

PRINCE2® Sample Papers

The Official PRINCE2 Accreditor Sample Examination Papers

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The PRINCE2® Practitioner Examination

Sample Papers 1 & 2

Scenario Booklet

Multiple Choice

Exam Duration: 2 hours and 30 minutes

1. Read the *Project Scenario* carefully. You will need this information to answer the questions in the *Question Booklet*.
2. For some questions you will also need the *Additional Information*. This is indicated before the question in the *Question Booklet*.
3. The *Project Scenario* and *Additional Information* are not based on actual organizations. Any similarities to known organizations are coincidental.

Project Scenario – Music Album Project

A small independent record company is working with a new singer with the objective of releasing their first album.

The record company will undertake a project to produce the 'album ready for launch'. The singer has already written the songs. Contractual negotiations between the singer and the record company will be outsourced to a legal firm. The record company has booked studio time with an external producer and has hired a graphic design company to produce the artwork. The album will be released through established delivery channels, for example it will be available to download or buy on CD. They have decided that the promotional video and launch event are outside the scope of the project. However, the plan for the launch event will be produced by an external events company as part of this project.

Initially, some sample songs will be produced to allow the internal Marketing Manager to check with focus groups that the music has a market, because the music industry is a highly competitive business.

The duration of the project is 10 months and the budget is £100,000.

Stage 1	Initiation stage
Stage 2	Signed contract Recorded sample songs Focus groups report
Stage 3	Recorded album Artwork
Stage 4	Registered artwork Signed contracts for delivery channels Launch event plan Project product: Album ready for launch

Additional Information

The Chief Executive Officer (CEO) of the record company obtained finance from external investors to establish the company 10 years ago. He travels around the world to identify singers and groups to contract and then delegates their management to the Vice President.

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The Vice President supervises the production of albums and associated products. Her annual bonus depends on the success of this project. She has no experience of using PRINCE2.

The Production Manager, who reports to the Vice President, has successfully managed the delivery of several albums in the past, using a range of project management methods, including PRINCE2.

The Contracts Manager is a full-time employee of the record company and is responsible for ensuring that the contracts deliver the project. He is an experienced PRINCE2 project manager.

The Marketing Director is responsible, within the record company, for ensuring that marketing campaigns will deliver value for money.

The Marketing Manager is responsible, within the record company, for delivering marketing campaigns that will achieve the required sales of albums and associated products.

The Production Assistant is employed by the record company to assist the Production and Marketing Managers with documentation and communications.

The singer's agent is negotiating the contract between the singer and the record company. He will have an ongoing interest in the terms of the singer's contract.

The singer has not previously released an album. He has written a number of songs which may be recorded for this album.

The music lawyer is a specialist lawyer, contracted by the record company to ensure that the contracts, copyright, and project material are dealt with appropriately.

The Recording Studio Manager is an employee of the recording studio contracted by the record company to produce the recordings. He is PRINCE2 qualified.

The Graphic Designer is employed by an external graphic design company. She will produce the artwork for the album.

The Events Organizer will plan the release event for the album which will include a live performance of the songs by the singer. He has a lot of experience of planning and monitoring small projects.



The PRINCE2® Practitioner Examination

Sample Paper 1

Question Booklet

Multiple Choice

Exam Duration: 2 hours and 30 minutes

Instructions

1. You should attempt all 68 questions. Each question is worth one mark.
2. You need to answer 38 questions correctly to pass the exam.
3. Mark all answers on the answer sheet provided. Use a pencil (NOT a pen).
4. You have 2 hours and 30 minutes to complete this exam.
5. This is an 'open book' exam. You can use the *Managing Successful Projects with PRINCE2* (2017) guidance.
6. No other material is allowed.
7. Read the 'Project Scenario' in the *Scenario Booklet*.
8. You will also need the 'Additional Information' in the *Scenario Booklet* to answer some questions. This is indicated before the question.
9. Each question is separate. Do not use information from one question to answer another question.

PRINCIPLES

- 1) The Chief Executive Officer (CEO) of the record company requires the cost-benefit analysis of every project to be recorded in a document called a 'project rationale'. The executive is preparing the draft 'project rationale' as part of the pre-project phase.

Which principle is being applied, and why?

- A. 'Continued business justification', because the justification for starting the project needs to be recorded in some form of a business case.
- B. 'Continued business justification', because it is the executive who drafts the outline business case at the beginning of a project.
- C. 'Learn from experience', because it is important to consider lessons from previous projects at the beginning of a new project.
- D. 'Learn from experience', because the project management team should learn from more experienced corporate management.

- 2) During the initiation stage, the Vice President stated that attendance at launch events held on Monday evenings is low, and on previous projects this had resulted in lower album sales. As a result, the launch event for this album will be held later in the week.

Which principle is being applied, and why?

- A. 'Continued business justification', because there is sufficient reason to start this project.
- B. 'Continued business justification', because the project's justification should remain unchanged.
- C. 'Learn from experience', because project teams should learn from what occurred on similar projects.
- D. 'Learn from experience', because the project should continue to learn from its own experiences.

- 3) Towards the end of stage 2, the project manager realized that not all of the 'marketing materials' would be completed before the end of the stage. The project manager decided to move the remaining work to stage 3. This enabled the project manager to report that stage 2 was completed within time tolerance.

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

- A. Yes, because moving the work to stage 3 avoided an exception situation in stage 2.
- B. Yes, because stage 3 is not the final stage so work can be moved from stage 2.
- C. No, because the project board should assess project viability on completion of work planned for stage 2.
- D. No, because work in stage 3 should start while work planned for stage 2 is being completed.

- 4) The executive has appointed the company's finance manager to provide business assurance, to monitor whether the album sales will exceed the production costs as the project progresses through each stage.

How well does this apply the 'manage by exception' principle, and why?

- A. It applies it well, because a PRINCE2 project should structure the project into management stages to enable approval on a stage-by-stage basis.
- B. It applies it well, because the executive needs to be confident that controls and tolerances are being implemented effectively.
- C. It applies it poorly, because roles should be combined in a small project as long as there is no conflict of interest.
- D. It applies it poorly, because a PRINCE2 project should focus on delivering quality outputs rather than on the work required to deliver the products.

- 5) During the 'initiating a project' process, it was decided that the sound quality of the album should be the same, regardless of the delivery channel used. At the beginning of stage 4, the project manager agrees this requirement with the team manager responsible for delivering the album to the different channels.

Which principle is being applied, and why?

- A. 'Manage by stages', because an output-oriented project should define the products prior to producing them.
- B. 'Manage by stages', because users are more likely to be satisfied if the products are agreed at the start of the project.
- C. 'Focus on products', because the work done will contribute to the products being delivered to the required standards.
- D. 'Focus on products', because the project manager should make key decisions prior to the start of detailed work.

- 6) During stage 3, the Music Album Project board consists of the Vice President as the executive and senior user, with no senior supplier.

Is this an appropriate application of the 'defined roles and responsibilities' principle, and why?

- A. Yes, because the Vice President can represent all three primary stakeholder interests.
- B. Yes, because appointing the Vice President provides an explicit project management team structure.
- C. No, because the Vice President cannot judge if the project can be feasibly delivered by all supply streams.
- D. No, because having defined roles should help each person to answer 'what is expected of me?'.

- 7) The work package to create the 'artwork' will commence in stage 3. The graphic design company uses their own development method to deliver products. They have appointed their Graphic Designer as the team manager to complete this work package. The project manager will review the appointment at the end of the stage.

Which principle is being applied by the review, and why?

- A. 'Manage by stages', because the project manager reviews the contents of the project initiation documentation when planning stage 4.
- B. 'Manage by stages', because the project manager reviews the status of stage 3 products at the end of the stage.
- C. 'Manage by exception', because the project board delegates the authority to the project manager on a stage-by-stage basis.
- D. 'Manage by exception', because the team manager's performance should be reviewed before authorizing the next work package.

- 8) The project is in the initiation stage. The Vice President requests that management products be produced in the form of slides, to be presented at project board meetings. This is in line with company policy.

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

- A. Yes, because the controls applied need to be appropriate to the organization's governance.
- B. Yes, because this provides control points during the project for decisions to be made.
- C. No, because producing slides takes more effort than producing written documents.
- D. No, because applying the 'manage by exception' principle removes the need for meetings.

BUSINESS CASE

Here are three actions related to managing business justification for the Music Album Project.

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.

9) Ensure that the law firm that is working on the contract between the singer and the record company will make a profit.	A. Executive.
10) At a benefits review of the album launch, state whether the album sales met the targets specified in the business case.	B. Senior user.
11) Monitor monthly spend against the agreed budget on behalf of the record company.	C. Senior supplier.
	D. Project manager.
	E. Team manager.
	F. Project assurance.

- 12) The Music Album Project is part of a programme to contract new singers. The 'artwork' is being produced by an external graphic designer. The graphic designer's profit has been documented in the record company's business case.

Is this appropriate, and why?

- A. Yes, because project costs should be recorded as part of the project's business case.
- B. Yes, because the project's business case should record any benefits for the project's stakeholder.
- C. No, because the project, as part of a programme, should be provided with the approach to the business case.
- D. No, because the graphic designer's business justification should not be part of the project's business case.

- 13) The project is in the initiation stage. When negotiating with the record company on behalf of the singer, the singer's agent stated that this type of music represents 3% of the total music market. The singer's agent understands the music industry and has been asked to specify how much profit the record company should expect to make from the sales of this album.

Is this appropriate, and why?

- A. Yes, because the agent has the skills required to be responsible for forecasting the album sales.
- B. Yes, because the agent identified the size of the market for this type of music during the initiation stage.
- C. No, because the senior user should be responsible for the development of the detailed business case.
- D. No, because the senior user should be accountable for specifying the benefits which justify the project.

ORGANIZATION

Use the 'Additional Information' in the *Scenario Booklet* to answer this question.

Here are three roles relating to the Music Album Project.

Which individual (A-F) would be most appropriate for each role?

Choose only one individual for each role. Each individual can be used ONCE, or not at all.

14) Delegated user assurance.	A. Vice President.
15) Project manager.	B. Production Manager.
16) Project support.	C. Production Assistant.
	D. Marketing Manager.
	E. Music lawyer.
	F. Events Organizer.

- 17) As a result of previous lessons, this recommendation has been made: "If an executive is appointed who does not have an understanding of PRINCE2, someone with experience of applying PRINCE2 should undertake business assurance." The Recording Studio Manager has therefore been appointed as business assurance for stage 2.

