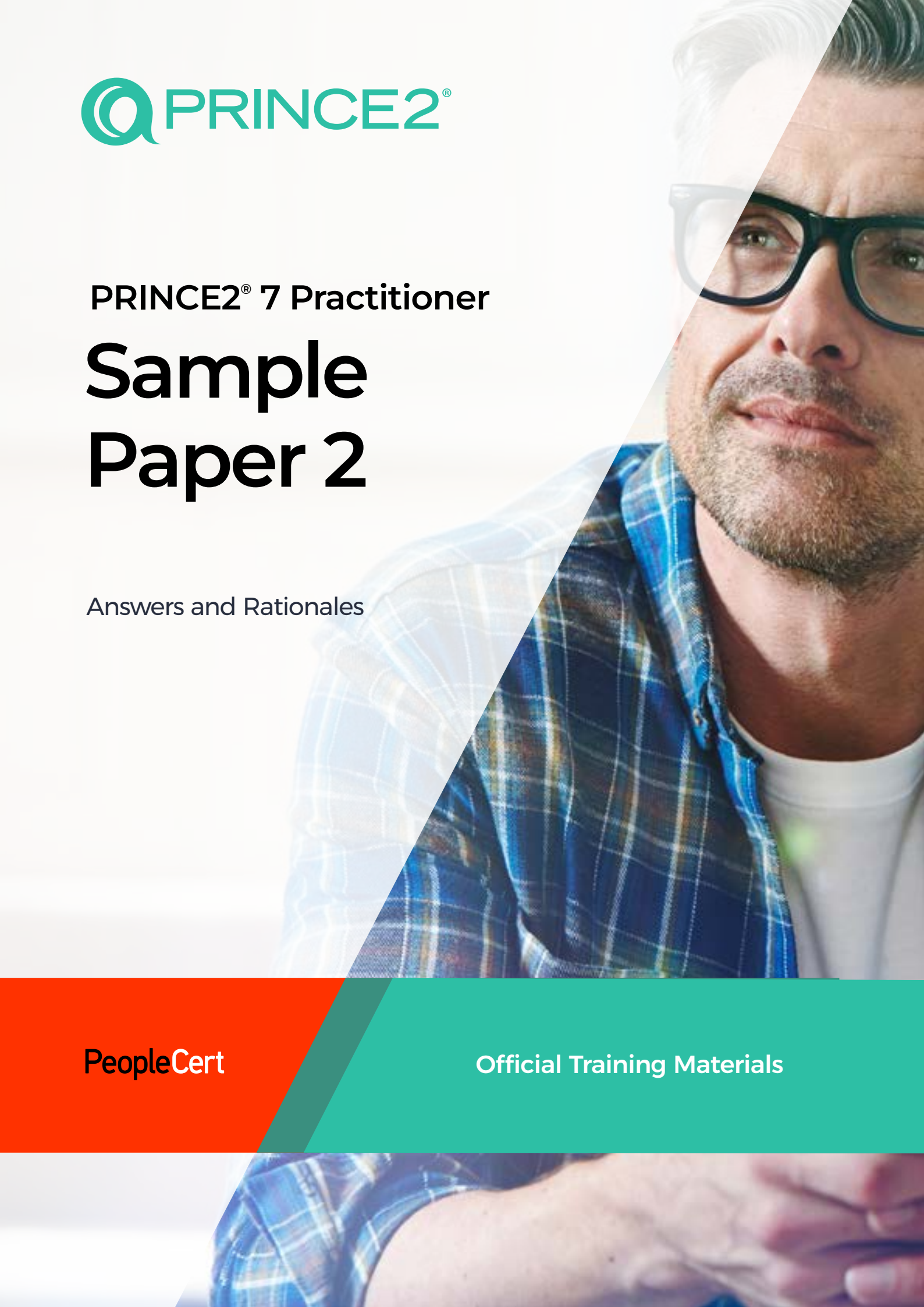
PRINCE2® 7 Practitioner

Sample Paper 2

Answers and Rationales

PeopleCert

Official Training Materials



Sample Paper 2: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	A	P2-7_PRCT_1.1.e	<p>A. Correct. According to the 'manage by exception' principle, "The seven aspects of a plan's performance requiring tolerances to be defined are: Benefits - The degree to which it is permissible to under-deliver or over-deliver benefits; For example, the business case for a sales improvement project modelled with a plus or minus two percent range of increased income generation." Ref 2.5</p> <p>B. Incorrect. According to 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." However, this is not scope tolerance, this is benefit tolerance. Ref 2.45</p> <p>C. Incorrect. As part of the 'ensure continued business justification' principle, "the business justification drives decision-making to ensure the project remains aligned with the benefits sought and contributes to business objectives... Compulsory projects, such as those driven by legislation or regulation, still require justification for the chosen approach to ensure it represents the best value for money." The chosen option is the one that is being implemented by NowByou in stage 3 and this needs to provide value for money. However, this does not explain why benefit tolerance has been set. Ref 2.1</p> <p>D. Incorrect. As part of the 'ensure continued business justification' principle, "the business justification for a project may change; therefore, it is important that what the project is delivering remains consistent with the evolving justification." However, this describes a benefit tolerance, not a change to the benefit forecast. Ref 2.1</p>

Q	A	Syllabus Ref	Rationale
2	A	P2-7_PRCT_1.1.a	<p>A. Correct. As part of the 'ensure continued business justification' principle, "There must be a justifiable reason for starting a project, and that the justification remains valid, and be revalidated, throughout the life of the project. "The business justification for a project may change; therefore, it is important that what the project is delivering remains consistent with the evolving justification" Therefore, when considering a request for change, the additional benefit from that change needs to be weighed against the additional cost and risk. Ref 2.1</p> <p>B. Incorrect. It is true that "compulsory projects, such as those driven by legislation or regulation, still require justification for the chosen approach, ensuring it represents the best value for money" according to the 'ensure continued business justification' principle. However, this project is not implementing new legislation. In addition, this does not explain why the request for change needs to be justified. Ref 2.1</p> <p>C. Incorrect. According to the 'issues' practice, "if there is a cost associated with the change, the source of its funding must be identified as either the approved change budget or additional funding from the customer." Here the change is being funded from the change budget so the project budget should not need to be increased. Ref 10.2.3</p> <p>D. Incorrect. As part of the 'ensure continued business justification' principle, "after the project is completed, the project should be reviewed to evaluate if the benefits have materialized sufficiently to warrant the final investment and what lessons can be learned from the project." However, it is the forecast benefits that should be used to justify funding the application. Ref 2.1</p>

Q	A	Syllabus Ref	Rationale
3	C	P2-7_PRCT_1.1.c	<p>A. Incorrect. According to the 'organizing' practice, "subject to who has the knowledge, skills, and capacity to support the project team, the assurance tasks can be undertaken by the board member themselves, appointed from the wider business or selected from an external party." in addition, "where the project assurance roles are delegated, the appropriate project board member remains accountable." It is acceptable, therefore, for the Head of Publicity and Social Media to delegate user project assurance to an external media consultant. Ref 6.2.4.7</p> <p>B. Incorrect. The board of trustees are appointed to "oversee the organization" and are the business layer. It is the role of the project executive, not user project assurance to represent the business interest on the project. According to the 'organizing' practice "Projects are create to meet a business need, which needs to be continuously justified as value for money throughout the lifetime of the project. PRINCE2 defines an executive role to represent this viewpoint on the project." Ref tab 6.1</p> <p>C. Correct. According to the 'organizing' practice, "subject to who has the knowledge, skills, and capacity to support the project team, the assurance tasks can be undertaken by the board member themselves, appointed from the wider business or selected from an external party." in addition, "where the project assurance roles are delegated, the appropriate project board member remains accountable." It is acceptable, therefore, for the Head of Publicity and Social Media to delegate user project assurance to an external media consultant. A role description has been prepared. According to the 'define roles, responsibilities and relationships' principle, "it is important that the right people are involved and that they know what is expected of them." Ref 2.3</p> <p>D. Incorrect. It is true that according to the 'define roles, responsibilities and relationships' principle, "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." However, this does not explain why it is appropriate to clearly define the role of the media consultant. Ref 2.3</p>

