



PRINCE2<sup>®</sup> 7 Practitioner

# Sample Paper 1

Question Booklet | Multiple Choice

Examination | 2 ½ Hours

PeopleCert

Official Training Materials

# Sample Paper 1:

## Question Booklet

### Multiple Choice

**Examination Duration: 2 hours and 30 minutes**

#### **Instructions**

1. You should attempt all 70 questions. Each question is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 42 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 2 hours and 30 minutes to complete this exam.
6. This is an 'open book' exam. You can use the PRINCE2® 7 Managing Successful Projects Official Book.
7. Use the Scenario Booklet (Scenario 4: NowBYou and Additional information).
8. No materials are allowed other than the exam paper, the PRINCE2® 7 Managing Successful Projects Official Book, and the Scenario Booklet.
9. Do not use information from one question to answer another.

## PRINCIPLES

1. The project is in the 'starting up a project' process. The Chair of the User Group has advised that not everyone in the groups affected by discrimination will have access to digital media. So that all homeless people know how to report discriminatory incidents, the Contracted Project Manager has recommended that non-digital methods of communication also be included as part of the project.

Which principle is being applied, and why?

- A. 'Focus on products', because the Contracted Project Manager should identify the products needed to deliver the campaign successfully
  - B. 'Focus on products', because the Contracted Project Manager should estimate the work to deliver the non-digital communications
  - C. 'Manage by exception', because the project should use a range of different communication channels to deliver the campaign
  - D. 'Manage by exception', because the Contracted Project Manager should be empowered to make decisions about the detailed work
2. The project executive asked the Contracted Project Manager to implement the chosen option during stage 3 using an iterative-incremental delivery approach. This approach will allow feedback to be gathered as the campaign is expanded and rolled out. This will be a new way of working for NowByou. As a result, the Contracted Project Manager will undertake the role of agile coach during the stage to assist in the use of trials and focus groups.

How well does this apply the 'tailor to suit the project' principle, and why?

- A. It applies it well, because an additional role of agile coach should be appointed to advise on how to use PRINCE2 alongside agile techniques
  - B. It applies it well, because the project management method used on the project should be aligned with NowByou's business processes
  - C. It applies it poorly, because the Contracted Project Manager should coach the project team members within a separate project
  - D. It applies it poorly, because the role of coach is not one of the three primary stakeholders whose interests should be represented
3. The project management maturity of NowByou is very low, with no standardized processes or templates. Previous projects have relied heavily on the expertise of CharityM that delivers advertising campaigns on behalf of NowByou. But CharityM do not follow a recognized project management method. As a result, the Contracted Project Manager has been asked to perform the role of coach to the newly appointed project manager from the beginning of stage 2 and throughout the project.

Is this an appropriate application of the 'tailor to suit the project' principle, and why?

- A. Yes, because the Contracted Project Manager should be given a role to pass on their skills to the project team, for the benefit of this, and future, projects
- B. Yes, because CharityM uses different processes and terminology when delivering the advertising campaigns on behalf of NowByou
- C. No, because the Contracted Project Manager is unlikely to be available full-time throughout the delivery of the advertising campaign
- D. No, because the project manager should manage the relationship with CharityM to deliver the advertising campaign

4. The Chief Finance Officer is hosting a pre-project workshop with a range of people from the project ecosystem, including the Chair of the User Group, Director of Campaigns and the Police Liaison Officer, as well as the Marketing Agency Director. The purpose of this workshop is to understand how the project is likely to contribute towards achieving the objectives of all those involved in analysing options and delivering the chosen option for the campaign.

Why is this a good application of the 'ensure continued business justification' principle?

- A. Because the parties involved in delivering the campaign should balance the project's contribution to objectives, against the costs and risks at the start of the project
  - B. Because the Chief Finance Officer should engage the primary stakeholders of business, users and suppliers in the workshop to gain their commitment to their roles
  - C. Because the Chief Finance Officer should lead across organizational boundaries to engage with people who are affected by the project, but are not within the defined project team
  - D. Because the parties involved in delivering the campaign should ensure that their business justification remains valid as the project delivers the chosen option
5. The project is in the 'starting up a project' process. The Contracted Project Manager has recognized that the Campaign against Discrimination Project has a short timescale and is being delivered in three stages. Based on their work on their last project for another NGO, they have recommended that work to analyse options should start during the initiation stage, rather than stage 2. They believe this will save time for the project.

Is this an appropriate application of the 'learn from experience' principle, and why?