Is this appropriate, and why?

- A. Yes, because the Recording Studio Manager is responsible for the delivery of the 'recorded album'.
- B. Yes, because the Recording Studio Manager has the experience required to deliver the 'recorded album'.
- C. No, because the Recording Studio Manager's business justification may conflict with the interests of the executive.
- D. No, because the Recording Studio Manager will not be available throughout the project lifecycle.

- 18) The Contracts Manager has been appointed as the project manager for the Music Album Project. In a previous job, the Contracts Manager worked as a graphic designer and, when planning for stage 3, decided to also take on the role of team manager for the 'artwork' production.

Is this an appropriate application of the organization theme, and why?

- A. Yes, because the project manager can take on a team manager role if they have the specialist skills.
- B. Yes, because in a commercial environment the project manager should understand supplier contractual obligations.
- C. No, because the team manager should come from the graphic design company to avoid conflicts of interest.
- D. No, because the project manager should plan roles during the 'starting up a project' process.

QUALITY

Here are three items of information that will be included in the project product description for the 'album ready for launch'.

Under which heading (A-F) should they be recorded?

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

19) 'Recorded album', 'registered artwork' and 'launch event plan'.	A. Purpose.
20) The singer will give final approval of the 'artwork'.	B. Composition.
21) The 'artwork' must comply completely with relevant equality legislation.	C. Development skills required.
	D. Project-level quality tolerances.
	E. Acceptance method.
	F. Acceptance responsibilities.

22) The record company must comply with music industry regulations when producing the 'artwork'.

Which action should the project manager take, and why?

- A. Record the need to meet this requirement during stage 2, because the 'artwork' will be delivered to the specified quality criteria during stage 3.
- B. Record the need to meet this requirement during stage 2, because the product description for the 'artwork' will specify the required quality criteria.
- C. Record the requirement in the quality management approach, because compliance with external standards should be addressed when determining the approach to quality.
- D. Record the requirement in the quality management approach, because independent quality assurance needs to be planned at the beginning of the project.

23) During stage 2, the 'recorded sample songs' will be delivered and made available to members of focus groups. Feedback from the focus groups will be used to improve the 'recorded album'. The Production Manager has asked the singer to assess the recordings of the sample songs. This has been planned as part of the quality management approach.

Why is this an appropriate action?

- A. The quality that the singer expects from the 'recorded sample songs' needs to be documented.
- B. The quality checking of the 'recorded sample songs' needs to be aligned with the incremental delivery approach.
- C. The acceptance criteria for the 'recorded sample songs' need to be prioritized by the singer.
- D. The acceptance criteria for the 'recorded album' could change as a result of recording the sample songs.

PLANS

Here are three statements that are considered when planning the Music Album Project.

Which step in PRINCE2's recommended approach to planning do they apply to?

Choose only one step for each statement. Each step can be used once, more than once, or not at all.

24) The dependency between 'recorded sample songs' and 'signed contract' should first be identified.	A. Designing a plan.
25) The Music Album Project will have four stages.	B. Defining and analyzing the products.
26) A workshop will be held to identify the components that will make up the 'recorded album'.	C. Identifying activities and dependencies.
	D. Preparing estimates.
	E. Preparing a schedule.
	F. Documenting a plan.

27) The project is approaching the end of stage 3. The project manager has invited the team managers involved in stage 4 to a workshop to draft the stage 4 plan. The project manager has asked the team managers, some of whom are external suppliers, to draft their team plans beforehand in order to verify that the stage plan is achievable.

Is this appropriate, and why?

- A. Yes, because the team plans for stage 4 should be approved by the project board before the stage begins.
- B. Yes, because team plans can be created in parallel with the project manager creating the stage plan.
- C. No, because team plans should be produced as part of the 'managing product delivery' process.
- D. No, because team plans produced by external team managers should comply with supplier standards.

28) In order to prepare the project plan, the project manager used the record company's historical data, such as the types and number of human resources who took part in the previous music album projects. However, for the stage plans, the project manager organized workshops with the team managers to estimate the resources required.

Is this appropriate, and why?

- A. Yes, because the resources that will undertake the work may estimate the work differently.
- B. Yes, because each workshop participant should understand their role.
- C. No, because initial project estimates should be accurate.
- D. No, because one method of estimating should be used throughout the project.

RISK

The following risk has been recorded in the risk register:

"As the singer is new, there is a risk that the music album sales will not exceed the production costs, leading to the benefit no longer being achievable."

In response to this risk, an alternative graphic design company will be sought to reduce costs.

Here are three items of information to be included in the risk register.

Under which heading of the risk register (A-F) 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.

29) The project manager has been instructed to search for a graphic design company that can produce the artwork more cheaply.	A. Probability, impact and expected value.
30) If a graphic design company can be found that can produce the artwork more cheaply, production costs are predicted to be significantly reduced.	B. Proximity.
31) Sales of the album will occur after the project has closed.	C. Risk category.
	D. Risk status.
	E. Risk owner.
	F. Risk actionee.

32) During stage 3, the singer's agent informed the project manager that the singer may be invited to perform at an international festival. If there is interest from an international audience, the record company will need extra money to expand their distribution channels. The project manager has created a provisional plan to cover the activities required, should the singer be invited.

From which budget should the extension of the distribution channels be funded, and why?

- A. The change budget, because this includes the provision for unknown risks.
- B. The change budget, because the distribution channels are being changed.
- C. The risk budget, because it should be used to fund planned risk tolerances.
- D. The risk budget, because it should include the funds to cover a contingent plan.

33) The following risk has been recorded in the risk register:

"As the singer is new to the market, there is a threat that the music album sales will not exceed the production costs, which would result in the project no longer being viable".

The record company plans to find an alternative graphic design company, to lower the overall production costs.

Which risk response is being applied, and why?

- A. 'Transfer the risk', because using a cheaper company transfers the threat to the third party.
- B. 'Transfer the risk', because using a cheaper company reduces the financial impact on the project.
- C. 'Reduce a threat', because the threat is being made less likely to occur and would have less impact.
- D. 'Reduce a threat', because the threat is being made certain by increasing the probability of it occurring.

CHANGE

The launch event is planned to be held at a local hotel. A month before the event, the hotel unexpectedly has to close. Another venue is available, but it is double the cost of the original venue. Here are three actions being taken in response to the loss of venue.

Which role (A-E) should be responsible for carrying them out?

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

34) Decide whether the impact on the project benefits of using an alternative venue, is acceptable.	A. Corporate, programme management or the customer.
35) Obtain authority for an increase in the change budget to cover the cost of re-planning the launch event.	B. Executive.
	C. Senior user.
	D. Project manager.
36) Manage the issue and, if approved, arrange the alternative venue.	E. Project support.

37) At the end of stage 2, the CEO decided to add a promotional video to the scope of stage 3 and increase the project budget by £10,000. This amount is sufficient to resolve the issue, which will be managed using the recommended issue and change control procedure. However, after noticing that stage 3 has a cost tolerance of £12,000, the CEO decided to use this instead.

Is this appropriate, and why?

- A. Yes, because all types of issue should be funded from stage cost tolerance.
- B. Yes, because this is a problem and should be funded from stage cost tolerance.
- C. No, because this is a request for change and should not be funded from stage cost tolerance.
- D. No, because all requests for change should be funded from the change budget.

38) During stage 3, the 'artwork' has been completed. However, it does not fully meet the quality criteria requested by the singer and in the documented product description. The cost of corrective action will be £500 and will delay the project by a week. The team manager has discussed this issue with the graphic designer and the singer. It has been agreed that the 'artwork' is good enough and will be used as it is.

Is this an appropriate approach to controlling change, and why?

- A. Yes, because the 'artwork' is of acceptable quality and project delay will be avoided.
- B. Yes, because the singer has agreed the revisions to his original quality criteria.
- C. No, because the project board must agree any change to the quality criteria.
- D. No, because corporate, programme management or the customer must approve an off-specification.

PROGRESS

Here are three statements relating to the Music Album Project.

In which management product (A-E) should this information be recorded?

Choose only one product for each statement. Each product can be used once, more than once, or not at all.

39) When producing the 'artwork', the Graphic Designer needs to inform the singer which images have been selected.	A. Work package. B. Checkpoint report. C. Highlight report. D. End stage report. E. Exception report.
40) An incident at the recording studio caused a delay in recording the songs. However, this will be completed within time tolerance.	
41) There were problems with the power supply at the recording studio throughout stage 2. It is recommended that the studio use an alternative power supply for future projects.	

- 42) In stage 2, the music lawyer is a team manager working on the draft contract for the singer. He usually sends an email to the project manager every two days summarizing the status of the work. No major progress is expected over the next week, so the project manager amends the work package to receive reports over the phone.

Is this appropriate, and why?

- A. Yes, because a checkpoint report can be event-driven.
 - B. Yes, because a checkpoint report can be an oral report.
 - C. No, because the reporting format cannot be changed during delivery.
 - D. No, because only an exception report can be an oral report.
- 43) During the 'starting up a project' process, the project manager was told that the Production Assistant will not be available for the first stage. This issue needs to be managed formally.

Which management product should be used to record this issue, and why?

- A. Daily log, because it should be used to formally manage issues throughout the project lifecycle.
- B. Daily log, because the issue register is not created during the 'starting up a project' process.
- C. Issue register, because it should be used to formally manage issues throughout the project lifecycle.
- D. Issue register, because it should be used by the project manager to monitor issues on a regular basis.

STARTING UP A PROJECT

Here are three actions carried out during the 'starting up a project' process.

Which role (A-F) should carry them out?

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

44) Decide whether the Production Manager can take on the role of project manager, given the estimated time and effort involved.	A. Executive.
45) Seek approval from corporate management that the investment of time and money in promoting the singer is justified.	B. Senior user.
46) Review the priority of the acceptance criteria for the 'album ready for launch'.	C. Senior supplier.
	D. Project manager.
	E. Project support.
	F. Project assurance.

47) The project manager is preparing the project brief. A previous project had an issue with a focus group member uploading sample songs to the internet without permission. The project manager has asked the record company's cyber security expert to draft a section for the project brief that identifies measures required to prevent this from happening again.

Is this appropriate, and why?