Q	A	Syllabus Ref	Rationale
4	C	P2-7_PRCT_1.1.b	<p>A. Incorrect. As part of the 'define roles, responsibilities and relationships' principle, "to be successful, projects must have an explicit project management team structure consisting of defined and agreed roles and responsibilities for the people involved in the project." In addition, according to the 'plans' practice, the project executive should "approve the project product description." However, this does not explain why a workshop should be held to gather lessons from previous projects. Ref 2.3</p> <p>B. Incorrect. It is true that as part of the 'define roles, responsibilities and relationships' principle, the primary stakeholders should be represented on the project board. "All projects have the following primary stakeholders: 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." However, this does not explain why a workshop should be held to gather lessons from previous projects. Ref 2.3</p> <p>C. Correct. According to the 'learn from experience' principle, in many organizations the same mistakes are being repeated. When it comes to the principle of 'learn from experience' "it is important to learn from both mistakes and successes to continuously improve and to innovate." Ref 2.2</p> <p>D. Incorrect. When applying the 'learn from experience' principle, "project teams need to consider how to effectively share lessons with all those involved in the project, as people may have different learning needs and preferences." However, this does not explain why a workshop should be held to gather lessons from previous projects. Ref 2.2</p>
5	C	P2-7_PRCT_1.1.d	<p>A. Incorrect. It is true that "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!" However, this is achieved by the delegation of tolerances, not just of the work. "Delegating authority from one management level to the next by setting tolerances against the seven aspects of performance for the respective level of the plan." Ref 2.5</p> <p>B. Incorrect. It is true that the main point of the principle of 'manage by exception' is "to alert the next management level in the project as early as possible that the work will move outside of agreed tolerances." However, this does not explain why it is important to ensure the project is properly initiated before work starts on delivering the project's outputs. Ref 2.5</p> <p>C. Correct. "The focus on managing by stages ensures that the project is properly initiated before work starts on delivery of the project's outputs." This is why the project executive has requested a formal presentation of the project initiation documentation before authorizing work of stage 2. Ref 2.4</p> <p>D. Incorrect. According to the 'manage by stages' principle, it is true that "as long as the stage is forecast to remain within tolerance, the project manager is authorized to make adjustments as required." However, this does not explain why it is important to ensure the project is properly initiated before work starts on delivering the project's outputs. Ref 2.4</p>

Q	A	Syllabus Ref	Rationale
6	A	P2-7_PRCT_1.1.f	<p>A. Correct. According to the 'focus on products' principle, "the purpose of a project is to fulfil stakeholder expectations in accordance with the business justification. Therefore, there must be a common understanding of the products required and the quality expectations for them." In addition, "a PRINCE2 project uses product descriptions to provide such clarity by defining each product's purpose, composition, derivation, format, quality criteria and quality method." Ref 2.6</p> <p>B. Incorrect. It is true that this "focus on products: ensures that the project only performs work that directly contributes to the delivery of a product (that is, the project does no more work than it needs to deliver its agreed products)." However, this does not explain why the quality reviewers should be documented in product descriptions. Ref 2.6</p> <p>C. Incorrect. According to the 'manage by exception' principle, "accountability is established by: delegating authority from one management level to the next by setting tolerances." Delegating responsibility to quality reviewers of a product is not the same as setting tolerances in order to delegate accountability to a level of management in the project management team. Ref 2.5</p> <p>D. Incorrect. According to the 'manage by exception' principle, "accountability is established by: delegating authority from one management level to the next by setting tolerances." In addition, this principle ensures that "decisions are made at the right level in the organization." However, delegating responsibility to quality reviewers of a product is not the same as setting tolerances in order to delegate accountability to a level of management in the project management team. Ref 2.5</p>

Q	A	Syllabus Ref	Rationale
7	A	P2-7_PRCT_1.1.g	<p>A. Correct. "One purpose of tailoring is to ensure that project controls are appropriate to the project's scale, complexity, importance, team capability and risk (e.g. the frequency and formality of reports and reviews)." Ref 2.2.7</p> <p>B. Incorrect. It is true that according to the 'tailor to suit the project' principle, "there are many influences which give cause to tailor the method, such as whether the project has a commercial customer-supplier relationship. In such case, the project may need to align the project management processes, practices and documentation to two or more quality systems." However, this does not explain why virtual highlight reports will be given to the project board during stage 2. Ref 2.2.7</p> <p>C. Incorrect. It is true that the project manager's role needs to be designed specifically to suit the project's scale and complexity and other roles in the project management team. According to the 'define roles, responsibilities and relationships' principle, "defining roles and responsibilities in the right way is particularly challenging as projects are cross-functional, may involve more than one organization, often have a mix of full-time and part-time resources and may be spread across multiple locations. The management structures of the parties involved in the project are likely to be different with different priorities, objectives and interests to protect." However, this does not explain why virtual highlight reports will be given to the project board during stage 2. Ref 2.2.3</p> <p>D. Incorrect. It is true that the project manager should manage the relationship with the external marketing agency. According to the 'define roles, responsibilities and relationships' principle, "Successful projects require an understanding of the relationship with and between stakeholders and ongoing activities to strengthen them, which is why people is one of the five integrated elements of PRINCE2." However, this does not explain why virtual highlight reports will be given to the project board during stage 2. Ref 2.2.3</p>

Q	A	Syllabus Ref	Rationale
8	B	P2-7_PRCT_2.1	<p>A. Incorrect. Although it is true that the lunch event may be used by the project manager to get progress updates, this relates to the 'progress' practice and is not the intended purpose of the event. According to the 'people' element, the lunch event should "... optimize the use of people's time and... build social cohesion. Social cohesion is developed by: People meeting in a purposeful way on a regular basis building trust across project silos." Ref 3.3.3</p> <p>B. Correct. To 'bring the team together', the lunch event should "... optimize the use of people's time and... build social cohesion. Social cohesion is developed by: People meeting in a purposeful way on a regular basis building trust across project silos." Ref 3.3.3</p> <p>C. Incorrect. Although it is likely that not all team members are likely to be able to attend every event, the lunch event should "... optimize the use of people's time and... build social cohesion. Social cohesion is developed by: People meeting in a purposeful way on a regular basis building trust across project silos." Ref 3.3.3</p> <p>D. Incorrect. While it is true that the team-building events could be run at the start of the project to "...help to accelerate team-building by using structured exercises...", the lunch event should still help to "... build social cohesion. Social cohesion is developed by: People meeting in a purposeful way on a regular basis building trust across project silos". Ref 3.3.2, 3.3.3</p>

Q	A	Syllabus Ref	Rationale
9	C	P2-7_PRCT_2.1	<p>A. Incorrect. While it is true that as part of the 'give ongoing direction' activity, "project board members may offer informal guidance or respond to requests for advice at any time during a project", the work package should be cocreated between the project manager and the team manager. According to the 'people' practice "to successfully lead a project team, it is important to be aware that...; it is not unusual for members of the project team to be more senior than the project manager." Ref 14.4.3, 3.3</p> <p>B. Incorrect. As part of leading successful teams, "project teams require a different style of management and leadership than for established organization teams, as it can be more challenging for a project leader to exercise their authority." In addition, "leading people beyond a project's direct authority (often across organizational boundaries) requires a degree of cultural intelligence. Cultural intelligence is the capability to relate and work across cultures within the organizational ecosystem." Therefore, inviting the project executive so they can exercise their authority is likely to be ineffective as the Head of Publicity and Social Media reports to the Director of Campaigns and not the project executive. Ref 3.3, 3.3.1</p> <p>C. Correct. As part of the 'controlling a stage' process, the project manager should "define each work package to be authorized (or amended); build a working relationship with the team manager; cocreate and review the work package with the team manager, confirm that they have accepted it, and authorize the team manager to begin work." According to the 'people' practice "to successfully lead a project team, it is important to be aware that...; it is not unusual for members of the project team to be more senior than the project manager." Ref tab 16.4.1, 3.3</p> <p>D. Incorrect. It is true that the project should apply the 'manage by exception' principle which "provides for efficient use of senior management time as it reduces senior managers' time burden without removing their control. This ensures decisions are made at the right level in the organization." However, the project executive should not be "responsible" for authorizing a work package. This is the role of the project manager. According to the 'people' practice "to successfully lead a project team, it is important to be aware that...; it is not unusual for members of the project team to be more senior than the project manager." Ref tab 2.4, 3.3</p>