- A. No, because the project should have two stages including an initiation stage
  - B. No, because the project should be properly initiated before work starts on options analysis
  - C. Yes, because experiences from previous projects should be reviewed when starting up a project
  - D. Yes, because projects are unique and the project team should continue to learn during each of the three stages
6. The project is approaching the end of the 'initiating a project' process and the Chief Finance Officer has secured funding for the project from a few major donors. The Chief Finance Officer will continue to have one-to-one contact with these major donors throughout the project to inform them of progress and how the chosen campaign option will support NowByou's objectives.

Which principle is being applied by the Chief Finance Officer when meeting regularly with the donors, and why?

- A. 'Define roles, responsibilities and relationships', because the Chief Finance Officer should build relationships with these major donors throughout the project
- B. 'Define roles, responsibilities and relationships', because the major donors are business stakeholders whose interests should be represented on the project team
- C. 'Ensure continued business justification', because the Chief Finance Officer should justify the project to the major donors to secure the funding
- D. 'Ensure continued business justification', because the chosen campaign option should support the business objectives of NowByou

7. NowByou runs consecutive fund-raising campaigns lasting approximately eight weeks each. The success of these campaigns determines the funds available to the organization for the coming months. During the 'initiating a project' process, the project manager is preparing the project plan for the Campaign against Discrimination Project. The project manager has consulted the Chief Finance Officer, who has recommended that the stage ends should coincide with the end of these NowByou fund-raising campaigns. This is to allow the funding of the project to be reviewed based on donations made to NowByou during the previous campaign period.

Is this an appropriate application of the 'manage by stages' principle, and why?

- A. Yes, because the Chief Finance Officer should delegate authority to the project manager for managing each stage, based on the defined stage ends
- B. Yes, because the project manager should plan the stage ends to take into account the influence that the fund-raising campaigns will have on the project finances
- C. No, because the Chief Finance Officer should review the viability of the project more frequently to retain control over the project
- D. No, because the project manager should divide the project into shorter stages because the project management maturity of NowByou is low

## PEOPLE

8. The project is in the 'starting up a project' process and the new project manager has now been appointed. They have asked a trainee to gather the high-level requirements because the trainee has just become a PRINCE2 Practitioner. The project manager wants them to gain some practical experience and they are the only member of the project team available for this task. However, no progress has been made on this task due to the trainee's inexperience. The project manager has asked the Contracted Project Manager to perform this task instead, with the trainee shadowing them to gain experience.

Is this solution an appropriate way of 'leading successful teams' according to the 'people' element, and why?

- A. Yes, because requirements gathering should be completed by the Contracted Project Manager who has no conflict of interest in the outcome
- B. Yes, because the trainee's competency gap should be addressed by shifting responsibility to the Contracted Project Manager, while upskilling the trainee
- C. No, because the new project manager should have chosen a team member with appropriate competency and capability from the start
- D. No, because the trainee is a PRINCE2 Practitioner and therefore should be capable of completing this task without assistance

9. Some of the project team members are based at the head office, but most of them work from home at least a few days a week, in line with NowByou's working practices. The project manager has organized a dedicated project meeting room and has asked team members to attend the office every day to promote social cohesion and information sharing. This has been met with resistance. One project team member has even complained to the CEO of NowByou.

Is this an appropriate way of 'leading successful teams' according to the 'people' element, and why?

- A. Yes, because co-locating the team should promote the sharing of information organically through informal networks
  - B. Yes, because the project manager should decide how the team should work together to promote team-working
  - C. No, because the project manager should organize specific co-location days for the remote team members to build relationships
  - D. No, because the project manager should have consulted the project executive before implementing a change to NowByou's working practices
10. The project is in the 'initiating a project' process. The project manager has held a stakeholder analysis workshop with the project team to produce the communication management approach. At the workshop, all the project team members were identified as stakeholders and their communication needs were discussed. No other stakeholders were identified, but the project manager expects them to make themselves known as the project continues. The project manager drafted the communication management approach, ready for submission to the project board.

Is this an appropriate application of 'leading successful change' according to the 'people' element, and why?

- A. Yes, because the project manager should repeat stakeholder identification and analysis throughout the project lifecycle to identify additional stakeholders
- B. Yes, because the project team should use different communication frequency and channels for new stakeholders identified as the project progresses
- C. No, because the project manager should have consulted with project assurance when deciding who to invite to the stakeholder analysis workshop
- D. No, because the project manager should have identified additional stakeholders, including support groups, who influence the campaign requirements and options

11. The project is in stage 3. The issue management approach requires a 'new issue form' to be completed in order to raise an issue to the project manager. On many occasions, team members have not used the 'new issue form' and have emailed the project manager instead as it is easier. Feedback from the project team has revealed that they find the form difficult to complete, with too much detail being required. The project manager has simplified the form and has also agreed that project support will complete the form based on an email, if required.