- A. Yes, because the project brief should record any risks identified during the 'starting up a project' process.
- B. Yes, because potential security issues that apply to the project should be considered when developing the project brief.
- C. No, because it is sufficient to record the issue in the lessons log for the team manager of the focus groups to consider.
- D. No, because it is a serious issue that should be recorded in the issue register and managed formally.

DIRECTING A PROJECT

Here are three actions that are carried out as part of the 'directing a project' process.

During which activity (A-E) should the action occur?

Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

48) Approve the work completed to record the album and the forecast to complete the 'registered artwork' and 'launch event plan'.	A. Authorize initiation.
49) Ensure that there will be sufficient reviews after the launch event to monitor that the album sales deliver the expected profit.	B. Authorize the project.
50) Approve the forecast that the expected album sales will exceed the production costs, which was refined when the project plan was created.	C. Authorize a stage or exception plan.
	D. Give ad hoc direction.
	E. Authorize project closure.

- 51) The project is approaching the end of stage 2. The project manager may need to consult the senior user and executive about planning the production of the 'artwork', and the 'recorded album'. As a result, the project manager has checked their availability for the following week.

Is this appropriate as part of the 'give ad hoc direction' activity, and why?

- A. Yes, because the project board should provide advice to the project manager when preparing exception reports.
- B. Yes, because the need for the project board to provide informal advice to the project manager increases at the end of a stage.
- C. No, because highlight reports should keep the project board informed without the need for other communications.
- D. No, because applying the 'manage by exception' principle should allow for the efficient use of senior managers' time.

INITIATING A PROJECT

Here are three actions that take place during the 'initiating a project' process.

Which theme (A-F) is being applied?

Choose only one theme for each action. Each theme can be used once, more than once, or not at all.

52) The project manager transfers the following statement from the daily log: "A similar singer may be working on another album, to be released at the same time."	A. Business case. B. Organization. C. Risk. D. Progress. E. Plans. F. Quality.
53) The project manager documents the statement: "Funding was secured from a youth development fund, which must be used to produce the initial sample recordings."	
54) The singer's agent checks the project initiation documentation to ensure that the singer's needs will be met.	

- 55) The project manager has recommended that a highlight report should be submitted every four weeks. However, as the project manager only joined the company recently, the executive wants to receive a highlight report every week while the sample songs are being recorded. As a result, the project manager has recorded this requirement in the controls section of the project initiation documentation.

Is this appropriate, and why?

- A. Yes, because the project board uses highlight reports to monitor progress during management stages.
- B. Yes, because the reporting should be more frequent when a team is inexperienced, to build confidence.
- C. No, because the frequency of highlight reports should be set in each stage plan to allow a different level of monitoring.
- D. No, because the frequency of highlight reporting should be specified in the communication management approach.

CONTROLLING A STAGE

Here are three actions that are carried out during the 'controlling a stage' process.

During which activity (A-F) should each action be carried out?

Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

56) The project manager updates the product description for the album cover, following a concession granted by the project board.	A. Authorize a work package. B. Review work package status. C. Review the management status. D. Report highlights. E. Escalate issues and risks. F. Take corrective action.
57) The project manager asks for confirmation from project support that the quality checks of the draft contract have been carried out, as reported in the checkpoint report.	
58) The project manager asks project support to confirm the status of the sample songs, prior to preparing the regular progress report.	

59) An external recording studio will be used to record the sample songs from the start of stage 2. Therefore, the record company's purchasing department needs to carry out the supplier selection process during the initiation stage. The project manager has recommended that the 'controlling a stage' process is used to control the work of the purchasing department.

Is this appropriate, and why?

- A. Yes, because work packages should be used to manage work during the initiation stage.
- B. Yes, because using a work package will help to ensure that the output is delivered on time.
- C. No, because the 'controlling a stage' process should be used for work within delivery stages.
- D. No, because the team manager for the sample songs production should select the recording studio.

MANAGING PRODUCT DELIVERY

60) What should the Recording Studio Manager do as part of the 'accept a work package' activity for the 'recorded album'?

- A. Agree when the 'recorded album' needs to be completed.
- B. Report the amount spent when producing the 'recorded album'.
- C. Verify that the required sound quality checks have been completed.
- D. Report progress on acceptance of the work package using a checkpoint report.

61) The team manager for the 'signed contracts for delivery channels' is in the process of accepting the work package. The team manager is concerned that the list of quality reviewers included in the product description may not include anyone with the required specialist knowledge.

What should the team manager do first?

- A. Consult with project assurance.
- B. Raise a risk with the project manager.
- C. Request a resource from the senior supplier.
- D. Revise the product description.

- 62) The project is in stage 2. The 'recorded sample songs' have been produced and handed over to the team manager for the focus groups. On the day before the focus group meeting, the team manager discovered that the sound quality of one song was not of the required standard. The team manager spoke to the singer's agent, and the singer will attend the focus group meeting to perform the songs.

Is this appropriate application of the 'managing product delivery' process, and why?

- A. Yes, because this will 'exploit' the opportunity for the focus group to hear the singer perform the songs.
- B. Yes, because the team manager is taking corrective action to resolve the issue of the poor-quality recordings.
- C. No, because the team manager should ask the Recording Studio Manager to take corrective action.
- D. No, because an issue should be raised so that the project manager can decide on corrective action.

MANAGING A STAGE BOUNDARY

- 63) The project is approaching the end of stage 3 and the 'artwork' is taking longer to produce than expected. As a result, an exception report has been sent to the project board. The project board has decided to follow the recommendation of the project manager to increase the time tolerance for the stage.

When should the 'managing a stage boundary' process be used next?

- A. When preparing the stage 4 plan for approval by the project board.
- B. When reporting that stage 3 is now progressing according to plan.
- C. When re-planning stage 3 in response to the increased time tolerance.
- D. When the performance of the whole Music Album Project is reviewed.

- 64) This project is part of a larger programme. An exception plan has been produced during the final stage because there has been a delay in the registering of the 'artwork'. The stage will be delayed, however the project will be completed within the time tolerance set.

Which role, or combination of roles, should approve this exception plan?

- A. Programme board.
- B. Project board.
- C. Project manager with project assurance.
- D. Both project board and programme board.

- 65) Late in stage 3, the project manager has reported that the 'artwork' is going to take longer to produce than planned, and the stage is likely to exceed time tolerance. As a result, the project board has requested an exception plan and also wants to establish the status of the current stage.

What action should the project manager take, and why?

- A. Prepare an exception report, because it should show the status of the work package.
- B. Prepare an exception report, because it should describe the options for dealing with the deviation.
- C. Prepare an end stage report, because the project board have asked what is outstanding for stage 3.
- D. Prepare an end stage report, because the project is nearing the end of stage 3.

CLOSING A PROJECT

- 66) What action should the project manager take during the 'prepare planned closure' activity?
- A. Summarize the final amount spent in producing the 'recorded album', for future reference.
 - B. Check the 'album ready for launch' to confirm that it meets the record company's requirements.
 - C. Report on the number of downloads for the sample songs and the predicted sales.
 - D. Identify the marketing activities that still need to take place to support the launch.
- 67) Which action should the project manager take during the 'hand over products' activity?
- A. Update the project plan with the actual time taken to plan the launch event.
 - B. Check whether the graphic designer can be released to work on another project.
 - C. Summarize whether the 'album ready for launch' was delivered on time and to cost.
 - D. Review the dates when sales of the new album will be measured.
- 68) The 'launch event plan' has been completed on time and within budget. A quality review has been carried out and there are no outstanding issues. The group running the launch event has confirmed that the plan meets their needs and that they will be able to run the launch event.
- Who will use this information, and when?
- A. Project manager, when updating the end project report with lessons.
 - B. Project manager, when identifying follow-on action recommendations.
 - C. Project support, when creating the product status account.
 - D. Project support, when transferring responsibility for the launch event plan.

END OF EXAMINATION



The PRINCE2® Practitioner Examination

Sample Paper 1

Answers and rationales

For exam paper: EN_P2_PRAC_2017_SamplePaper1_QuestionBk_v1.1

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

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

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

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

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

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

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

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

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

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

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

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

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

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

62	D	3.5.2	<p>A. Incorrect. The team manager can only proceed with the work package, or take corrective action while the work package is forecast to be complete within the tolerances set by the project manager. Performing the songs live is outside the scope of the work package, so must be raised with the project manager to decide on corrective action. Deciding to 'exploit' the opportunity is not a decision the team manager should take. Ref 18.4.2, tab 10.3</p> <p>B. Incorrect. The team manager can only proceed with the work package or take corrective action while the work package is forecast to complete within the tolerances set by the project manager. Therefore, it is not appropriate that the team manager decides to take this corrective action. Ref 18.4.2</p> <p>C. Incorrect. The team manager can only proceed with the work package or take corrective action while the work package is forecast to complete within the tolerances set by the project manager. The recordings are off-specification and should be reported to the project manager via the issue process. Ref 18.4.2</p> <p>D. Correct. The team manager can only proceed with the work package, or take corrective action while the work package is forecast to be complete within the tolerances set by the project manager. Performing the songs live is outside the scope of the work package. Team managers must raise issues with the project manager before a decision is made to take corrective action. Ref 18.4.2</p>
63	A	3.6.1a	<p>A. Correct. As the tolerance has been increased for the current stage, the next action to take would be corrective action. Therefore, the next use of the 'managing a stage boundary' process will be when planning the next stage. Ref 17.4.8, 19.4.1</p> <p>B. Incorrect. As the tolerance has been increased for the current stage, the next action to take would be corrective action. Therefore, the next use of the 'managing a stage boundary' process will be when planning the next stage. Ref 17.4.8, 19.4.1</p> <p>C. Incorrect. As part of the 'give ad hoc direction' activity, the project board can increase the tolerances that are forecast to be breach within their delegated limits of authority without the need for an exception plan. Therefore, the next use of the 'managing a stage boundary' process will be when planning the next stage. Ref 15.4.4, 19.4.1</p> <p>D. Incorrect. Reviewing the performance of the whole project is done as part of the 'closing a project' process, not the 'managing a stage boundary' process. Ref 20.4.4</p>
64	B	3.6.1b	<p>B. Correct. Exception plans must be produced to show the actions required to recover from or avoid a deviation from agreed tolerances in the project plan or a stage plan. If a stage plan is being replaced, this needs the approval of the project board. The exception plan has been produced for the final stage, so it must be submitted to the project board. The stage-level exception does not threaten project tolerance, so does not need to be referred to the programme level. Ref 9.2.1.3, tab 9.5</p> <p>A, C, D – Incorrect. Ref 9.2.1.3, tab 9.5</p>