Q	A	Syllabus Ref	Rationale
10	B	P2-7_PRCT_2.2	<p>A. Incorrect. This would be application of the 'issues' practice, not the 'people' element. The meeting allowed the project manager to receive and act on feedback. According to 'leading successful change', "Based on the shared understanding developed with the key influencers, it is possible to establish ways of working to ensure all impacted areas of the organizational ecosystem are appropriately involved in the project as it progresses." Ref 3.2.3</p> <p>B. Correct. According to 'leading successful change', "The way in which a project is established should support relationship building across interfaces. This can be established through regular meetings and working groups that build a shared understanding of different perspectives, the project data, and knowledge agreed on by stakeholders." Also "Based on the shared understanding developed with the key influencers, it is possible to establish ways of working to ensure all impacted areas of the organizational ecosystem are appropriately involved in the project as it progresses." Ref 3.2.2, 3.2.3</p> <p>C. Incorrect. The project executive may have only just become aware of these concerns about compliance with the legislation. The meeting allowed the project manager to receive and act on feedback. Ref 3.2.3</p> <p>D. Incorrect. This should be logged as a problem or concern in the issue register, but this was not the focus of the question. The meeting allowed the project manager to receive and act on feedback. "Based on the shared understanding developed with the key influencers, it is possible to establish ways of working to ensure all impacted areas of the organizational ecosystem are appropriately involved in the project as it progresses." Ref 3.2.3</p>

Q	A	Syllabus Ref	Rationale
11	C	P2-7_PRCT_2.2	<p>A. Incorrect. Trust is clearly important to a project, but this decision makes it more difficult for team members to get to know each other. "The way in which a project is established should support relationship building across interfaces. This can be established through regular meetings and working groups that build a shared understanding of different perspectives, the project data, and knowledge agreed on by stakeholders." Ref 3.2.2</p> <p>B. Incorrect. Optimizing "the use of people's time" is something that the project manager has to think about, but this decision makes it more difficult for team members to get to know each other. "The way in which a project is established should support relationship building across interfaces. This can be established through regular meetings and working groups that build a shared understanding of different perspectives, the project data, and knowledge agreed on by stakeholders." Ref 3.3.3, 3.2.2</p> <p>C. Correct. When 'bringing a team together', the way in which a project is set up should support building relationships across key interfaces. The current set up is not doing this. "The way in which a project is established should support relationship building across interfaces. This can be established through regular meetings and working groups that build a shared understanding of different perspectives, the project data, and knowledge agreed on by stakeholders." Ref 3.2.2</p> <p>D. Incorrect. While, according to the 'define roles, responsibilities and relationships' principle, "... it is important that the right people are involved, and they know what is expected of them and what they may expect from others in the project," this is not the focus of the question. The project manager's decision makes it more difficult for team members to get to know each other. "The way in which a project is established should support relationship building across interfaces. This can be established through regular meetings and working groups that build a shared understanding of different perspectives, the project data, and knowledge agreed on by stakeholders." Ref 2.3, 3.2.3</p>

Q	A	Syllabus Ref	Rationale
12	C	P2-7_PRCT_2.3	<p>A. Incorrect. It is true that morale can be damaged by a vocal stakeholder, but he may have a valid reason for his opposition, and this should be investigated by focused communication. "Pockets of resistance to the project are a useful indicator of where communications should be focused." Ref 3.4</p> <p>B. Incorrect. This addresses a potential issue with the options analysis but does not deal with this unhappy stakeholder. He may have a valid reason for his opposition, and this should be investigated. "Pockets of resistance to the project are a useful indicator of where communications should be focused." Ref 3.4</p> <p>C. Correct. "Pockets of resistance to the project are a useful indicator of where communications should be focused." The Police Liaison Officer is one such pocket of resistance and the reasons behind his resistance should be identified. Ref 3.4</p> <p>D. Incorrect. This addresses the potential issue with the options analysis but does not deal with the unhappy stakeholder. He may have a valid reason for his opposition, and this should be investigated. "Pockets of resistance to the project are a useful indicator of where communications should be focused." Ref 3.4</p>
13	C	P2-7_PRCT_2.4	<p>A. Incorrect. The communication management approach should include "Stakeholder analysis: identification and analysis of those impacted by the outcome of a project or by the process of delivering the project and those who have the influence to impact the success or failure of the project." However, there is no analysis of who exactly has interest in the project and why. Ref 3.4</p> <p>B. Incorrect. The communication management approach should include "Communications schedule and procedure(s): for each stakeholder group: purpose, frequency, channels/format, messaging, and so on." However, there is no mention of how often these meetings will be held. Ref 3.4</p> <p>C. Correct. The communication management approach should include "Supporting tools and techniques: for example, communications platforms or tools for analytics or automation." The virtual meeting technology is being used as a communications platform. Ref 3.4</p> <p>D. Incorrect. The communication management approach should include "Resources: for the communications activities." The supporting tools and techniques section of the stakeholder analysis includes "... communications platforms or tools for analytics or automation." The virtual meeting technology is being used as a communications platform, rather than a resource. Ref 3.4</p>
14	A	P2-7_PRCT_3.1.1	<p>A. Correct. The business case should include the reasons "the reasons for undertaking the project and explains how the project will enable the achievement of business objectives." The reason why this project is being started is due to the increased amount of discrimination against marginalized groups. Ref 5.5 tab 5.2</p> <p>B, C, D, E Incorrect. Ref 5.5 tab 5.2</p>
15	C	P2-7_PRCT_3.1.1	<p>C. Correct. The business case should include the expected benefits "benefits expressed in measurable terms against the situation as it exists prior to the project." The 20% increase in prosecutions is a benefit. Ref 5.5 tab 5.2</p> <p>A, B, D, E Incorrect. Ref 5.5 tab 5.2</p>

Q	A	Syllabus Ref	Rationale
16	E	P2-7_PRCT_3.1.1	<p>E. 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 need to raise funds from existing donors and financial aid partners should be recorded under the costs heading. Ref 5.5 tab 5.2</p> <p>A, B, C, D Incorrect. Ref 5.5 tab 5.2</p>
17	B	P2-7_PRCT_3.1.2	<p>A. Incorrect. Ensuring continued business justification involves "Creating and maintaining a business case for the project to assess whether it is (and remains) desirable, viable, and achievable". However, this does not explain why the 'do nothing differently' is the starting point for measuring benefits. Ref 5.7 tab 5.2</p> <p>B. Correct. "Do nothing differently should always be the first option and act as the basis for quantifying the other options. The difference between do nothing differently, do the minimum, or do more than the minimum, is the benefit that the investment will buy." Therefore, the business case should show the difference between what is expected to happen if the project happens and what would happen if the project does not go ahead. Ref 5.3.1.1</p> <p>C. Incorrect. It is true that "There are three basic business options concerning any investment.", However, "the difference between do nothing differently, do the minimum, or do more than the minimum, is the benefit that the investment will buy." Therefore, this does not explain the approach chosen. Ref 5.3.1.1</p> <p>D. Incorrect. It is true that "An investment appraisal compares the costs of developing, operating, and maintaining the project's products with the value of the benefits over a period of time." Therefore, the approach is indeed unlikely to provide the data necessary to prepare an investment appraisal. However, "Business justification is not only about costs but also about understanding the value of a project." Therefore, the approach chosen is a valid approach. Ref 5.1, 5.3.2.1</p>
18	A	P2-7_PRCT_3.1.2	<p>A. Correct. "The format and detail of the business case needs to be adapted so that it is appropriate to the size and complexity of the project. For example, small, low value projects may merge the project brief and business case into one simple business case document." Ref 5.4.5</p> <p>B. Incorrect. It is true that ensuring continued business justification involves "Creating and maintaining a business case for the project to assess whether it is (and remains) desirable, viable and achievable." However, this does not explain why it is appropriate on a simple project to combine the project brief and the business case. Ref 5.7, tab 5.2</p> <p>C. Incorrect. It is true that "It is reviewed and updated as it develops and evolves throughout the life of the project." However, this does not explain why it is appropriate on a simple project to combine the project brief and the business case. Ref 5.3.1</p> <p>D. Incorrect. It is true that "The business case is developed in outline and then in detail at the beginning of the project." However, this does not explain why it is appropriate on a simple project to combine the project brief and the business case. Ref 5.3.1</p>