Is this an appropriate application of 'leading successful change' according to the 'people' element, and why?

- A. Yes, because the project manager should realign ways of working to the emerging project culture based on feedback from the project team
- B. Yes, because the project team should not waste time completing unnecessary administrative tasks when project support should help
- C. No, because the issue management approach should be protected from uncontrolled change once it has been baselined at the end of the 'initiating a project' process
- D. No, because communication with the project team should be improved to ensure future compliance with the approved issue management approach

12. One of the graduate trainees was appointed as project manager during the initiation stage. At the beginning of the project, the new project manager was reporting on progress every week to the project board. However, the project is now in stage 2, the requirements gathering has been completed on time and to budget, and the option analysis is progressing well. As a result, the project board has agreed that highlight reports should be produced every two weeks, and the cost and time tolerances for the stage have been relaxed. This should empower the project manager to make more decisions.

Which principle is being applied by this example of 'people and relationships central to the PRINCE2 method'?

- A. Learn from experience
- B. Manage by exception
- C. Manage by stages
- D. Focus on products

13. Discrimination against marginalized groups, in particular the homeless and refugees, is growing at a concerning rate.

Under which heading of the change management approach should this information be recorded?

- A. Characteristics of the current state
- B. Characteristics of the target state
- C. Enabling activities before transition
- D. Enabling activities during transition

## BUSINESS CASE

Here are three statements relating to the business case for the project.

Under which heading of the business case (A-E) should the statements be recorded?

Choose only **ONE** heading for each statement. Each heading can be used once, more than once, or not at all.

<p>14. The project is at the end of stage 2 and, after a review, it is now anticipated there will be a one month delay. The project will now take 7 months to complete</p> <p>15. There has been an increase in reported incidents relating to discrimination against the homeless and refugees</p> <p>16. Funding will be a mix of both public sector and private sector donations</p>	<p>Reasons</p> <p>Business options</p> <p>Time</p> <p>Costs</p> <p>Major risks</p>
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17. The project executive has decided to treat stage 2 as a separate feasibility project with its own business case. The output from this project will be high-level requirements and a recommended option. The project manager has documented the following benefit in the business case for the Feasibility Study Project.

"A 10% increase in the donations received from existing individual donors and donor organizations."

Is documenting this as a benefit of the Feasibility Study Project an appropriate application of the 'business case' practice, and why?

- A. Yes, because a benefit is the measurable improvement resulting from an outcome perceived as an advantage by the investing organization
- B. Yes, because the benefits should be identified in the business case to support the business justification at the beginning of the project
- C. No, because business justification for the Feasibility Study Project should consider the value of a project, not just the benefits
- D. No, because the output of the Feasibility Study Project will be a recommended option that will not result in the required outcomes to realize the stated benefit

18. During the 'starting up a project' process, the project executive decided that it would waste time and effort to produce a business case during stage 1. This is because the project team will not have enough information to determine whether the multi-channel campaign is desirable, viable and achievable until the options analysis has been completed during stage 2.

Is this an appropriate application of the 'business case' practice, and why?

- A. Yes, because the project team should know the costs and timescales for the campaign once the option(s) to be implemented have been chosen
- B. Yes, because the project team should know the links between the chosen option, outcomes and benefits resulting from that option once the option is chosen
- C. No, because the project executive should establish the business justification for the Campaign against Discrimination Project in the initiation stage
- D. No, because NowByou should review the increased awareness of discrimination described in the business case after the project has closed

## ORGANIZING

Here are three roles relating to the NowByou Project.

Which individual (A-F) would be most appropriate for each role according to the 'organizing' practice?

Choose only **ONE** individual for each role. Each individual can be used once, more than once, or not at all.

19. Project manager 20. Project executive 21. Senior supplier	Chief Executive Officer Graduate Trainees Chief Finance Officer Marketing Agency Director Head of Publicity and Social Media Head of IT
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22. NowByou has just made the decision to run the 6-month campaign as a project. As a result, the Director of Campaigns has appointed the Chief Finance Officer (CFO) as the project executive so that the 'starting up a project' process can commence.

Is this appointment an appropriate application of the 'organizing' practice, and why?