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

68	C	3.7.2	<p>A. Incorrect. There are no lessons to be learned from the context given, so the information is not relevant when updating a lessons report or the end project report. Ref A.8.1, A.15.1</p> <p>B. Incorrect. The follow-on action recommendations cover the project's products and include any uncompleted work, issues and risks. There are no follow-on actions identified in the context given. Ref 20.4.1, 20.4.3</p> <p>C. Correct. Project support creates the product status account to check that the products, in this case the 'launch event plan', have been approved by the authority identified in the product description. Ref 20.4.1</p> <p>D. Incorrect. Project support creates the product status account to check that the products, in this case the 'launch event plan', have been approved by the authority identified in the product description. Project support is not responsible for the support of products, so have no support to transfer. Ref 20.4.1, 20.4.3</p>
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The PRINCE2® Practitioner Examination

Sample Paper 2

Question Booklet

Multiple Choice

Exam Duration: 2 hours and 30 minutes

Instructions

1. You should attempt all 68 questions. Each question is worth one mark.
2. You need to answer 38 questions correctly to pass the exam.
3. Mark all answers on the answer sheet provided. Use a pencil (NOT a pen).
4. You have 2 hours and 30 minutes to complete this exam.
5. This is an 'open book' exam. You can use the *Managing Successful Projects with PRINCE2* (2017) guidance.
6. No other material is allowed.
7. Read the 'Project Scenario' in the *Scenario Booklet*.
8. You will also need the 'Additional Information' in the *Scenario Booklet* to answer some questions. This is indicated before the question.
9. Each question is separate. Do not use information from one question to answer another question.

PRINCIPLES

- 1) The record company's finance director has asked the executive to ensure that work packages agreed with team managers are signed off by the project board before the team starts the work.

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

- A. Yes, because the executive should ensure that the business investment provides value for money.
- B. Yes, because the project should be divided into at least two management stages.
- C. No, because the finance director should sign off work packages within a stage.
- D. No, because the project manager should have authority to manage the project on a day-to-day basis.

- 2) At the end of stage 2, the risk that production costs could exceed the sales for the music album is estimated to be high, as all of the cost tolerance for stage 2 has been used. As a result, the project manager has defined tight cost and time tolerances for the work packages to produce the 'artwork' and record the album during stage 3.

Which principle is being applied, and why?

- A. 'Manage by exception', because the level of control retained by the project manager must match the tolerance available.
- B. 'Manage by exception', because action should be taken so that production costs do not exceed the album sales.
- C. 'Manage by stages', because cost tolerance should be set for each work package in a stage.
- D. 'Manage by stages', because team managers should be given authority before work can commence.

- 3) The Graphic Designer appointed by the external agency is the team manager responsible for creation of the 'artwork'. Before assigning a work package to the Graphic Designer, the project manager ensured that the 'artwork' product description attached to the work package had measurable and prioritized features defined in it.

Is this an appropriate application of the 'focus on products' principle, and why?

- A. Yes, because it reduces disputes during handover, by agreeing what will be delivered.
- B. Yes, because the 'artwork' is a specialist product and the team members are responsible for its delivery.
- C. No, because as an external party, the graphics designer should not access the product description.
- D. No, because the 'artwork' product description is a management product, and not a specialist product.

- 4) The Music Album Project team has identified that another department within the company is producing a similar album of the same type of music. As it is only a small company, it cannot resource two similar album projects.

Which principle should have been applied more effectively to avoid this situation, and why?

- A. 'Defined roles and responsibilities', because cross-functional projects involve people from different departments.
- B. 'Defined roles and responsibilities', because a project management team structure enables effective communication between team members.
- C. 'Continued business justification', because linking projects to the organizational objectives ensures benefits are aligned to strategy.
- D. 'Continued business justification', because the justification for projects should be reviewed regularly throughout the project lifecycle

- 5) It was found that one of the songs approved for the album had quality issues even though a quality inspection was carried out. It was therefore decided that a further objective check of recording quality should be conducted by the studio for the songs that are yet to be approved.

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

- A. Yes, because lessons should be learnt and applied during a project.
- B. Yes, because an objective check should accompany a quality inspection.
- C. No, because lessons should be learnt at the beginning of a project.
- D. No, because lessons are passed on at the end of a project.

- 6) Use the 'Additional Information' in the Scenario Booklet to answer this question.

The project's products are being delivered by both external suppliers and record company staff. A member of the recording studio staff has been appointed as a senior supplier on the project board. It has also been decided that the Vice President of the record company, who is the executive for the project, will also be a senior supplier, representing the record company.

Is this an appropriate application of the 'defined roles and responsibilities' principle, and why?

- A. Yes, because the Vice President should be able to represent both the business and supplier interests.
- B. Yes, because the Vice President is responsible for achieving the expected sales from the music album.
- C. No, because there should be one senior supplier representing the supplier interests on the project board.
- D. No, because the executive role cannot be shared and therefore cannot also act as the senior supplier.

- 7) The project manager has been recruited from a large, multi-national record company. To reduce the time spent on the initiation stage, the project manager decided to use PRINCE2 management approaches from projects at the previous company.

Is this appropriate, and why?

- A. Yes, because the project manager is learning from experience on previous projects.
- B. Yes, because the project manager is improving business justification by reducing costs.
- C. No, because the previous company's project management approaches are unlikely to meet the needs of the project.
- D. No, because the project should focus on specialist products rather than project management approaches.

- 8) The record company is concerned that the songs to be included on the album should be agreed before work on the 'recorded album' starts. Therefore, the project board has decided that no changes to the list of songs will be accepted after the work package has been agreed.

Which principle is being applied when making this decision, and why?

- A. 'Continued business justification', because it sets limits on delegated change authority.
- B. 'Continued business justification', because it enables funds to be invested in worthwhile objectives.
- C. 'Focus on products', because this will ensure that the album is delivered on budget.
- D. 'Focus on products', because it should ensure the album will meet expectations.

BUSINESS CASE

Here are three statements from the business case for the Music Album Project.

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

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

9) It has been decided to invest in a new singer.	A. Reason.
10) We need to keep up with our competitors who have seen an increase in sales from the new singers they are signing with.	B. Business options.
11) Current customers may not buy from us if they see a change in the style of music we sell. This may cause a decrease in overall sales.	C. Expected benefits.
	D. Expected dis-benefits.
	E. Timescale.
	F. Major risks.

- 12) During the 'initiating a project' process, the Vice President (VP) estimated that the Music Album Project should generate sales that exceed production costs. However, the sales estimate may be too high, and therefore the record company may not make a profit. The VP will undertake business assurance and the Marketing Manager, who is the senior user, will undertake user assurance.

Is it appropriate for the VP to be responsible for assessing the effect of low sales on the business case, and why?

- A. Yes, because the VP should monitor whether the album sales are high enough.
- B. Yes, because business assurance reviews risks and their impact on the business case.
- C. No, because the executive is ultimately accountable for the project's success.
- D. No, because the Marketing Manager should take responsibility for any risk to sales.

- 13) The Vice President (VP) was appointed as executive of the Music Album Project, which is now closing. During the project, extra funding was required and approved by the CEO. However, this funding was given on the condition that, when closing the project, the executive prepares an end project report showing the results of the project against its planned targets in the business case.

Is this an appropriate condition, and why?

- A. Yes, because the VP secures project funding and is accountable for the business case for the duration of the project.
- B. Yes, because the VP is responsible for assessing the results of the project against the expected benefits in the business case.
- C. No, because the project manager is responsible for preparing the end project report to assess project performance and results.
- D. No, because the project manager verifies that the project was justified against external events and project progress.

ORGANIZATION

Use the 'Additional Information' in the *Scenario Booklet* to answer this question.

Here are three roles relating to the Music Album Project.

Which individual (A-F) would be most appropriate for each role?

Choose only one individual for each role. Each individual can be used ONCE, or not at all.

14) Executive.	A. CEO.
15) Senior supplier.	B. Vice President.
16) Delegated business assurance.	C. Contracts Manager.
	D. Marketing Director.
	E. Singer's agent.
	F. Singer.

- 17) During the project, the CEO decides that the project should become a pilot project within a programme to establish new ways to launch new singers quickly into the market.

Which action is appropriate, and why?

- A. Project and programme management roles should be integrated, to ensure there are clear lines of authority from top to bottom.
 - B. Project and programme management roles should be integrated, to ensure there is continued business justification for the project.
 - C. Additional project roles should be defined, to ensure the programme roles and responsibilities are mapped to the team roles.
 - D. Additional project roles should be defined, to ensure the business role represents the wider customer view at the delivery level.
- 18) During stage 1, when preparing the communication management approach, the project manager included the record company's Marketing Manager as a stakeholder. The Marketing Manager will be checking with focus groups that the music in the album has a market. Without a market for the album there will be no business justification for the project to continue.

How well does this action apply the organization theme, and why?

- A. It applies it well, because stakeholders external to the customer organization can exert a powerful influence on the project's success.
- B. It applies it well, because the Marketing Manager will need to be aware of progress information about the stage and receive reports from the focus groups.
- C. It applies it poorly, because stakeholders are those groups or individuals who will be affected by the project's outputs, such as delivery channels.
- D. It applies it poorly, because the focus groups should be included in the communication management approach as stakeholders, not the Marketing Manager.

QUALITY

The Music Album Project is approaching the end of stage 3 and the project manager is planning stage 4. Here are three actions related to managing quality for stage 4.

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.

19) Review the quality criteria for the 'registered artwork' to recommend additional people to be involved in the quality review.	A. Executive.
20) Agree that the 'launch event plan' should be presented to the project board in the format of a slide deck.	B. Senior user.
21) Document that the 'launch event plan' should be presented to the project board in the format of a slide deck.	C. Project manager.
	D. Team manager.
	E. Project assurance.
	F. Project support.

22) The product description for the 'launch event plan' was updated at the end of stage 3 to include more detailed quality criteria. The 'launch event plan' was created during stage 4. The 'launch event plan' was then approved by the project manager after checking that it met the defined quality criteria.

Is this an appropriate way to manage quality, and why?

- A. Yes, because the project manager should ensure that the quality controls for the 'launch event plan' will meet the defined quality criteria.
- B. Yes, because the project manager should ensure that product descriptions are updated when planning the next stage.
- C. No, because it is the senior user who should confirm the customer quality expectations and acceptance criteria for the project.
- D. No, because it is the senior user who should provide resources to review and approve the 'launch event plan' according to the defined quality criteria.