Q	A	Syllabus Ref	Rationale
19	D	P2-7_PRCT_3.2.1	D. Correct. The commercial management approach should include "Responsibilities: defines the responsibilities for market engagement, procurement, and contract management activities." Here, the Head of Publicity and Social Media will be responsible for working with procurement to agree the contract with CharityM. Ref 6.5 A, B, C, E Incorrect. Ref 6.5
20	C	P2-7_PRCT_3.2.1	C. Correct. The commercial management approach should include "Resources: for market engagement, procurement, and contract management activities." Here, the procurement team are providing two people (resources) to agree contract terms with CharityM. Ref 6.5 A, B, D, E Incorrect. Ref 6.5
21	B	P2-7_PRCT_3.2.1	B. Correct. The commercial management approach should include "Delivery model: description of delivery model for the project work (for example, elements of the work breakdown structure to be delivered by external suppliers)." Here it is a thin client structure with the work being performed by an external marketing agency. "Delivery models can range from thin client models where most of the project work is undertaken by suppliers to thick client models where most of the work is undertaken by the business. In thin client models, not only is the work to develop the project's products fulfilled by external suppliers, but also much of the work to manage the project is fulfilled by external suppliers too." Ref 6.5, 6.3.2.1 A, C, D, E Incorrect. Ref 6.5, 6.3.2.1
22	D	P2-7_PRCT_3.2.2	A. Incorrect. It is true that "the project executive is appointed by the business". However, "the role cannot be combined with the project manager role." Ref 6.2.4.1 B. Incorrect. Although it is true that "There cannot be more than one project executive role ...", it is also true that "... the role cannot be combined with the project manager role." Ref 6.2.41 C. Incorrect. "Depending on the scale and complexity of the project and the skill and capacity of the project manager, the project manager may also perform the team manager and project support roles." Ref 6.2.4.5 D. Correct. "The project executive is appointed by the business as the single point of accountability for the project." In addition, "there cannot be more than one project executive role, and the role cannot be combined with the project manager role." Ref 6.2.4.1

Q	A	Syllabus Ref	Rationale
23	B	P2-7_PRCT_3.2.2	<p>A. Incorrect. It is true that, according to the scenario, "the project management maturity of NowByou is very low" and the Contracted Project Manager is employed to "advise the project team how to use a variety of media." However, this does not explain why the project manager role should be combined with the team manager role. This is because "Depending on ... the skill and capacity of the project manager ... [they] ... may also perform the team manager and project support roles." Ref 6.2.4.5</p> <p>B. Correct. According to the scenario the Contract Project Manager has a "track record of successful delivery in the not-for-profit sector" and they also have an understanding of the media required. According to the 'organizing' practice, "depending on the... skill and capacity of the project manager, the project manager may also perform the team manager and project support roles." The Director of Campaigns has also employed them full-time to give them the capacity to complete this role. Ref 6.2.4.5</p> <p>C. Incorrect. It is true that the project manager is "responsible for day-to-day management of a project." However, "Depending on... the skill and capacity of the project manager ... [they] ... may perform the team manager and project support roles." Ref 6.2.4.5</p> <p>D. Incorrect. It is true that "the responsibility of the project manager as a single focus means the role should not be shared." However, here the suggestion is to combine the project manager role with the team manager role, not share it with other team managers. Ref 6.2.4.5</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 7.6 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 7.6 tab 7.1</p> <p>B, C, D, E, F Incorrect. Ref 7.6 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 7.6 tab 7.1</p> <p>A, B, C, D, E Incorrect. Ref 7.6 tab 7.1</p>

Q	A	Syllabus Ref	Rationale
27	C	P2-7_PRCT_3.3.1.b	<p>A. Incorrect. The business should "set project tolerances and document them in the project mandate or confirm them to the project board for inclusion in the project brief." Ref 7.6 tab 7.1</p> <p>B. Incorrect. The project executive should "define tolerances for each stage and approve stage plans." Ref 7.6 tab 7.1</p> <p>C. Correct. The project manager should "Decide how stages and delivery steps are to be applied; Instruct corrective action when work-package-level tolerances are forecast to be exceeded." The issue in the TV campaign work package can be resolved by the project manager within stage tolerances. This also means that it is resolved with project tolerances as all the project time tolerance has been allocated to stage 3. Ref 7.6 tab 7.1</p> <p>D. Incorrect. Project assurance should "review the stage and review project progress against agreed tolerances." Ref 7.6 tab 7.1</p>
28	B	P2-7_PRCT_3.3.2	<p>A. Incorrect. It is true that "the project plan should identify... the proposed work packages into which the product delivery activities will be organized. These work packages typically represent the top level of the project's work breakdown structure." However, this does not explain why more detailed estimates of time and cost should be produced to ensure alignment with the business case targets. Ref 7.2.2.1</p> <p>B. Correct. When the 'plans' practice applies the 'ensure continued business justification' principle, this is achieved by "aligning the plan's performance targets to the business case objectives and providing estimates upon which the project board can confirm whether the project is viable." Ref 7.7 tab 7.2</p> <p>C. Incorrect. It is true that "the project plan is created during the process of initiating a project." However, according to the scenario, stage 1 does encompass the 'initiating the project' process; the business case and project initiation documentation are created. Ref 7.2.2.1, Ref 15.3 tab 15.1</p> <p>D. Incorrect. Although "all projects must have a business justification, usually documented in a business case" this does not explain why the project plan should be created in the 'initiating a project' process. This is because the project plan should provide the "... estimates upon which the project board can confirm whether the project is viable." Ref 5.1, Ref 7.7 tab 7.1</p>

Q	A	Syllabus Ref	Rationale
29	A	P2-7_PRCT_3.3.2	<p>A. Correct. When 'writing product descriptions' as part of the 'defining and analysing products' step of the PRINCE2 technique for planning, "the project manager elicits the user's requirements for these products and documents them in one of more product descriptions. The project manager also consults with subject matter experts to determine requirements related to how these products are procured, developed, tested, used, and supported after acceptance. The aim of this more detailed step is to confirm that the requirements for the major products have been described in sufficient detailed to enable realistic scheduling and estimation." Ref 7.3.2.3</p> <p>B. Incorrect. It is true that when 'writing the project product description', "In the process of starting up a project, the major products or outcomes, along with key quality requirements, are documented in the project product description." However, the Campaign against Discrimination Project is being delivered in a linear-sequential way. Therefore, the product description "should be sufficiently detailed to enable costs and time to be estimated at an appropriate level of confidence." Ref 7.3.1.1</p> <p>C. Incorrect. Although the project product description provides "a description of the project's major products or outcomes" it is also true that writing product descriptions should "confirm that the requirements for the major products have been described in sufficient detail to enable realistic scheduling and estimation." Ref 7.3.1.1</p> <p>D. Incorrect. "In the process of initiating a project, the required products are described in more detail. The project manager elicits the user's requirements... and documents them in one of more product descriptions." However, when producing the stage 2 plan, the options analysis product description should be reviewed and possibly updated to include more detail. "In a linear-sequential project, the product descriptions should be sufficiently detailed to enable costs and time to be estimated at an appropriate level of confidence." Ref 7.3.1.1, Ref 15.3 tab 15.1</p>
30	D	P2-7_PRCT_3.4.1	<p>D. Correct. The quality register should include "Quality method: The quality method involved in the activity. Dates: Planned and actual dates of the activity. Responsibilities The individuals or functions involved and their respective roles and responsibilities. Result: Whether the product passed or failed. Indication of the response in the event the product fails." Here, review is the quality method, the Director of Campaigns is the approver and result is approved. Ref 8.5</p> <p>A, B, C, E Incorrect. Ref 8.5</p>
31	A	P2-7_PRCT_3.4.1	<p>A. Correct. The product description for the leaflets should include "Quality specifications the functional and non-functional requirements for the product along with their associated measures." Here, the quality specification is the need for 100% accuracy of the information. Ref 8.5</p> <p>B, C, D, E Incorrect. Ref 8.5</p>

Q	A	Syllabus Ref	Rationale
32	E	P2-7_PRCT_3.4.1	<p>E. Correct. The quality management approach should include "Standards any standards which apply to quality management, including the composition and format of the quality register and other quality records." Here the need to comply with copyright and data protection legislation is a standard for all published materials, not just the leaflet. Ref 8.5</p> <p>A, B, C, D Incorrect. Ref 8.5</p>
33	D	P2-7_PRCT_3.4.2	<p>A. Incorrect. It is true that "The product-based quality management approach ensures clear traceability of quality specifications and quality controls to the required products, thereby avoiding conflicts over unmet user quality expectations." However, this does not explain why the statement describes a benefit, not a user quality expectation. Ref 8.1.2, 8.2.1.1</p> <p>B. Incorrect. It is true that the purpose of the 'quality' practice is to "document the user's requirements of the project products and to establish the means by which they will be met", "improved brand recognition" is an outcome, for example, "The result of change" and increased donations and financial aid are benefits. Ref 8.1, 5.1, 8.2.1.1</p> <p>C. Incorrect. It is true that according to the scenario NowByou is seeking to "reinforce their own brand recognition" through the campaign. However, this is an outcome of the campaign and increased donations and financial aid are benefits, not user quality expectation. "A user quality expectation is defined as "a statement about the quality expected from the project product, captured in the project product description." However, according to the 'business case' practice, "projects deliver outputs in the form of products the use of which facilitate changes in an organization." These changes create capabilities that lead to outcomes." Therefore, this statement does not describe the project product but the result of its use and the associated benefits. Ref 8.1.1, 5.1, 8.2.1.1</p> <p>D. Correct. According to the scenario NowByou is seeking to "reinforce their own brand recognition" through the campaign. However, this is an outcome of the campaign and increased donations and financial aid are benefits, not user quality exception. A user quality expectation is defined as "a statement about the quality expected from the project product, captured in the project product description." However, according to the 'business case' practice, a benefit is "The measurable improvement resulting from an outcome that is perceived as an advantage by the investing organization and contributes towards one or more business objectives." This statement does not describe the project product but the result of its use and its associated benefits. Ref 8.2.1.1, 8.1.1, 5.1.</p>