- A. Yes, because the CFO should be in a position to ensure that the project contributes to the financial standing of the organization
- B. Yes, because the project executive should be the single point of accountability for the Campaign against Discrimination Project
- C. No, because the Director of Campaigns is sponsoring the project and is advised and mentored by the Contracted Project Manager to oversee the project
- D. No, because the Head of Publicity and Social Media should be responsible for the outcome 'increased awareness of discrimination' from the delivered multi-channel campaign

23. NowByou has just made the decision to run the 6-month campaign as a project. As a result, the Chief Executive Officer (CEO) has appointed the Director of Campaigns as the project executive so that the 'starting up a project' process can commence. One of the graduate trainees is likely to be appointed as the project manager.

Is the appointment of the Director of Campaigns appropriate according to the 'organizing' practice, and why?

- A. Yes, because the project executive role should be separate to the project manager role being fulfilled by the graduate trainee
- B. Yes, because the Director of Campaigns should be well suitable to represent the interests of the CEO on the project
- C. No, because the CEO is more experienced in the not-for-profit-sector and should be more suitable to fulfill the role of project executive
- D. No, because the project executive should ensure that improved capacity planning leads to increased staff morale

## PLANS

Here are three actions related to developing the stage 2 plan.

Which role (A-F) should be responsible for each action?

Choose only **ONE** role for each action. Each role can be used once, more than once, or not at all.

24. Check the stage 2 plan to ensure that enough time has been allowed to obtain input and feedback from the User Group on the high-level requirements gathering and options analysis	Business layer Project executive Senior user Senior supplier
25. Provide any NowByou standards that exist, based on what was used on previous projects, that could be used when preparing the stage 2 plan	Project manager Team manager
26. Prepare the schedule for the requirements gathering work package for input to the stage 2 plan	

27. The project is in stage 1 and the Head of Publicity and Social Media has asked that the project complies with NowByou's procedures for data privacy and confidentiality. This requirement has been documented in the project initiation documentation. The multi-channel campaign is being implemented by an external marketing agency during stage 3. The team managers implementing the campaign will need to understand this requirement.

According to the 'plans' practice, where should the team managers find this information?

- A. Commercial management approach
- B. Project product description
- C. Stage plan
- D. Work package description

28. The project is at the end of stage 2. The project executive has suggested that stage 3 should be divided into two separate stages. The first stage (stage 3a) would implement the chosen campaign option, and the second one (stage 3b) would close the project. The project executive has instructed the project manager to plan both stage 3a and stage 3b at the end of stage 2 to save time at the end of the next stage.

Is this decision by the project executive an appropriate application of the 'plans' practice, and why?

- A. Yes, because the 'closing a project' process should provide a fixed point at which acceptance of the delivered multi-channel campaign should be confirmed
- B. Yes, because the work package to implement the chosen campaign option should be in the stage 3a plan, and the work to close the project should be in the new stage 3b plan
- C. No, because the activities to complete the 'closing a project' process should be planned at the end of stage 2, not at the end of stage 3a
- D. No, because the activities to complete the 'closing a project' process should be planned towards the end of the final stage

29. The project is in stage 1 and the Contracted Project Manager is preparing the project plan. The Contracted Project Manager has proposed that two stage plans should be produced for the rest of the project one at the end of stage 1 and the other at the end of stage 2.

Is this proposal an appropriate application of the 'plans' practice, and why?

- A. Yes, because the project manager should ensure that there is no overlap in the scope of any of the work packages
- B. Yes, because the project manager should prepare a stage plan for the next stage, at the end of the preceding stage
- C. No, because the project manager should include a schedule of activities to close the project in the stage 3 plan
- D. No, because the project manager should have produced the initiation stage plan during the 'starting up a project' process

## QUALITY

Here are three items of information relating to the 'quality' practice.

Under which heading of the quality management approach (A-E) should they be recorded?

Choose only **ONE** option. Each option can be used once, more than once, or not at all.

<p>30. The marketing campaign will need to conform to NowByou's advertising standards</p> <p>31. The Head of Publicity and Social Media will approve all materials to be included in the multi-channel campaign during stage 3, prior to running the campaign</p> <p>32. The marketing campaign will be trialled across all channels using focus groups to ensure that the campaign will be well received by all members of the community</p>	<p>Scope</p> <p>Supporting tools and techniques</p> <p>Resources</p> <p>References</p> <p>Responsibilities</p>
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33. The Contracted Project Manager is drafting the quality management approach during stage 1. The Director of Campaigns has suggested that the objective of project quality management should be to ensure that the project team is familiar with, and able to use, a variety of media (tv, press, and social networks) by the end of the project.

Is this an appropriate application of the 'quality' practice, and why?