23) The album will be recorded by an external supplier. The project manager is concerned that the record company will have no access to check the quality of the recorded songs before the album is completed. Therefore, the project manager has requested that the contract with the supplier includes a requirement to review the quality of the songs after each one is recorded.

Is this appropriate, and why?

- A. Yes, because the customer should specify their rights of inspection as well as the quality expectations for a product.
- B. Yes, because the senior supplier should approve the quality methods to be used to check the quality of the recorded songs.
- C. No, because the team manager should ensure that the recorded songs meet the quality criteria specified in the product description.
- D. No, because there should be a shared understanding between the customer and the supplier of the quality levels required.

PLANS

Here are three items of content included in the stage plan for stage 3 of the Music Album Project.

Under which heading (A-F) should each item be recorded?

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

24) Inexperienced singers usually need several attempts at recording a song. Therefore, more time has been allowed for this activity in the stage plan.	A. Plan requisites.
25) The project manager will review the issue register daily for priority 1 and 2 issues.	B. External dependencies.
26) The recording studio's health and safety policies and procedures.	C. Lessons incorporated.
	D. Monitoring and control.
	E. Budgets.
	F. Tolerances.

27) During stage 3, it was decided to change the design of the 'artwork' to attract attention and help promote sales. The project board agreed to pay for the change using the change budget. The project plan was later updated to show the amount of change budget still available to the project.

Was it appropriate to update the project plan, and why?

- A. Yes, because the project board will use the project plan and project justification when deciding whether to carry out future changes or not.
- B. Yes, because the project board will have used the project plan and project justification when deciding whether to carry out this change or not.
- C. No, because the project plan provides a baseline against which the project board monitors project progress.
- D. No, because using the change budget for the change will not impact the project cost budget.

28) The project is in the initiation stage. In consultation with the senior user, the project manager has made some changes to the description of the final product 'album ready for launch'. The project manager's next task is to plan the project.

Which action demonstrates the project manager's immediate priority, and why?

- A. Create a hierarchy of products for the 'album ready for launch', because it is necessary to understand the major products and their component products.
- B. Create a hierarchy of products for the 'album ready for launch', because the interdependencies between the component products need to be understood.
- C. Identify the product interdependencies between the 'recorded album' and the 'artwork', because this is necessary in order to decide on activities and resources.
- D. Identify the product interdependencies between the 'recorded album' and the 'artwork', because this is a necessary in order to explore their more detailed characteristics.

RISK

When negotiating a contract with the singer, information was received that the singer may sign a contract with another record company.

Here are three actions relating to the management of this risk.

During which activity relating to the recommended risk management procedure (A-F) should they occur? Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

29) The reason that the singer may sign with another company is that this other company may offer more favourable terms.	A. Identify the risk.
30) The contract terms are updated to make them more favourable.	B. Estimate the risk.
31) The Contracts Manager signs a revised contract with more favourable terms than the previous offer.	C. Plan the response.
	D. Implement the response.
	E. Communicate about the risk.
	F. Fund the response from the risk budget.

32) The singer has signed a contract with the record company and has been asked to sing at a large international festival on a Friday night. This may increase international sales of the album that is being produced, even though the audience is usually bigger on a Saturday. The project manager has agreed to fund the singer's performance at the festival.

Has the project manager enhanced the opportunity, and why?

- A. Yes, because the singer now has the opportunity to appear at the festival.
- B. Yes, because performing at the festival may have a positive effect on sales.
- C. No, because the positive effect on sales is not guaranteed.
- D. No, because the record company should negotiate to have the singer perform on Saturday.

33) The Marketing Director will analyze the opinions of focus groups to check that the album will be marketable and generate sufficient sales. At the end of the initiation stage, the following risk was recorded in the risk register:

"There is a threat that the project will be no longer viable which would result in the project needing to be stopped."

How well does this identify the risk, and why?

- A. It identifies it well, because the impact that the risk could have on the project and its viability is clearly understood.
- B. It identifies it well, because risks should be identified continuously throughout the project and recorded in the risk register.
- C. It identifies it poorly, because the source of the risk has not been understood so the relevant risk responses cannot be selected.
- D. It identifies it poorly, because the effect of the risk has not been understood so the relevant risk responses cannot be selected.

CHANGE

An issue has been raised that the singer wants to add an extra song to the recorded album. Making this change would take stage 3 beyond its cost tolerance.

Here are three actions that are carried out when managing the issue.

During which step of the issue and change control procedure (A-E) should they be carried out?
Choose only one step for each action. Each step can be used once, more than once, or not at all.

34) The project manager asks the senior user to confirm the priority of adding the song, before considering what action to recommend.	A. Capturing issues.
35) When the impact is reviewed, it is decided that the issue should be managed formally, rather than informally.	B. Assessing issues.
36) The project board requests a plan to record the extra song.	C. Proposing corrective actions.
	D. Deciding on corrective actions.
	E. Implementing corrective actions.

37) The recording studio has carried out improvements and can now deliver recordings to a higher quality than specified in the product description for the 'recorded album'. The Recording Studio Manager has recorded the songs to the new improved standard, at no additional cost. This change has no other impact on the project.

How should the project manager categorize this issue, and why?

- A. As a request for change, because the recording will be of better quality.
- B. As a request for change, because the product description will need to be updated.
- C. As an off-specification, because the recording of the songs will not fulfil the criteria specified.
- D. As an off-specification, because a proposal to change a baseline has been received.

38) During stage 3, the project board grants a concession to permit the use of 'artwork' that does not fully meet the acceptance criteria. As a result, the project manager has updated the product description for the 'artwork'.

Is this action appropriate, and why?

- A. Yes, because the product description should be updated to reflect the revised acceptance criteria.
- B. Yes, because a product description should be updated to show the status of a delivered product.
- C. No, because product descriptions are baselined documents and should not be changed.
- D. No, because project support should update product descriptions following a concession.

PROGRESS

Here are three actions relating to controlling progress on the Music Album Project.

Which role (A-E) should carry them out?

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

39) Set the time tolerance of stage 3 as +1 week.	A. Team manager.
40) Inform the project manager that the 'artwork' production is forecast to exceed its time tolerance.	B. Senior user.
41) Assist the project manager in using project planning software.	C. Project assurance.
	D. Executive.
	E. Project support.

- 42) The work package for the 'launch event plan' is in progress and checkpoint reports are being produced every two weeks. The project manager has reviewed the issue register and is concerned about the number of issues related to this work package.

Which action should the project manager take, and why?

- A. Increase the frequency of checkpoint reports to weekly, so that work package level exceptions are prevented.
 - B. Increase the frequency of checkpoint reports to weekly, to increase the level of control over this work package.
 - C. Increase tolerances for the work package, so that there is increased permissible deviation and fewer issues will be raised.
 - D. Increase tolerances for the work package, so that they are the same as those for the stage to make reporting consistent.
- 43) The songs have been recorded and meet the minimum quality requirements. However, the team manager recommends that they are re-recorded as better quality songs may improve album sales. Re-recording will cause the stage to exceed its time tolerance. As a result, the project manager has raised an issue to the project board.

Is this action appropriate, and why?

- A. Yes, because opportunities to improve business justification should be considered by the project board.
- B. Yes, because the stage would be in exception and an exception plan would be required.
- C. No, because the project manager should reject the recommendation as the work package has been completed within the quality tolerance.
- D. No, because the project manager should take corrective action to improve the quality of the recorded songs.

STARTING UP A PROJECT

Here are three actions that which occur during the 'starting up a project' process for the Music Album Project.

In which activity (A-F) should the action occur?

Choose only one action for each activity. Each activity can be used once, more than once, or not at all.

44) Discuss, with the Marketing Manager, how focus groups have been used previously.	A. Appoint the executive and the project manager.
45) Obtain any standard contracts relevant to the singer's contract.	B. Capture previous lessons.
46) Create the daily log to record that the project mandate has been checked and the promotional video is outside the scope of the project.	C. Design and appoint the project management team.
	D. Prepare the outline business case.
	E. Select the project approach and assemble the project brief.
	F. Plan the initiation stage.

47) The record company wants to keep the project confidential in order to avoid another record company launching a similar album at the same time. During the 'starting up a project' process, the project manager discusses the project with colleagues who have experience of keeping a project confidential. Their experiences are used to develop the draft project approach.

Is this appropriate, and why?

- A. Yes, because the risk of another company launching a similar album should be documented in the project approach.
- B. Yes, because the requirement to keep the project confidential is relevant when deciding the project approach.
- C. No, because lessons related to communications are relevant for developing the communication management approach.
- D. No, because lessons captured from previous experiences on similar projects should be recorded in the lessons log.

DIRECTING A PROJECT

Here are three actions that are carried out during the 'directing a project' process.

Which role (A-E) should carry out these actions?

Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

48) Approve extra management actions to ensure that the 'launch event plan' results in sufficient people listening to the music and contributes to achieving the expected album sales.	A. Executive.
49) Advise the project manager of a change in corporate business case standards that will affect how the business case is produced.	B. Senior user.
50) Review the time tolerance set for the delivery of the 'album ready for launch' to check that it is realistic.	C. Senior supplier.
	D. Project assurance.
	E. Project manager.

- 51) The project is approaching the end of the initiation stage. The project manager has requested that the project board meet to 'authorize the project'. The project manager has prepared a set of slides showing the project controls, the business case and the scope of the project, to present to the project board.

How well is the 'authorize the project' activity being carried out?

- A. It is being carried out well, because the members of the project board should meet in person to approve the project initiation documentation.
- B. It is being carried out well, because the project initiation documentation can be authorized by the project board in any format, provided the decision is traceable.
- C. It is being carried out poorly, because applying the principle of 'manage by exception' removes the need for meetings.
- D. It is being carried out poorly, because the project board should authorize the next stage plan as well as the project initiation documentation.

INITIATING A PROJECT

Here are three actions relating to the 'initiating a project' process.

In which activity (A-F) should each action be recorded?

Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

52) Check with project assurance that the proposed format of the benefits management approach will meet the needs of the record company.	A. Agree the tailoring requirements.
53) The singer's agent will require regular information on the feedback from the focus group on the sample songs.	B. Prepare the risk management approach.
54) Identify when approval will be given for work to commence on the 'recorded album' and 'artwork'.	C. Prepare the change control approach.
	D. Prepare the quality management approach.
	E. Prepare the communication management approach.
	F. Create the project plan.