Q	A	Syllabus Ref	Rationale
34	D	P2-7_PRCT_3.4.2	<p>A. Incorrect. "Quality assurance may be performed at the programme or business level, for example, by an element of the business' quality management system. It focuses on ensuring that the project's quality control measures are appropriate to assess the project's products against their quality specifications." Ref 8.2.3</p> <p>B. Incorrect. Although "project assurance is the responsibility of the project board", it is quality assurance that makes sure "... that the project's quality control measures are appropriate to assess the project's products against their quality specifications." In addition," It is important not to confuse quality assurance with project assurance. Quality assurance is business or programme function managed outside the project management team." Ref 8.2.3</p> <p>C. Incorrect. "Project assurance is the responsibility of the project board and is used to confirm if the project is being conducted correctly. Project assurance is independent of the project manager but not the project." Therefore, the project manager, team managers and project support are unable to perform this role. Ref 8.2.3</p> <p>D. Correct. Quality assurance is defined as "a planned and systematic activity that provides confidence that products will meet their defined quality specifications when tested under quality control. Quality assurance is typically a function managed independently from the project team." In addition, "quality assurance may be performed at the programme or business level, for example, by an element of the business' quality management system." And "Quality assurance is business or programme function managed outside the project management team." Therefore, the assessment of the quality control measures should be managed independently from the project management team. Ref 8.2.3</p>
35	E	P2-7_PRCT_3.5.1.a	<p>E. Correct. This statement is describing an action to be taken by a specific person. This is the risk action owner. Ref 9.5</p> <p>A, B, C, D Incorrect. Ref 9.5</p>
36	D	P2-7_PRCT_3.5.1.a	<p>D. Correct. This is describing a response to be taken to address the issue. This is a risk response. Ref 9.5</p> <p>A, B, C, E Incorrect. Ref 9.5</p>
37	B	P2-7_PRCT_3.5.1.a	<p>B. Correct. This statement is describing the impact that is likely to occur if we do not address the risk. Ref 9.5</p> <p>A, C, D, E Incorrect Ref 9.5</p>

Q	A	Syllabus Ref	Rationale
38	A	P2-7_PRCT_3.5.2	<p>A. Correct. The risk register should include: "Risk description summary of the cause, event and effect." The cause is the current low level of brand recognition; the event is that donors may recognize the work that NowYou does; the effect is increasing donations. Ref 9.2.1, 9.5</p> <p>B. Incorrect. It is true that "Risk exposure: The degree to which a particular objective is 'at risk'. Risk exposure is a neutral concept as exposure can be positive or negative." However, risk exposure for an individual risk should not be recorded in the risk register. Ref 9.2, 9.5</p> <p>C. Incorrect. "Risks can have a negative or positive impact on objectives if they occur. PRINCE2 uses the terms 'threat' for uncertain events that would have a negative impact on objectives, and 'opportunity' for uncertain events that would have a positive impact on objectives." Therefore, both threats and opportunities should be recorded in the risk register. Ref 9.1, 9.2.1, 9.5</p> <p>D. Incorrect. It is true that, according to the scenario, increasing donations will not occur during the project to deliver the multi-channel campaign. However, it is caused by the project; "will effect the achievement of objectives" and is therefore a relevant risk. Ref 9.1, 9.2.1, 9.5</p>
39	C	P2-7_PRCT_3.5.2	<p>A. Incorrect. The response does not make the "uncertain situation certain by removing the risk." It may not be possible to identify suitable brand specialists and these specialists may not increase brand awareness and associated donations. Ref 9.2.3.1 tab 9.1</p> <p>B. Incorrect. "If a threat is reduced rather than removed, the largest realistic likelihood or size of impact of the risk that remains is called the 'residual' risk." In this case, the risk is an opportunity, and this is an 'enhance' response as a residual risk remains. Ref 9.2.3.1</p> <p>C. Correct. This is an 'enhance' response because this option "chooses to take definite action now, to change the probability and impact of the risk." Here the use of an external brand specialist increases the likelihood of the risk occurring. It is not an 'exploit' response which would make the "uncertain situation certain by removing the risk." In this case, to exploit the opportunity would mean that the increase in donations is a certainty, which it is not. Ref 9.2.3.1 tab 9.1</p> <p>D. Incorrect. It is true that, according to the scenario, increasing donations will not occur during the project to deliver the multi-channel campaign. However, it is caused by the project; "will affect the achievement of objectives" and is therefore a relevant risk. However, this does not explain why it should be recorded as an 'enhance' response, rather than exploit. Ref 9.1</p>
40	E	P2-7_PRCT_3.6.1	<p>E. Correct. The team manager should "implement corrective actions". Here the corrective action is to set up the workshops. Ref 10.6 tab 10.2</p> <p>A, B, C, D Incorrect. Ref 10.6 tab 10.2</p>

Q	A	Syllabus Ref	Rationale
41	D	P2-7_PRCT_3.6.1	<p>D. Correct. Project support should "Administer the change control and issue procedures by: maintaining the issue register." Here the request for the workshop is a new issue that has been recorded in the issue register. Ref 10.6 tab 10.2</p> <p>A, B, C, D Incorrect. Ref 10.6 tab 10.2</p>
42	A	P2-7_PRCT_3.6.1	<p>A. Correct. The project manager should "Manage the issue and change control procedures, assisted by project support where possible." Here, the project manager is assessing the positive impact that implementing this change could have. Ref 10.6 tab 10.2</p> <p>B, C, D, E Incorrect. Ref 10.6 tab 10.2</p>
43	C	P2-7_PRCT_3.6.2	<p>A. Incorrect. This is a relevant event that requires a response from the commissioning party within NowByou, not the project; the project is the commissioning party's response. A project issue is "An event relevant to the project that requires project management consideration." This is an event relevant to NowByou, not the project. Also, this is not a request to change the project baseline. Ref 10.1</p> <p>B. Incorrect. Although the project is a response to this issue from the commissioning party within NowByou, a project issue is "An event relevant to the project that requires project management consideration." This is an event relevant to NowByou, not the project. Also, this is not a request to change the project baseline. Ref 10.1</p> <p>C. Correct. A project issue is "An event relevant to the project that requires project management consideration." And a request for change is "A proposal for a change to a baseline." However, this is an event relevant to NowByou, not the project and is not a proposed change to the Campaign against Discrimination Project. Ref 10.1, 10.2.3</p> <p>D. Incorrect. This is a relevant event that requires a response from the commissioning party within NowByou, not the project. A project issue is "An event relevant to the project that requires project management consideration." Ref 10.1</p>