- A. Yes, because the use of media by the project team is a user quality expectation to be achieved by the delivered multi-channel campaign
- B. Yes, because the use of media by the project team is an acceptance criterion to be achieved by the delivered multi-channel campaign
- C. No, because the use of media by the project team is an outcome to be achieved, rather than a purpose of project quality management
- D. No, because the use of media by the project team is an output to be produced as part of the delivered multi-channel campaign

34. The project is in stage 1 and the project manager is preparing the quality management approach. The Human Resources (HR) Director has stated that all partner organizations (contributors and suppliers) must have an appropriate equality and diversity policy in place. In addition, they must be able to provide evidence that they comply with this policy. The project manager has documented this requirement in the quality management approach, which will be baselined at the end of the initiation stage.

Is the project manager's action an appropriate application of the 'quality' practice, and why?

- A. Yes, because the quality management approach should define the quality standards for the project
- B. Yes, because the quality management approach should be baselined at the end of the initiation stage
- C. No, because this requirement should be documented in the quality register as part of the project's quality controls
- D. No, because quality tolerances should be defined to allow for deviation from the defined standard

## RISK

The following risk has been recorded in the risk register:

"As the project management maturity of NowByou is low, there is a risk that if the Contracted Project Manager is not available to work, the project will be delayed."

In response to this risk, an experienced project support person needs to be found to work alongside the Contracted Project Manager.

Here are three items of information.

Under which heading of the risk register (A-E) should the information be recorded?

Choose only **ONE** heading for each item of information. Each heading can be used once, more than once, or not at all.

35. The Contracted Project Manager has been asked to find an experienced project support person to provide administrative support	Proximity Impact Probability
36. The Contracted Project Manager has advised that they will be available at least until the end of stage 2	Risk action owner Risk owner
37. If an experienced project support person is not found, the project could be delayed beyond project time, and, possibly, cost tolerances, putting the business justification of the project at risk	

38. The following entry has been recorded in the risk register:

Risk description: "The project management maturity of the organization is very low."

Is this an appropriate risk register entry, and why?

- A. Yes, because the low maturity is likely to have a negative impact on objectives
- B. Yes, because the low maturity could influence the achievement of objectives
- C. No, because the low maturity is an issue and should be entered in the issue register
- D. No, because the description does not include the source of the risk

39. The project is in the 'initiating a project' process. The Contracted Project Manager has recommended that the project board should define the risk appetite to be used when setting the risk tolerance. This will enable the project manager to recommend which risks to respond to actively, based on the risk tolerance.

Is this an appropriate application of the 'risk' practice, and why?

- A. Yes, because the project management maturity of the organization is very low, and the risk appetite has not yet been defined
- B. Yes, because risk tolerance should be based on the combined effect of the individual risks to the project's objectives
- C. No, because the Chief Executive Officer should define project-level risk tolerances in consultation with the board of trustees
- D. No, because the Chief Executive Officer should agree the NowByou's risk appetite in consultation with the board of trustees

## ISSUES

The project team has received some great news. They have received a large anonymous donation. As a result, they have decided to extend the scope of the project. It has been agreed that they should now hold some workshops and actively visit large corporate organizations to do presentations and distribute merchandise to enable publicity. The project team believes that this will increase awareness of discrimination significantly.

Here are three actions. Which role (A - E) should be responsible for each action?

Choose only **ONE** role for each action. Each role can be used once, more than once, or not at all.

40. Decide if adding the workshops, presentations and merchandise will increase awareness of discrimination	Senior user Senior supplier Project assurance
41. Create product descriptions and additional work packages for the workshops, presentations and merchandise	Project manager Team manager
42. Update the project log to confirm the decision to add the workshops, presentations and merchandise to the project scope	

43. The newly appointed project manager recorded the following entry in the issue register and then immediately created an exception report to assess its impact:

"The project management maturity of the organization is very low, with no standardized processes or templates in place."

Is this an appropriate application of the 'issues' practice, and why?

- A. Yes, because an exception report should be created for every issue recorded on the issue register
- B. Yes, because an exception report should offer options and recommendations for how to proceed
- C. No, because the issue should be recorded in an issue report to describe its impact on the project baseline
- D. No, because the issue owner should create the exception report, not the project manager

44. The following entry has been made in the issue register for the Campaign against Discrimination Project by the Portfolio Office Manager:

“The project management maturity of the organization is very low, with no standardized processes or templates in place. Without a corrective action, the Campaign against Discrimination Project will fail to achieve its objectives.”

As a result, the Contracted Project Manager, who has a track record of successful delivery in the not-for-profit sector, was appointed. The Contracted Project Manager then marked the entry as ‘closed’.

Is this an appropriate application of the ‘issues’ practice, and why?