- 55) The Music Album Project will be part of a programme for the record company to sell a different type of music. The project is now in the 'initiating a project' process and the project manager has requested support from the programme office when producing the risk management approach.

Which statement explains why this is an appropriate way to produce the risk management approach?

- A. Because the project manager should produce the risk management approach during the 'initiating a project' process.
- B. Because the risk management approach should define how the risk register will be managed and maintained.
- C. Because in a simple project the risk management approach should be combined with the programme's risk management strategy.
- D. Because the programme office typically provides assistance to ensure that the project complies with programme standards.

CONTROLLING A STAGE

Here are three actions taken by the project manager as part of the 'controlling a stage' process.

Which theme (A-F) do they relate to?

Choose only one theme for each action. Each theme can be used once, more than once, or not at all.

56) Record in the daily log that the graphic designer will be unavailable the following Friday.	A. Business case.
57) Check whether authorizing overtime has resulted in the sample songs being recorded on time.	B. Quality.
58) After receiving the sample song recordings, execute any required benefit management actions.	C. Risk.
	D. Plans.
	E. Change.
	F. Organization.

59) At the beginning of stage 3, the singer suggested that a video could be taken during the recording of the songs and used at the launch of the album to promote sales. This change can be accommodated in stage 3 and has been approved. The recording studio has agreed to record the video. As a result, the project manager has created a product description for the product 'recorded video', and amended the work package for the studio.

Are the project manager's actions appropriate, and why?

- A. Yes, because the recording studio work package should define the work for the 'recorded album' and 'recorded video'.
- B. Yes, because the product description for the 'recorded video' is needed to justify the request for change.
- C. No, because the project manager should create product descriptions when a stage plan is prepared.
- D. No, because the project manager should update the stage plan when taking corrective action to implement the change.

MANAGING PRODUCT DELIVERY

60) The Graphic Designer contracted to create the 'artwork' in stage 3 will be following an agile approach. The project manager is acting as the team manager for the work package and has produced a team plan.

Why is the use of a team plan appropriate?

- A. Because the team plan will show whether the 'artwork' can be completed within the agile timebox.
- B. Because the project manager should produce a team plan when they act as a team manager.
- C. Because a team plan is required for an external work package.
- D. Because a team plan is required when following an agile approach.

61) The 'artwork' is being delivered by a graphic design company using an agile delivery approach.

Who should approve the work package for the 'artwork'?

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

62) The Music Album Project will be part of a programme for the record company to sell a different type of music. As a result, the team manager for the 'launch event plan' work package has been asked to provide weekly checkpoint reports directly to the programme manager. This will allow the programme manager to monitor the launch of the music.

Is it appropriate for the team manager to send the programme manager checkpoint reports, and why?

- A. Yes, because checkpoint reports should be tailored to suit the needs of the programme manager.
- B. Yes, because checkpoint reports should be produced at the frequency defined in the work package.
- C. No, because the team manager should advise the project manager when the artwork is complete.
- D. No, because the 'managing product delivery' process interfaces with the 'controlling a stage' process.

MANAGING A STAGE BOUNDARY

63) Stage 3 is in exception. The project board has requested an exception plan from the project manager, who has triggered the 'managing a stage boundary' process as a result.

Which action is OPTIONAL?

- A. Prepare an end stage report.
- B. Revise the business case.
- C. Update the benefits management approach.
- D. Revise the project plan.

64) A stage-level exception was identified while recording the sample songs. As a result, the project board instructed the project manager to prematurely close the stage and create a plan to combine the remainder of stage 2 together with the production of the 'recorded album' and the 'artwork'.

Which activity should the project manager carry out in order to produce the combined plan?

- A. Plan the next management stage.
- B. Prepare premature closure.
- C. Produce an exception plan.
- D. Create the project plan.

- 65) During stage 2, it is found that the graphics design company is in financial difficulty. As a result, another supplier is selected to produce the 'artwork' and their account manager is asked to join the project board as a senior supplier with immediate effect.

Is this appropriate, and why?

- A. Yes, because PRINCE2 is flexible in order to avoid unnecessary delays in implementing decisions.
- B. Yes, because changing suppliers is a big decision and should be treated as an exception.
- C. No, because there should be one senior supplier representing supplier interests on the project board.
- D. No, because changes to roles should happen at a stage boundary unless there is an exception.

CLOSING A PROJECT

- 66) The Music Album Project has delivered the 'album ready for launch'. When closing the project, the project manager considers that the Recording Studio Manager has been an excellent team manager. As a result, the project manager prepares a recommendation that the Recording Studio Manager should be contracted to record future albums.

In which activity of the 'closing a project' process should this recommendation be submitted for approval?

- A. Prepare planned closure.
- B. Hand over products.
- C. Evaluate the project.
- D. Recommend project closure.

- 67) The project is now being closed.

Which action should the project manager take during the 'evaluate the project' activity?

- A. Confirm acceptance of the 'artwork' by the Marketing Team of the record company.
- B. Identify how many errors were found after the 'artwork' had passed quality inspection.
- C. Confirm that the Marketing Team has the resources to promote the 'album ready for launch'.
- D. Request a product status account for the 'album ready for launch' from project support.

- 68) During the initiation stage, a risk was recorded that sales of the singer's album might impact sales of other albums produced by the record company. Therefore, when this risk was reviewed during project closure, a follow-on action recommendation was made for the record company's audit department to report on the impact during post-project benefit reviews.

Is this appropriate, and why?

- A. Yes, because the project cannot be closed until the impact from sales are measured.
- B. Yes, because the follow-on action will enable this risk to be closed in the risk register.
- C. No, because a follow-on action should be addressed to an individual rather than a department.
- D. No, because the benefits management approach should include post-project activities.

END OF EXAMINATION

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The PRINCE2® Practitioner Examination

Sample Paper 2

Answers and rationales

PRINCE2® Practitioner Examination

For exam paper: EN_P2_PRAC_2017_SamplePaper2_QuestionBk_v1.0

Qu	Correct answer	Syll topic	Rationale
1	D	1.1.1d	<p>A. Incorrect. Although it is true that the executive needs to ensure that business investment provides value for money, it is not appropriate for work packages agreed with team managers to be signed off by the project board. It is not appropriate because it conflicts with the 'manage by stages' principle as the project manager should have delegated responsibility to manage the day-to-day delivery of the stages. Ref 3.4</p> <p>B. Incorrect. Although it is true that the project should be divided into at least two management stages, it is not appropriate for work packages agreed with team managers to be signed off by the project board. Ref 3.4</p> <p>C. Incorrect. It is not appropriate for work packages agreed with team managers to be signed off by the project board. This conflicts with the 'manage by stages' principle as the project manager should have delegated responsibility to manage the day-to-day delivery of the stages. Ref 3.4</p> <p>D. Correct. The 'manage by stages' principle requires that the project board delegates the authority for day-to-day control of a management stage, within agreed tolerances, to the project manager. Requiring the project board to sign off work packages before the project board starts work breaches this principle. Ref 3.4</p>
2	A	1.1.1e	<p>A. Correct. Applying the 'manage by exception' principle enables appropriate governance by defining distinct responsibilities for directing, managing and delivering the project and clearly defining accountability at each level. This is achieved by delegating authority from one management level to the next by setting tolerances for the respective level of the plan. Ref 3.5</p> <p>B. Incorrect. It is true that action needs to be taken so that the production costs do not exceed the album sales. However, this does not explain why the principle being applied is 'manage by exception'. Ref 3.5</p> <p>C. Incorrect. While it is true that cost tolerance should be set for each work package in a stage, this is an application of the 'manage by exception' principle, not the 'manage by stages' principle. Ref 3.5, 3.4</p> <p>D. Incorrect. The 'manage by stages' principle ensures that key decisions are made prior to the detailed work needed to implement them. However, this relates to decisions by the project board and not the authorization of work packages by the project manager. Ref 3.5</p>

3	A	1.1.1f	<p>A. Correct. Applying the 'focus on products' principle helps a PRINCE2 project to be more product/output-oriented rather than work-oriented. An output-oriented project is one that agrees and defines the project's products prior to undertaking the activities required to produce them, thus reducing the risk of user dissatisfaction and acceptance disputes. Ref 3.6</p> <p>B. Incorrect. It is true that the team is responsible for the delivery of the product(s). However, this does not explain why the action described follows the 'focus on products' principle. The product(s) should be defined in the work package to ensure that only the work that directly contributes to the delivery of the desired product is carried out. Ref 3.6</p> <p>C. Incorrect. It is an appropriate application of the 'focus on products' principle. Also, external team managers/members should be able to access the description documents of the products they are creating or modifying. Ref 3.6</p> <p>D. Incorrect. It is true that the product description is a management product, not a specialist product. However, this does not explain why the action described follows the 'focus on products' principle. Ref 3.6</p>
4	C	1.1.1a	<p>A. Incorrect. It is true that a project is typically cross-functional, may involve more than one organization, and may involve a mix of full-time and part-time resources. However, it is the 'continued business justification' principle that ensures alignment with corporate strategies. Ref 3.1, 3.3</p> <p>B. Incorrect. It is true that 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 and a means for effective communication between them. However, it is the 'continued business justification' principle that ensures alignment with corporate strategies. Ref 3.1, 3.3</p> <p>C. Correct. Organizations that lack rigour in business justification may find that projects proceed even where there are few real benefits or where a project has only tentative associations with corporate, programme or customer strategy. Poor alignment with corporate, programme or customer strategies can also result in organizations having a portfolio of projects that have mutually inconsistent or duplicated objectives. Ref 3.1</p> <p>D. Incorrect. The 'continued business justification' principle requires for all projects that the justification remains valid, and is re-validated, throughout the life of the project. However, this does not explain why this principle could have assisted in avoiding a duplicate project being started. Ref 3.1</p>
5	A	1.1.1b	<p>A. Correct. In this situation, the project team are learning from an experience within the project. Lessons should be sought and learning applied throughout the project lifecycle, as well as being sought and passed on at the beginning and closure of a project. Ref 3.2</p> <p>B. Incorrect. It is not always necessary to carry out checks additional to a quality inspection. However, in this situation, the project team have learnt, during the project, that this is necessary. Ref 3.2, 8.3.13</p> <p>C. Incorrect. Lessons are looked for, recorded and acted upon throughout the life of the project, not just at the beginning of a project. Ref 3.2</p> <p>D. Incorrect. Lessons are looked for, recorded and acted upon throughout the life of the project, not just at the closure of a project. Ref 3.2</p>