Q	A	Syllabus Ref	Rationale
44	B	P2-7_PRCT_3.6.2	<p>A. Incorrect. It is true that, "assessment of issues and the development of ways to resolve them is best approached in a cooperative manner, by soliciting inputs and ideas from a variety of project team members and stakeholders. This is particularly true when the issue has impacts and response options outside the scope of the project itself." Therefore, it is appropriate for the project manager to consult with the Director of Campaigns. However, this does not explain why the issue should be referred to the business for a decision. Ref 10.3.1.2</p> <p>B. Correct. "The project board has overall control at a project level." However, as part of 'recommending resolution,' "based on the assessment, a recommendation is made to the appropriate person or group who has the required authority. Whether the recommendation is to approve or reject a request for change, the consequences of both choices should be made clear." Here there are implications not just for this project, but for NowByou as a whole. Therefore, the decision needs to be taken by the NowByou senior team. Ref10.3.1.3, 11.2.1</p> <p>C. Incorrect. While a risk is "An uncertain event or set of events that, should they occur, will effect the achievement of objectives." This is an issue, for example, the offer of money and its consequences is "An event relevant to the project that requires project management consideration." Ref 9.1, 10.1</p> <p>D. Incorrect. It is true that, according to the scenario, the project management maturity of the organization is very low. However, this does not explain why the matter should or should not be escalated as suggested. "Based on the assessment, a recommendation is made to the appropriate person or group who has the required authority." In this case, senior management, via the project board. Ref 10.3.1.3</p>
45	E	P2-7_PRCT_3.7.1	<p>E. Correct. The end project report should include "Product review: a review of products, off-specifications, project product handover, and lessons." Here, this is both a review of the implementation of the chosen option and a lesson at the end of stage 3, the final stage. Ref 11.5</p> <p>A, B, C, D Incorrect. Ref 11.5</p>
46	A	P2-7_PRCT_3.7.1	<p>A. Correct. An exception report should include "Consequences of the exception what the implications are if the deviation is not addressed for the project and the business." In addition, it should include "Recommendation of the available options, which is recommended, and why?" Ref 11.5</p> <p>B, C, D, E Incorrect. Ref 11.5</p>
47	D	P2-7_PRCT_3.7.1	<p>D. Correct. A check point report should include "Issues and risks an update on issues and risks associated with the work package." Here, this is an update about a risk relating to the affordability of one of the options. Ref 11.5</p> <p>A, B, C, E Incorrect. Ref 11.5</p>

Q	A	Syllabus Ref	Rationale
48	C	P2-7_PRCT_3.7.2	<p>A. Incorrect. Event-driven controls are “A control that occurs when a specific event occurs.” However, this does not explain why time-driven controls are needed for stage 3. Ref 11.2.2</p> <p>B. Incorrect. It is true that the project board should authorize stage 3 at the end of stage 2. As part of the 'directing a project' process, "it is important that a stage starts only when the project board says it should. The project board authorizes a stage by reviewing the performance of the current stage and approving the stage plan for the next stage." Ref 14.4.4</p> <p>C. Correct. "Time-driven control: A management control that occurs at predefined periodic intervals. For example, this could be producing highlight reports for the project board." In addition, "monitoring and reporting require a time-based approach whereas control (decision-making) is an event-based activity." Therefore, both time- and event-based controls are required during a stage. And as the project manager is less experienced, more frequent reporting may even be appropriate. "The frequency of reporting should reflect the level of control required, and this is likely to vary during the project. For example, if the team is highly experienced, then less frequent reporting may be appropriate. Whereas for an inexperienced team the project manager or project board may wish to increase the frequency of reporting." Ref 11.2.2, 11.2.4</p> <p>D. Incorrect. Event-driven controls: “A control that occurs when a specific event occurs. For example this could be the end of a stage, the completion of the project initiation documentation, or the creation of an exception report.” However, this does not explain why the project manager should report progress via highlight reports to the project board throughout the stage. Ref 11.2.2</p>
49	A	P2-7_PRCT_3.7.2	<p>A. Correct. "The daily log can also be used to record informal issues... The difference between a formal issue and an informal issue is that a formal issue will be captured in the issue register as an open forum... An informal issue is one which... requires handling in a suitable manner where open access would be inappropriate." Ref 11.3.4</p> <p>B. Incorrect. It is true that “... the project team actively seeks, records, and incorporates relevant lessons throughout the life of the project.” However, “an informal issue is one which ... requires handling in a suitable manner where open access would be inappropriate.” Ref 11.2.3</p> <p>C. Incorrect. This is an informal issue, not a formal issue, due to its sensitive nature “... requires handling in a suitable manner where open access would be inappropriate” and “the daily log can... be used to record informal issues and any other notes or observations.” Ref 11.2.3</p> <p>D. Incorrect. It is true that an issue report should be produced for some issues "to enable a request for change, off-specification, business opportunity or a problem/concern to be formally reviewed and responded to. To enable a request for change, off-specification, business opportunity or a problem or concern to be formally reviewed and responded to." However, this is an informal issue that should be recorded in the daily log. Ref 11.2, 11.2.4</p>

Q	A	Syllabus Ref	Rationale
50	A	P2-7_PRCT_4.1.1	<p>A. Correct. As part of the 'assess previous lessons' activity the project manager should consult "with individuals or teams with experience of similar projects." Therefore, the project manager should consult with the Fund-Raising Administrator during this activity. Ref 13.4.2</p> <p>B. Incorrect. As part of the 'prepare the outline business case' activity "Given the information available, the outline business case is likely to be only a high-level view at this time. It provides an agreed foundation for a more detailed business case developed in the process of initiating a project." Ref 13.4.3</p> <p>C. Incorrect. As part of the 'select the project approach' activity "Before any planning of the project can be done, questions must be raised regarding how the work of the project is going to be approached: Will the solution be developed in-house or contracted to third parties?" Ref 13.4.5</p> <p>D. Incorrect. As part of the 'plan the initiation stage' activity "Initiating a project takes time and consumes resources. The work should be planned and approved to ensure that initiation is not aimless and unstructured." Ref 13.4.7</p>
51	B	P2-7_PRCT_4.1.1	<p>A. Incorrect. The 'plans' practice is applied by the 'starting up a project' process by "Defin[ing] the project approach; Develop[ing] the project product description." Ref tab 13.3</p> <p>B. Correct. The 'progress' practice is applied by the 'starting up a project' process by "Set[ting]-up the daily log; Gather[ing] lessons from previous projects to improve this project." Ref tab 13.3</p> <p>C. Incorrect. The 'risk' practice is applied by the 'starting up a project' process by "Identify[ing] an initial set of key risks." Ref tab 13.3</p> <p>D. Incorrect. The 'quality' practice is applied by the 'starting up a project' process by "Understand[ing] the quality expectations and requirements." Ref tab 13.3</p>
52	D	P2-7_PRCT_4.1.2	<p>A. Incorrect. The request project initiation activity needs to include the "project approach, the project management team appointments, and initiation stage activities and controls" not just the formal justification information. Ref 13.4.8</p> <p>B. Incorrect. The request project initiation activity needs to "formally request authority from the project board to initiate the project to secure the people and resources required." The 'starting up a project' process requires an initiation stage plan so this is not a correct approach. Ref 13.4.8</p> <p>C. Incorrect. The initial project manager does not have to be in place to request project initiation, however the 'starting up a project' process is not completed until the initiation stage plan is completed. Ref 13.4.8</p> <p>D. Correct. Although "the project manager will usually explain the options selected verbally to the project board, why the project makes sense and is valuable to start the initiation stage" the 'starting up a project' process has not been completed correctly. Ref 13.4.8</p>

Q	A	Syllabus Ref	Rationale
53	C	P2-7_PRCT_4.2.1.c	<p>A. Incorrect. The 'risk' practice is applied by the 'directing a project' process by "approv[ing] the risk management approach." Ref 14.7 tab 14.3</p> <p>B. Incorrect. The 'progress' practice is applied by the 'directing a project' process by "Assur[ing] fair progress reporting by validating highlight reports and end stage reports; Approv[ing] exception report." Ref 14.7 tab 14.3</p> <p>C. Correct. The 'business case' practice is applied by the 'directing a project' process by "approv[ing] the benefits management approach. In the 'authorize project closure' activity, the project board should "Ensure that post-project benefits reviews defined by the updated benefits management approach cover the performance of the project product in operational use in order to identify whether there have been any side-effects (beneficial or adverse)." Ref 14.7 tab 14.3, 14.4.5</p> <p>D. Incorrect. The 'quality' practice is applied by the 'directing a project' process by "Approv[ing] the project product description; Approv[ing] the quality management approach." Ref 14.7 tab 14.3</p>
54	D	P2-7_PRCT_4.2.1.a	<p>A. Incorrect. As part of the 'authorize initiation' activity "the project board... ensures that such investment is worthwhile." Ref 14.4.1</p> <p>B. Incorrect. "The objective of authorizing the project is to decide whether to proceed with the rest of the project. The project board has to confirm that: an adequate and suitable business case exists and that it shows a viable project." Ref 14.4.2</p> <p>C. Incorrect. As part of the 'authorize a stage or exception plan' activity "The project board authorizes a stage by reviewing the performance of the current stage and approving the stage plan for the next stage. Approval of stage plans occurs at the end of every stage except the last one." Ref 14.4.4</p> <p>D. Correct. As part of the 'authorize project closure' activity, the project board should "Ensure that post-project benefits reviews defined by the updated benefits management approach cover the performance of the project product in operational use in order to identify whether there have been any side-effects (beneficial or adverse)." This should include whether awareness of discrimination has increased and whether there has been an unexpected reduction in arrests. In addition, the project is at the end of stage 3, after the implementation of the chosen option, and the project is therefore being closed. Ref 14.4.5</p>