- A. Yes, because the Contracted Project Manager should be responsible for managing the issue procedure
- B. Yes, because the impact of the issue was assessed, an appropriate response was chosen and implemented effectively
- C. No, because an issue report should be created for issues on the issue register, if required
- D. No, because the Portfolio Office Manager, as issue owner, should close the entry on the issue register

## PROGRESS

Here are three items of information about the 'progress' of the project. Which management product (A-E) should they be recorded in?

Here are three items of information. Under which heading of the risk register (A-E) should the information be recorded? Choose only **ONE** product for each piece of information. Each product can be used once, more than once, or not at all.

<p>45. During stage 2, the time tolerance is +1 week. The project manager forecasts that a delay to the media training will result in a 2-week delay to the stage</p> <p>46. The project had repeated issues with more staff leaving NowByou during the project than originally expected. This resulted in extra training of new staff members in media usage and caused delays throughout the project</p> <p>47. The research team manager delivering the options analysis work package has collected data to inform the project manager about how the options analysis is progressing</p>	<p>Exception report</p> <p>Daily log</p> <p>Highlight report</p> <p>Checkpoint report</p> <p>End project report</p>
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48. The project is in stage 1 and the Contracted Project Manager is drafting the controls to be included in the project initiation documentation. The Contracted Project Manager has identified that the project management maturity of NowByou is low. As a result, they suggested that the stage 2 plan should include details of what is to be achieved week by week. This will enable more frequent reporting against the stage plan by the team managers gathering the high-level requirements and completing the options analysis.

Is this an appropriate application of the 'progress' practice, and why?

- A. Yes, because the project management maturity of the organization is very low, and reporting should be more frequent when teams are inexperienced
- B. Yes, because the project manager should negotiate the effort, cost and time to deliver each of the work packages with the team managers
- C. No, because the team managers should be allowed to control the work of the work packages within the tolerances agreed with the project manager
- D. No, because the project manager should have agreed tolerances for each of the seven types of tolerance with the team managers to enable control

49. The project is in stage 1 and tolerances need to be defined. The Contracted Project Manager is holding a workshop with the Director of Campaigns and other project board members. They need to decide whether delivering a high-quality campaign that will generate more donations and awareness is more important than on time delivery.

Is making this decision an appropriate application of the 'progress' practice, and why?

- A. Yes, because the project board should 'manage by exception' by monitoring progress against the project plan
- B. Yes, because the project board should prioritize the constraints in order to allocate tolerances for the project and each stage
- C. No, because the project manager should work with the team managers to prioritize the constraints and set work package tolerances
- D. No, because the project manager should include the required level of detail in the project plan to enable control by the project board

## PROCESSES

50. The project is in stage 3. The project manager has recorded a request for change to implement the campaign using an additional social media channel. This request for change will cause a stage-level exception. As a result, the project manager has issued an exception report to the project board. The project executive, in the 'directing a project' process, needs to ensure that the impact has been adequately assessed before responding to the exception report.

Which role should the project executive consult?

- A. Senior user
- B. Project assurance
- C. Team manager
- D. Project support

51. The project manager is preparing the plan for the high-level requirements gathering and options analysis. The project board has approved this plan as part of the 'directing a project' process.

Which role should be informed about this decision?

- A. Senior supplier
- B. Project executive
- C. Project manager
- D. Project assurance

52. The project is in the 'starting up a project' process. The newly appointed project manager is struggling to define the major products of the Campaign against Discrimination Project and who will use them. As a result, the Chief Finance Officer has advised the project manager to organize a lunch meeting with themselves, the Chair of Trustees, the Portfolio Office Manager, Head of Publicity and Social Media and Marketing Agency Director.

Is the lunch meeting an appropriate application of the 'prepare the outline business case' activity, and why?

- A. Yes, because the project board should provide a connection to the Chair of Trustees, as the business layer
- B. Yes, because the project manager should consult with the project executive, senior user and senior supplier when creating the project product description
- C. No, because the project manager should consult with the project executive, senior user and senior supplier when creating the project product description
- D. No, because the project manager should not develop the project product description in the 'prepare outline business case' activity

53. The project is in the 'initiating a project' process. The Contracted Project Manager has worked with the project team, including the Marketing Agency Director, to estimate the time and cost to define and implement the marketing campaign. The Contracted Project Manager has updated the business justification with these updated timescales and costs and the aggregated risks from the project log.

Which role should approve this updated information?

- A. Business layer
- B. Project executive
- C. Project manager
- D. Project assurance

54. The project is in the 'initiating a project' process. The Contracted Project Manager has requested a meeting with the project board. At the meeting, they will explain how the campaign will raise awareness of discrimination against marginalized groups, reinforce NowByou's brand recognition and explain what happened during project initiation.