6	A	1.1.1c	<p>A. Correct. One person can carry out more than one role, as long as that person has the capacity to undertake the combined responsibilities and there is no conflict of interest. In this situation it may be necessary to have two or more senior suppliers to represent different supplier stakeholders. The Vice President can carry out the role of executive and represent the record company, which is supplying some of the products itself. Ref 7.2.1.10, 7.2.1.4</p> <p>B. Incorrect. It is an appropriate application of 'defined roles and responsibilities' principle that one person can carry out more than one role, as long as that person has the capacity to undertake the combined responsibilities and there is no conflict of interest. However, the senior user, not the senior supplier, should represent the user interest and ensure that the expected benefits (derived from the project's outcomes) are realized. Ref 3.3, tab 6.1</p> <p>C. Incorrect. It is an appropriate application of 'defined roles and responsibilities' principle. There can be more than one senior supplier on the project board. Ref 3.3</p> <p>D. Incorrect. It is an appropriate application of 'defined roles and responsibilities' principle. The executive role cannot be shared between two or more individuals, however the executive can carry out another role in addition. The Vice President of the record company supervises the production of the album and can act as senior supplier to represent the record company. Ref 3.3</p>
7	C	1.1.1g	<p>A. Incorrect. The project manager may be learning from experience, but is not using that experience appropriately. Without tailoring to suit the project, it is unlikely that the project management effort and approach would be appropriate for the needs of the project. Ref 3.7</p> <p>B. Incorrect. Cost may be reduced but the proposed course of action is contrary to the 'tailor to suit the project' principle. It is unlikely that the project management effort and approach would be appropriate for the needs of the project. Ref 3.7</p> <p>C. Correct. Unless PRINCE2 is tailored to suit the project environment, size, complexity, importance, team capability and risk, it is unlikely that the project management effort and approach would be appropriate for the needs of the project. Using PRINCE2 approaches from a large multi-national record company are unlikely to be appropriate. Ref 3.7</p> <p>D. Incorrect. The project should focus on specialist products, but also ensure that the project management approaches are appropriate. Without tailoring to suit the project, it is unlikely that the project management effort and approach would be appropriate for the needs of the project. Ref 3.7</p>

8	D	1.1.1f	<p>A. Incorrect. The 'focus on products', not the 'continued business justification' principle, is being applied, as the project board is making sure there is a common understanding of the product required. Moreover, establishing limits of delegated authority is necessary to apply the 'manage by exception' principle. Ref 3.5, 3.6</p> <p>B. Incorrect. The 'focus on products', not the 'continued business justification' principle, is being applied, as the project board is making sure there is a common understanding of the product required. This does not ensure that funds are invested in worthwhile objectives. Ref 3.6, 3.1</p> <p>C. Incorrect. It is true that applying the 'focus on products' principle helps in delivering products to budget, however it does not ensure this. Applying other principles, primarily 'manage by exception' ensures that budget limits are not exceeded. Ref 3.5, 3.6</p> <p>D. Correct. The 'focus on products' principle is being applied, as the project board is making sure there is a common understanding of the product required. Agreeing what is to be produced reduces the risk of user dissatisfaction and acceptance disputes. Ref 3.6</p>
9	B	2.1.1a	<p>B. Correct. This identifies why the recommended business option was chosen. Ref A.2.2</p> <p>A, C, D, E, F. Incorrect. Ref A.2.2</p>
10	A	2.1.1a	<p>A. Correct. This is one of the reasons why the project is required. Ref A.2.2</p> <p>B, C, D, E, F. Incorrect. Ref A.2.2</p>
11	F	2.1.1a	<p>F. Correct. The focus of this project is to increase sales. This is a threat to the company's existing sales, and is therefore a major risk. Ref A.2.2</p> <p>A, B, C, D, E. Incorrect. Ref A.2.2</p>
12	B	2.1.2	<p>A. Incorrect. Sales are generated and monitored after the project. However, this is not why the Vice President (VP), who is undertaking business assurance, should assess the impact of the risk of low sales on the business case during the project. Ref C.7, A.2.1</p> <p>B. Correct. The role of business assurance, which the Vice President (VP) is undertaking, should assess the impact of the risk of low sales on the business case. Ref C.7, A.2.1</p> <p>C. Incorrect. The executive is ultimately accountable for the project's success. However, this does not invalidate the VP carrying out business assurance on the executive's behalf. Ref C.7, A.2.1</p> <p>D. Incorrect. The Marketing Manager could undertake the role of risk owner/actionee for this risk. However, this is not a reason why the VP, undertaking business assurance, should not assess the impact of the risk of low sales on the business case. Ref C.7, A.2.1</p>

13	C	2.1.2	<p>A. Incorrect. The executive is responsible for both the business case and the benefits review plan for the duration of the project. During the 'closing a project' process, it is the project manager who is responsible for reporting the results of the project against the expected benefits in the business case. Ref tab 6.1, C.2</p> <p>B. Incorrect. The end project report is used to report project performance during project closure. Preparing this report is the responsibility of the project manager. Ref tab 6.1, 20.4.4, C.2</p> <p>C. Correct. The project manager is responsible for preparing the end project report. One section in this report is the assessment of the results of the project against the expected benefits in the business case. Ref tab 6.1, 20.4.4, C.5.1, A.8.2</p> <p>D. Incorrect. The project manager is responsible for preparing the end project report which includes an assessment of the results of the project against the expected benefits in the business. However, project assurance verifies and monitors the business case against external events and project progress. Ref tab 6.1, 20.4.4, C.5.1, C.7.1</p>
14	B	2.2.1c	<p>B. Correct. The CEO, part of corporate management, delegates management of new singers to the Vice President. The Vice President supervises the production of albums and has an interest in their success. Therefore, the Vice President is the most appropriate person to be the executive and take responsibility for the business case. Ref C.2</p> <p>A, C, D, E, F. Incorrect. Ref 7.3.4, C.2, C.4, C.7.1</p>
15	C	2.2.1c	<p>C. Correct. There are a number of specialist suppliers to this project. The Contracts Manager is responsible for each of their contracts and is therefore the most appropriate person to be senior supplier. Ref 7.3.4, C.4</p> <p>A, B, D, E, F. Incorrect. Ref 7.3.4, C.2, C.4, C.7.1</p>
16	D	2.2.1c	<p>D. Correct. According to the scenario, the Marketing Director verifies whether the sales of the album will exceed the production costs and should therefore fulfil a business project assurance role. Ref C.7.1</p> <p>A, B, C, E, F. Incorrect. Ref 7.3.4, C.2, C.4, C.7.1</p>
17	A	2.2.2	<p>A. Correct. The programme and project management team structures and roles need to be integrated so that there are clear lines of responsibility from top to bottom. Ref 7.3.3</p> <p>B. Incorrect. Although roles need to be integrated, this is not because of the need for continued business justification. Ref 7.3.3</p> <p>C. Incorrect. This is an activity for a project within an agile environment, not a programme. Ref 7.3.5</p> <p>D. Incorrect. This is an activity for a project within an agile environment, not a programme. Ref 7.3.5</p>

18	B	2.2.2	<p>A. Incorrect. It is true that stakeholders external to the customer organization can exert influence on the project. However, this does not explain why defining the Marketing Manager as an internal stakeholder with communication needs is an appropriate application of the organization theme. Ref 7.3.9</p> <p>B. Correct. Stakeholders are individuals or groups that have an interest in the project. They may be internal or external to the customer organization and may affect or be affected by the project. The communication management approach is used to document how stakeholder engagement will be carried out. The Marketing Manager is an internal stakeholder with a clear need for bi-directional communication with the focus groups. The information shared could affect the business justification for the project. Ref 7.3.9, glossary</p> <p>C. Incorrect. This is an appropriate application of the organization theme. Also, a stakeholder is any individual or group that has an interest in a project, who may affect or be affected by it. Ref 7.1, 7.3.9</p> <p>D. Incorrect. The focus groups are stakeholders who should be included in the communication management approach. However, this does not mean that the Marketing Manager is not also a stakeholder whose communication needs should be included. Ref 7.3.9, glossary</p>
19	E	2.3.1b	<p>E. Correct. Project assurance should assist the project board and project manager by reviewing the product descriptions and advising the project manager on suitable quality reviewers. Ref tab 8.1</p> <p>A, B, C, D, F. Incorrect. Ref tab 8.1, A.17.2</p>
20	B	2.3.1b	<p>B. Correct. The 'launch event plan' is a key user product and the format and presentation of this product would be included in the product description. The senior user approves product descriptions for key user products. Ref tab 8.1, A.17.2</p> <p>A, C, D, E, F. Incorrect. Ref tab 8.1, A.17.2</p>
21	C	2.3.1b	<p>C. Correct. The project manager prepares and maintains product descriptions. Ref tab 8.1</p> <p>A, B, D, E, F. Incorrect. Ref tab 8.1, A.17.2</p>