Q	A	Syllabus Ref	Rationale
55	D	P2-7_PRCT_4.2.2	<p>A. Incorrect. "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. Only exceptions to stage plans or project plans need to be escalated for approval... Work package level exceptions are managed by the project manager using the process of controlling a stage." Therefore, the project manager should not have used an exception report to request ongoing direction. Ref 14.4.3</p> <p>B. Incorrect. It is true that the 'give ongoing direction' activity including "responding to requests (for example, when options need clarifying or where areas of conflict need resolving)." However, this does not explain why the project manager should not have used an exception report to request ongoing direction. Ref 14.4.3</p> <p>C. Incorrect. As part of the 'give ongoing direction' activity, "ongoing direction may be given collectively or by individual project board members." Therefore, the project manager does not necessarily have to consult all project board members for advice. Ref 14.4.3</p> <p>D. Correct. According to 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. Only exceptions to stage plans or project plans need to be escalated for approval.' In addition, according to the 'progress' practice, "if the issue can be resolved by the project manager within the stage tolerances, the resolution will not require an exception report." Therefore, the project manager should not produce an exception report to request ongoing direction if the stage remains within tolerance. Ref 14.4.3, 11.3.1</p>
56	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 the business's standard project management approach in order to recognize internal and external factors that affect the way in which the project is delivered. Any deviations 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 initiating a project stage, the project manager contacts the project board to request authorization." The project manager may request a meeting for this authorization as "This may be done either with or without a formal meeting." Ref 15.4.7, 14.4.1</p>

Q	A	Syllabus Ref	Rationale
57	A	P2-7_PRCT_4.3.1.c	<p>A. Correct. The 'plans' practice is applied by the 'initiating a project' process by "Develop[ing] the product breakdown structure, work break down structure and product flow diagram." Ref 15.7 tab 15.3</p> <p>B. Incorrect. The 'issues' practice is applied by the 'initiating a project' process by "Develop[ing] issue management approach; Set[ting] up the issue register". Ref 15.7 tab 15.3</p> <p>C. Incorrect. The 'organizing' practice is applied by the 'initiating a project' process by "Updat[ing] project management team structure." Ref 15.7 tab 15.3</p> <p>D. Incorrect. The 'business case' practice is applied by the 'initiating a project' process by "The outline business case in the project brief is developed further into a full business case ready for approval by the project board based on a better understanding of the project and the proposed option." Ref 15.7 tab 15.3</p>
58	D	P2-7_PRCT_4.3.2	<p>A. Incorrect. In the 'request project authorization' activity, "the project manager contacts the project board to request project authorization." However, this does not address the need to ensure that benefits reviews, and controls reflect the need to align with the communication messages. Ref 15.4.7</p> <p>B. Incorrect. The 'request project authorization' activity should "formally request authority from the project board to deliver the project to secure the people and resources required." However, this does not address the need to ensure that benefits reviews and controls reflect the need to align the communication messages. Ref 15.4.7</p> <p>C. Incorrect. In the 'assemble the project initiation documentation' activity "the version of the project initiation documentation created during the process of initiating a project and used to gain authorization for the project to proceed, must be baselined and should be placed under change control." However, this does not address the need to ensure that benefits reviews and controls reflect the need to align the communication messages. Ref 15.4.6</p> <p>D. Correct. The 'assemble the project initiation documentation' activity will "perform a cross-check of the information in the various elements to ensure that they are compatible." This should address the need to ensure that benefits reviews and controls reflect the need to align with the communication messages. Ref 15.4.6</p>
59	A	P2-7_PRCT_4.4.1	<p>A. Correct. The project manager should be "responsible for the 'report highlights' activity. In this activity "The project manager must provide the project board with summary information about the status of the stage and project and distribute other information to stakeholders at a frequency documented in the communication management approach." Ref 16.6 tab 16.2, 16.4.8</p> <p>B. Incorrect. The team manager should be "consulted" in the 'report highlights' activity. Ref 16.6 tab 16.2</p> <p>C. Incorrect. Project support should be "consulted" in the 'report highlights' activity. Ref 16.6 tab 16.2</p> <p>D. Incorrect. Project assurance should be "consulted" in the 'report highlights' activity. Ref 16.6 tab 16.2</p>

Q	A	Syllabus Ref	Rationale
60	D	P2-7_PRCT_4.4.1	<p>A. Incorrect. The business should not be involved in the 'take corrective action' activity. Ref 16.6 tab 16.2</p> <p>B. Incorrect. The project executive should be "accountable" for the 'take corrective action' activity. Ref 16.6 tab 16.2</p> <p>C. Incorrect. Project assurance should not be involved in the 'take corrective action' activity. Ref 16.6 tab 16.2</p> <p>D. Correct. Project support should be "informed" in the 'take corrective action' activity. In the 'take corrective action' activity "the objective is to select and implement actions that will resolve deviations from the plan. Corrective action is triggered during evaluate stage status (section 16.4.4) and typically involves dealing with advice and guidance received from the project board, and with issues raised by team managers." Here, a concession has been granted to the marketing agency team manager. Ref 16.6 tab 16.2, 16.4.6</p>
61	B	P2-7_PRCT_4.4.2	<p>A. Incorrect. It is true that as part of the 'evaluate work package status' activity, the project manager should "update the stage plan for the current stage with actuals to date, forecasts, and adjustments." However, this does not explain why the project manager should update the work package to allow the team manager to issue the checkpoint report a little later. Ref 16.4.2</p> <p>B. Correct. As part of the 'evaluate work package status' activity, 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", and "if necessary, update the project log." As a result, the project manager should make a note in the project log to allow the later issue of the checkpoint report. Ref 16.4.2</p> <p>C. Incorrect. It is true that as part of the 'evaluate work package status' activity, the project manager should "collect and review progress information from the checkpoint report for the work package being executed". However, if the project manager has informally reviewed progress and understood the issues, a slight delay of a report, noted in the project log, is an appropriate application of the 'evaluate work package status' activity. Ref 16.4.2</p> <p>D. Incorrect. It may be true that assistance could be provided by project support in producing the checkpoint report. However, it is the team manager that is "responsible for producing checkpoint reports" as part of the 'execute a work package' activity. And this does not explain why the project manager should allow the later issue of the checkpoint report. Ref 17.6</p>

Q	A	Syllabus Ref	Rationale
62	A	P2-7_PRCT_4.5.1	<p>A. Correct. The 'accept a work package' activity is where "There should be 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. This should cover the reporting requirements, what constraints apply, any procedures to be applied and whether the requirements of the work package are reasonable and can be achieved." The team manager should "Agree to deliver the work package." Here, agreement is being reached on the scope tolerance for the work package. Ref 17.4.1</p> <p>B. Incorrect. The 'execute a work package' activity is where "the work has to be executed and monitored to the requirements defined in the authorized work package." The team manager should "Manage the development of the required products in accordance with the requirements defined in the work package." Ref 17.4.2</p> <p>C. Incorrect. The 'evaluate a work package' activity is where "the results of a completed work package should be reported back to the project manager so that progress is clearly visible to the project management team." Ref 17.4.3</p> <p>D. Incorrect. The 'notify work package completion' activity is where "just as the work package was accepted from the project manager, notification of its completion must be returned to the project manager." Ref 17.4.4</p>
63	D	P2-7_PRCT_4.5.1	<p>A. Incorrect. The 'quality' practice is applied by the 'managing product delivery' process by "Develop[ing] the specialized products; Updat[ing] the quality register." Ref 17.7 tab 17.3</p> <p>B. Incorrect. The 'plans' practice is applied by the 'managing product delivery' process by "Develop[ing] the team plan; Updat[ing] the product register." Ref 17.7 tab 17.3</p> <p>C. Incorrect. The 'issues' practice is applied by the 'managing product delivery' process by "Apply[ing] the approach how to handle issues within the work package; Updat[ing] issue register." Ref 17.7 tab 17.3</p> <p>D. Correct. The 'progress' practice is applied by the 'managing product delivery' process by "Develop[ing] checkpoint report." Here, the team manager is reporting progress via a checkpoint report to the project manager as part of the 'execute a work package' activity: "Report the status of the work package to the project manager." Ref 17.7 tab 17.3, 17.4.3</p>