During which activity of the 'initiating a project' process should this meeting occur?

- A. Agree tailoring requirements
- B. Agree the management approaches
- C. Establish project controls
- D. Request project authorization

55. As part of the 'directing a project' process, the project executive met with the newly appointed internal project manager and agreed the role of the Contracted Project Manager in supporting the internal project manager. At this meeting, they were informed verbally that the project board had authorized initiation after a quick discussion at the end of a board of trustees meeting on a different topic. As a result, the internal project manager proceeded to implement the initiation stage plan.

Is this verbal authorization by the project executive an appropriate application of the 'authorize initiation' activity, and why?

- A. Yes, because the project executive should approve the roles of the internal project manager and Contracted Project Manager when authorizing initiation
- B. Yes, because the project executive should provide the resources and support required by the internal project manager for the initiation stage
- C. No, because the project executive should document the instruction to proceed to the initiation stage for the internal project manager
- D. No, because the project board should hold a separate, formal meeting to authorize the initiation stage

56. The project is in the 'starting up a project' process. The Head of Publicity and Social Media will be responsible for brand management, press releases and social media for the Campaign against Discrimination Project. Therefore, it has been decided that they should be appointed as senior supplier.

Which role should be accountable for this decision?

- A. Business layer
- B. Project executive
- C. Project manager
- D. Project support

57. The project is in the 'starting up a project' process and a decision has been taken to offer a role in the Campaign against Discrimination Project to one of the graduate trainees. The Contracted Project Manager will now act as a mentor to the graduate trainee in their new role in delivering this three-stage project.

Which role should be accountable for this appointment?

- A. Business layer
- B. Project executive
- C. Project assurance
- D. Project support

58. NowByou is aware that the project is very sensitive and risky. The project executive wants to keep the project confidential to avoid any bad publicity. During the 'initiating a project' process, the Contracted Project Manager discusses the project with internal staff who have experience of keeping projects confidential and are aware of other risks related to working with marginalized groups. Their experiences relating to how to keep the project confidential are included in the full business case.

Is this approach an appropriate application of the 'prepare the full business case' activity, and why?

- A. Yes, because the combined risk profile should be considered alongside the time and costs in the full business case
- B. Yes, because lessons should be sought from similar previous projects when preparing the full business case
- C. No, because responses to risks related to bad publicity should be considered when developing the risk management approach
- D. No, because lessons relating to confidentiality should be considered when producing the digital and data management approach

59. The project is in the 'controlling a stage' process in stage 3. The team manager for the TV campaign has notified the project manager that the campaign is behind the schedule agreed in the work package description. As a result, having considered appropriate actions, the project manager has agreed to increase the cost and time tolerances to enable the work to be completed within stage tolerances.

During which activity of the 'controlling a stage' process should the project manager agree the increased time and cost tolerances with the tv campaign team manager?

- A. Authorize a work package
- B. Evaluate work package status
- C. Capture issues and risks
- D. Take corrective action

60. The project is in the 'controlling a stage' process in stage 2. The project manager needs to inform the project board about the progress made with the requirements gathering work package in the last two weeks. As a result, the project manager collected information on the status of the requirements gathering and options analysis work packages. In addition, the project manager identified from the project log the corrective actions that had been taken in the last two weeks.

Which practice is being applied in the 'controlling a stage' process by the project manager carrying out these actions?

- A. Plans
- B. Progress
- C. Issue
- D. Quality

61. During stage 2, there is a work package to evaluate the options for providing training to media professionals on discrimination awareness. The project manager has received a checkpoint report from the team manager, as part of the 'controlling a stage' process, which states that the training options product has been quality reviewed and approved. However, project assurance has noted that the Head of Publicity and Social Media, who is listed as the acceptance authority in the product description, has not yet approved the product. The project manager has told the team manager that the product has not been approved and asked the team manager to resolve this situation.

Is this request by the project manager an appropriate application of the 'receive completed work package' activity, and why?

- A. Yes, because the project manager should ensure that the training options product has been approved by the right people
- B. Yes, because the project manager should approve the products in each work package, including the training options product
- C. No, because the project manager should raise a change request for the additional work required, and record it in the issue register
- D. No, because the project manager should consider the quality reviews sufficient to confirm that the product has been approved

62. The project is in the 'managing product delivery' process towards the end of stage 2. The options analysis team manager has checked that the options analysis has been approved by the Director of Campaigns, as specified in the product description. They have called the project manager to tell them that the options analysis work is finished and that there were two main options from which the project board will need to choose at the end of the stage. A copy of the final report has also been sent to the project manager.

Which role should the team manager also notify?

- A. Project executive
- B. Project support
- C. Senior user
- D. Senior supplier

63. The project is in the 'managing product delivery' process in stage 3 and there has been a delay in delivering the TV campaign. The team manager needs some extra funding to employ an additional camera operator to complete the work on time. The team manager calls the project manager to discuss this.

Which role should be consulted about how best to deal with this situation?

- A. Business layer
- B. Project executive
- C. Project assurance
- D. Project manager

64. The project is in stage 2. As part of this stage, it is important to lobby the government to strengthen the political desire to introduce legislative and policy changes. These changes should help NowByou to achieve its project objectives. A team manager has accepted the work package and has been advised that they should report progress every two weeks. However, on reflection, the team manager is now concerned that it may take years to change legislation and policy, so the team manager may not be able to deliver the work package in the timescales expected. The team manager has reported this to the project manager.

Which statement explains why this is an appropriate action for the 'execute a work package' activity?

- A. Because the team manager should review the risks to the team plan when delivering the work package
- B. Because the team manager should clarify with the project manager the required outputs from the work package
- C. Because the team manager should report on work package progress to the project manager
- D. Because the team manager should escalate issues to the project board via the project manager

65. The project is in the 'managing a stage boundary' process at the end of stage 2. The project manager needs to identify and resource the activities to assess whether the 'delivered multi-channel campaign' has been delivered on time and cost and when the increased awareness of this type of discrimination can be assessed as a result of this campaign.

In which activity of the 'managing a stage boundary' process should the project manager perform these actions?

- A. Update the project plan
- B. Prepare the next stage plan
- C. Evaluate the stage
- D. Request next stage

66. The project is in the 'managing a stage boundary' process during stage 3 and there has been a significant delay in the implementation of the social media campaign. As a result, the time and cost tolerances for the stage are forecast to be exceeded. The project manager has reported the situation to the project board and they have requested that the project manager replan the stage, allowing extra time and cost. In addition, the project board wants to know how the TV and press campaigns are progressing and what is left to do on the social media campaign.

In the 'managing a stage boundary' process, which role should be responsible for providing this information about the campaigns to the project board?

- A. Project manager
- B. Project support
- C. Project assurance
- D. Team manager

67. The project is in the 'managing a stage boundary' process at the end of stage 2. It is important that the project board understands the various options that were considered during the stage, and why it is valuable to continue as planned in the next stage. As a result, the project manager issued the end stage report and next stage plan to the project board. He also organized a short online meeting with the project board to discuss the key points.

Is this an appropriate application of the 'request next stage' activity, and why?

- A. Yes, because the project manager should ensure that the project board is aware that the project is progressing according to plan and continues to be justified
- B. Yes, because the project manager should have informal discussions with the project board when applying the 'manage by exception' principle
- C. No, because the project manager should provide the project board with the project initiation documentation to support their decision-making
- D. No, because the project board should use the 'directing a project' process to review the end stage report and authorize the next stage

68. When closing the project, the project manager decided that the marketing agency team had done an excellent job in implementing the marketing campaign. As a result, the project manager explained to the project board the contribution made by the team manager and recommended that NowByou should recognize their contribution and try to work with agency on future campaigns.

During which activity of the 'closing a project' process should the project manager make this recommendation to the project board?

- A. Prepare planned closure
- B. Confirm project acceptance
- C. Evaluate the project
- D. Request project closure

69. During stages 2 and 3, the marketing agency appointed a team to work with the Head of Publicity and Social Media on the TV and radio advertising. When closing the project, the project manager checked that these products had been completed.

Which practice is being applied by the 'closing a project' process?

- A. Business case
- B. Organizing
- C. Plans
- D. Quality

70. The project is in stage 3 and the multi-channel campaign has been delivered on time and to budget, and the project is ready to close. When closing the project, the project manager identified from several entries in the lessons register, that they could not have completed the project without the ongoing advice of the Contracted Project Manager. As a result, the project manager recorded a recommendation that the support of a project manager with experience in the not-for-profit sector should be used on future projects to increase the likelihood of success.

In which activity of the 'closing a project' process should this recommendation be recorded, and why?

- A. 'Prepare planned closure', because the project manager should confirm the project can be closed and close the project log
- B. 'Prepare planned closure', because the project manager should secure and archive project information
- C. 'Evaluate the project', because the project manager should create the lessons report by reviewing the project log
- D. 'Evaluate the project', because the project manager should compare actual progress metrics against the original estimates



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