Q	A	Syllabus Ref	Rationale
64	D	P2-7_PRCT_4.5.2	<p>A. Incorrect. The 'execute a work package' activity should "manage the development of the required products in accordance with the requirements defined in the work package." However, this action is not correctly applying the 'execute a work package' activity. The team manager should use the 'execute a work package' activity, to "take any action required by the project manager", not directly from the project board. Ref 17.4.2</p> <p>B. Incorrect. Although the project board should be responsible for ensuring that the products will achieve the project objectives, the project board is not involved in the 'managing product delivery' process. "The process of directing a project provides a mechanism for the project board to meet its responsibility for ensuring there is continued business justification without being overburdened by hands on project management activity." Ref 17, 14.3</p> <p>C. Incorrect. The team manager should "report the status of the work package to the project manager." However, this does not explain why this action is not correctly applying the 'execute a work package' activity. The team manager should use the 'execute a work package' activity to "take any action required by the project manager", not directly from the project board. Ref 17.4.3, 17.4.2</p> <p>D. Correct. This action is not correctly applying the 'execute a work package' activity. The 'execute a work package' activity should "notify the project manager of any new issues, risks, or lessons and take any action required by the project manager." The project manager should use the 'controlling a stage' process to escalate issues and risks to the project board and take corrective action. The team manager should use the 'execute a work package' activity in the 'managing product delivery' process, to "take any action required by the project manager." Ref 16, 17.4.2</p>
65	B	P2-7_PRCT_4.7.1	<p>A. Incorrect. The business should not be involved in the 'evaluate the project' activity. Ref 19.6 tab 19.2</p> <p>B. Correct. The project executive should be "accountable" in the 'evaluate the project' activity. In this activity, "Successful organizations learn from experience with projects. When evaluating the project, the objective is to assess how successful or unsuccessful 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. Recommended actions for the project manager: Review the project's original intent as agreed in the initiation stage and defined by the project initiation documentation and baselined at that time. Review the approved changes as defined by the current version of the components of the project initiation documentation." Ref 19.6 tab 19.2, 19.4.4</p> <p>C. Incorrect. The project manager should be "responsible" for the 'evaluate the project' activity. Ref 19.6 tab 19.2</p> <p>D. Incorrect. The senior supplier should be "consulted" for the 'evaluate the project' activity. Ref 19.6 tab 19.2</p>

Q	A	Syllabus Ref	Rationale
66	B	P2-7_PRCT_4.7.1.b	<p>A. Incorrect. The business is not involved in the 'evaluate the project' activity. Ref 19.6 tab 19.2</p> <p>B. Correct. The project executive should be "accountable for the 'evaluate the project' activity. In this activity, "it may also be possible to improve the estimation for future projects by analysing the estimates and actual progress metrics for this project." Ref 19.6 tab 19.2, 19.4.4</p> <p>C. Incorrect. The project manager should be "responsible" in the 'evaluate the project' activity. Ref 19.6 tab 19.2</p> <p>D Incorrect. Project assurance should be "consulted" in the 'evaluate the project' activity. Ref 19.6 tab 19.2</p>
67	C	P2-7_PRCT_4.6.2	<p>A. Incorrect. "Exception plans are requested by the project board in response to an exception report." However, this situation is a change to the benefits which would require an update to the benefits management plan using the 'update the business case' activity. Ref 18.4.4, 18.4.2</p> <p>B. Incorrect. In the 'prepare exception plan' activity, the actions are "to update the project log to record the project board's request for an exception plan and review and (if required) update the project initiation documentation." However, this situation is a change to the benefits which would require an update to the benefits management plan using the 'update business case' activity. Ref 18.4.4, 18.4.2</p> <p>C. Correct. "Projects do not take place in a static environment. The environment external to the project changes, as does the development of the project product. The business case needs to reflect these changes and must be reviewed and amended to keep it relevant to the project." The 'update the business case' activity will "update the benefits management approach with the results from any benefits management actions undertaken during the stage" and "revise the business case and, if necessary, the benefits management approach, ready for project board approval." Ref 18.4.4</p> <p>D. Incorrect. In the 'update the business case' activity the project manager should "assess the project's risks using the project log to ascertain the aggregated risk exposure for the project and identify the current key risks that affect the business case." However, this situation is a change to the benefits forecasts which would require an update to the benefits management plan using the 'update the business case' activity. Ref 18.4.4</p>

Q	A	Syllabus Ref	Rationale
68	B	P2-7_PRCT_4.6.1.c	<p>A. Incorrect. The 'organizing' practice is applied by the 'managing a stage boundary' process by "Project team performance, health and wellbeing are reviewed for input to lessons learned and the end stage report." However, this should not focus on the work left to be completed. Ref 18.7 tab 18.3</p> <p>B. Correct. The 'progress' practice is applied by the 'managing a stage boundary' process by "The end stage report is created and issued." The project board has requested an end stage report to support the exception plan. In the 'evaluate a stage' activity, "The results of a stage should be reported back to the project board so that progress is clearly visible to the project management team. The project manager gives a view on the continuing ability of the project to meet the project plan and business case and assesses the overall risk situation. This activity should happen as close as possible to the actual end of a stage. Recommended actions for the project manager: Prepare an end stage report for the current stage." Ref 18.7 tab 18.3, 18.4.5</p> <p>C. Incorrect. The 'issues' practice is applied by the 'managing a stage boundary' process by "The issue register is reviewed to close out current stage issues or follow-on actions, to add or update issues for the next stage, and to provide input to the end stage report. The issue management approach is reviewed and updated if required." Ref 18.7 tab 18.3</p> <p>D. Incorrect. The 'quality' practice is applied by the 'managing a stage boundary' process by "The quality register is checked to confirm the required quality activities for the stage have been performed and to provide input to the end stage report." Ref 18.3</p>

Q	A	Syllabus Ref	Rationale
69	B	P2-7_PRCT_4.6.1	<p>A. Incorrect. In the 'prepare exception plan' activity "if a stage or the project is forecast to deviate beyond its agreed tolerances, it no longer has the approval of the project board. Exception plans are requested by the project board in response to an exception report. Although an exception plan will be produced prior to the planned stage boundary, its approval by the project board marks a stage boundary for the revised stage." Ref 18.4.4</p> <p>B. Correct. As part of the 'evaluate the stage' activity "the results of a stage should be reported back to the project board so that progress is clearly visible to the project management team." And the project manager should "prepare an end stage report for the current stage. In case of an exception plan only when this is required by the project board." According to the 'progress' practice an end stage report should be used "to give a summary of progress to date, the overall project situation, and sufficient information to ask for a project board decision on what to do next with the project." Ref 18.4.5, 11.6</p> <p>C. Incorrect. 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, the people and resources required, and conform readiness to proceed." However, the end stage report should have been produced in the 'evaluate the stage' activity. Ref 18.4.6</p> <p>D. Incorrect. In the 'update the project plan' activity "the project plan is updated to include actual progress from the stage that is finishing, and to include forecast duration and costs from the exception plan or stage plan for the stage about to begin." The end stage report should not be produced in this activity. Ref 18.4.2</p>

Q	A	Syllabus Ref	Rationale
70	B	P2-7_PRCT_4.7.2	<p>A. Incorrect. It is true that the 'confirm project acceptance' activity is where "the project's product(s) must be passed to an operational and maintenance environment prior to the project closure. This may happen as a single release at the end of the project, or the project approach may include phased delivery where products are delivered in several releases." However, this does not explain why the senior user should be involved in checking the benefits management approach. Ref 19.4.3</p> <p>B. Correct. "It is not a project activity to undertake benefits reviews post-project, only to plan for such benefits reviews to occur." It is true that "the project manager is responsible for the creation of all new management products" in the 'closing a project' process, "but may delegate work to others provided overall responsibility is retained". In addition, "the checking that post-project benefits reviews are planned to take place may be undertaken by the senior user in the 'confirm project acceptance' activity". Ref 19.4.3, 19.5.2</p> <p>C. Incorrect. It is true that "The project manager is responsible for the creation of all new management products" in the 'closing a project' process, "but may delegate work to others provided overall responsibility is retained". However, "checking that post-project benefits reviews are planned to take place may be undertaken by the senior user in the 'confirm project acceptance' activity." Ref 19.5.2</p> <p>D. Incorrect. it is true that the 'managing a stage boundary' process will "revise the business case and, if necessary, the benefits management approach, ready for project board approval." However, the project manager should also update the benefits management approach during the 'closing a project' process, if necessary. Ref 18.4.4</p>

PeopleCert