22	D	2.3.2	<p>A. Incorrect. The project manager should ensure that team managers implement the quality control measures agreed in product descriptions and work packages. However, the senior user should provide resources to undertake user quality activities and product approval, rather than the project manager giving approval. Ref tab 8.1</p> <p>B. Incorrect. It is true that as part of the 'plan the next management stage' activity, product descriptions should be updated for the products to be delivered in the next stage. However, this does not explain why it is the senior user, not the project manager, who should approve the delivered product. Ref 19.4.1, tab 8.1</p> <p>C. Incorrect. It is true that the senior user should confirm the customer quality expectations and acceptance criteria for the project. However, this does not explain why it is the senior user, not the project manager, who should approve the delivered product. Ref tab 8.1</p> <p>D. Correct. The senior user should provide resources to undertake user quality activities and product approval. Therefore, the project manager should not approve the 'launch event plan'. Ref tab 8.1</p>
23	A	2.3.2	<p>A. Correct. It is important to be clear about who is responsible for which aspect of quality. This is particularly important in commercial customer/supplier situations, where the contract needs to make clear what the quality expectations are. It is also advisable to define the customer's rights of inspection and audit in terms of what can be inspected or audited, how often and how much notice needs to be given for any inspection or audit. Ref 8.3.7</p> <p>B. Incorrect. The senior supplier approves the quality methods, techniques and tools adopted in product development. However, this does not explain why it is also advisable to define the customer's rights of inspection. Ref 8.3.7, tab 8.1</p> <p>C. Incorrect. The team manager is responsible for producing products consistent with product descriptions. However, this does not explain why it is also advisable to define the customer's rights of inspection. Ref 8.3.7, tab 8.1</p> <p>D. Incorrect. There must be a shared understanding between the customer and the supplier of the quality expected. However, this does not explain why the customer should specify their right to inspect the quality of a product or products. Ref 8.3.6, 8.3.7</p>
24	C	2.4.1a	<p>C. Correct. Lessons incorporated are details of relevant lessons from previous similar projects, which have been reviewed. Therefore, this is an example of a lesson being incorporated. Ref A.16.2</p> <p>A, B, D, E, F. Incorrect. Ref A.16.2</p>
25	D	2.4.1a	<p>D. Correct. Monitoring and control details of how the plan will be monitored and controlled. The project manager will determine how and when they want to monitor aspects of the project. Ref A.16.2</p> <p>A, B, C, E, F. Incorrect. Ref A.16.2</p>
26	B	2.4.1a	<p>B. Correct. The work in stage 3 will be dependent on compliance with the recording studio's health and safety policies and procedures. These already exist outside of the project, so therefore are an external dependency. Ref A.16.2</p> <p>A, C, D, E, F. Incorrect. Ref A.16.2</p>

27	A	2.4.2	<p>A. Correct. It is appropriate to update the amount of change budget remaining, as this information will be of value when making decisions regarding requests for change in the future. Ref 15.4.4, 9.2.1.1, A.16.2</p> <p>B. Incorrect. The project plan provides the business case with planned costs and is used by the project board as a baseline to monitor project progress against. The project board will consider business justification and impact to the project when they make decisions relating to requests for change. However, this does not explain why the action described is appropriate, as the decision to approve the request for change has already been taken place. Ref 15.4.4, 9.2.1.1</p> <p>C. Incorrect. The project plan is used by the project board as a baseline for measuring actual progress. However, this does not explain why updating the amount of change budget remaining is an appropriate action in this situation. Ref 9.2.1.1</p> <p>D. Incorrect. The use of the change budget will not require a change to the project budget. However, this does not explain why it is appropriate to update the amount of change budget remaining. Ref A.16.2, glossary</p>
28	A	2.4.2	<p>A. Correct. After finalizing the description of the project product, a hierarchy of products is produced, known as a product breakdown structure. The project product is broken down into its major products, which are then further broken down until an appropriate level of detail for the plan is reached. Only after identifying a product it is possible to explore and understand its detailed nature and other features such as purpose and function. Ref 9.3.1.2, fig 9.6, 9.2</p> <p>B. Incorrect. The hierarchy of products, known as the product breakdown structure, is helpful in identifying the products at the level of detail necessary for a plan. It is a product flow diagram that identifies and defines the dependencies between the products. Ref 9.3.1.2</p> <p>C. Incorrect. A product flow diagram is used to identify and define the sequence in which the products will be developed and any dependencies between them. This is created in the fourth step of 'defining and analyzing the products'. It is true that the products and their interdependencies should be identified before deciding what activities and resources are required to deliver those products. However, identifying the products is the immediate priority. Ref 9.3.1.2 fig 9.6, 9.1.3</p> <p>D. Incorrect. A product flow diagram is used to identify and define the sequence in which the products will be developed and any dependencies between them. This is created after producing a hierarchy of the products within the project, known as a product breakdown structure, and then writing more detailed product descriptions. Identifying the products is the immediate priority. Ref 9.3.1.2, fig 9.6</p>
29	A	2.5.1c	<p>A. Correct. This identifies the risk cause that the singer may be offered more favourable terms by another record company. Ref 10.4.1.2</p> <p>B, C, D, E, F - Incorrect. Ref 10.4.1.2, 10.4.4</p>
30	D	2.5.1c	<p>D. Correct. This is an 'implement' the response activity as it is an action to reduce the chances of the singer signing with the other company. Ref 10.4.4</p> <p>A, B, C, E, F - Incorrect. Ref 10.4.1.2, 10.4.4</p>

31	D	2.5.1c	<p>D. Correct. This is an 'implement' the response activity as it is an action to reduce the chances of the singer signing with the other company. Ref 10.4.4</p> <p>A, B, C, E, F - Incorrect. Ref 10.4.1.2, 10.4.4</p>
32	D	2.5.2	<p>A. Incorrect. The project manager has not enhanced the opportunity. Funding the singer to perform at the festival on the Friday is simply exploiting the opportunity. Ref tab 10.3</p> <p>B. Incorrect. The project manager has not enhanced the opportunity. Funding the singer to perform at the festival on the Friday is simply exploiting the opportunity. An increase in sales is a possible result from this. Ref tab 10.3</p> <p>C. Incorrect. It is true that the increase in sales is not guaranteed, but this is a possible result from exploiting the opportunity. The uncertainty of the result does not define which risk response is being employed. Ref tab 10.3</p> <p>D. Correct. Funding the singer to perform on the Friday would exploit the opportunity offered, however by negotiating for the singer to appear on the Saturday, the opportunity could be enhanced. The singer would have a larger audience and there would be a greater impact. Ref tab 10.3</p>
33	C	2.5.2	<p>A. Incorrect. The risk effect should describe the impact(s) that the risk would have on the project objectives should the risk materialize. The risk event and effect have been defined, but not the risk cause Ref 10.4.1.2</p> <p>B. Incorrect. Risks can, and should, be identified at any time during the management and delivery of the project. However, the risk event and effect have been defined, but not the risk cause. Ref 10.4.1.2</p> <p>C. Correct. The risk cause should describe the source of the risk. An important aspect of identifying risks is being able to provide a clear and unambiguous expression of each one. Without understanding the risk cause, it is not possible to manage the risk effectively. Ref 10.4.1.2</p> <p>D. Incorrect. The risk effect should describe the impacts that the risk would have on the project objectives, should the risk materialize. The risk effect is clearly described. Therefore, this does not explain why the risk is poorly identified. Ref 10.4.1.2</p>
34	B	2.6.1c	<p>B. Correct. As part of the 'assessing issues' step, it may be necessary to request advice from the project board to check their understanding of the issue's priority or severity before proposing resolutions. Ref 11.4.2</p> <p>A, C, D, E. Incorrect. Ref 11.4.1-5</p>
35	B	2.6.1c	<p>B. Correct. During the 'assessing issues' step, when the impact is reviewed, the decision can be taken that the issue needs to be managed formally rather than informally, as may have been decided during 'capturing issues'. Ref 11.4.1, 11.4.2</p> <p>A, C, D, E. Incorrect. Ref 11.4.1-5</p>
36	D	2.6.1c	<p>D. Correct. As part of the 'deciding on corrective actions' step, the project manager checks if the issue could be handled without the need to escalate it to the project board. If not, the issue will be escalated to the project board for a decision and they may ask for an exception plan. Ref 11.4.4</p> <p>A, B, C, E. Incorrect. Ref 11.4.1-5</p>

37	C	2.6.2	<p>A. Incorrect. A request for change is a request for permission to change a product baseline. In this case, the product has been produced to a higher quality than the original specification. Therefore, this issue is an off-specification. Ref tab 11.1, glossary</p> <p>B. Incorrect. If a request for change is approved, the product description will be updated. However, this is not a request for permission to change a product baseline. In this case, the product has been produced to a higher quality than the original specification. Therefore, this issue is an off-specification. Ref tab 11.1, glossary</p> <p>C. Correct. An off-specification is something that should be provided by the project, but currently is not (or is forecast not to be) provided. This might be a missing product or a product not meeting its specification. In this case, although the recording quality of the songs will be improved, it will still be something different from what was planned. Ref tab 11.1</p> <p>D. Incorrect. The issue is an off-specification as the product has been produced to a higher quality than the original specification. However, this is not a proposal for a change to a baseline. Ref tab 11.1</p>
38	A	2.6.2	<p>A. Correct. When a product is granted a concession, the product description will need to be revised before the product is handed over to the user. Ref tab 11.3</p> <p>B. Incorrect. When a product is granted a concession, the product description will need to be revised before the product is handed over to the user. However, product descriptions are not updated to show the status of a product. It is the configuration item record or product status account which records the current status of a product. A.6.1, A.18.1</p> <p>C. Incorrect. When a product is granted a concession, the product description will need to be revised before the product is handed over to the user. Ref tab 11.3</p> <p>D. Incorrect. When a product is granted a concession, the product description will need to be revised before the product is handed over to the user. Although project support usually administers the issue and change control procedure, it is not mandatory for project support to update the product description. Ref tab 11.2, tab 11.3</p>
39	D	2.7.1.b	<p>D. Correct. The executive makes decisions on stage tolerances and exception plans should there be a forecast in exceeding stage-level tolerances set. Ref tab 12.2</p> <p>A, B, C, E. Incorrect. Ref tab 12.2</p>
40	A	2.7.1.b	<p>A. Correct. Team managers notify the project manager of any forecast deviation from work package tolerances. Ref tab 12.2</p> <p>B, C, D, E. Incorrect. Ref tab 12.2</p>
41	E	2.7.1.b	<p>E. Correct. Project support contributes expertise in specialist project management tools (for example, planning and control tools). Ref tab 12.2</p> <p>A, B, C, D. Incorrect. Ref tab 12.2</p>

42	B	2.7.2	<p>A. Incorrect. Increasing the frequency of checkpoint reports would provide the project manager with more frequent information about work package progress, however this would not prevent exceptions. Ref 12.2.1</p> <p>B. Correct. The project manager controls the progress within the stage by reviewing reports on the progress of work packages. Increasing the frequency of checkpoint reports increases the project manager's control of the team's work by giving the project manager more frequent information. Ref 12.2.2.4, 12.2.2.2</p> <p>C. Incorrect. Increasing tolerances for the work package would increase the permissible deviation and fewer issues would be raised. However, this is not what is required to address the project manager's concerns. Ref 12.2.1</p> <p>D. Incorrect. Increasing tolerances for the work package so that they are the same as the stage-level tolerances is not an appropriate course of action. Tolerances should be set according to the level of control needed and the capability to manage by exception at each level of management. Ref 12.2.1</p>
43	A	2.7.2	<p>A. Correct. There are two reasons to implement a change: to introduce a new benefit or to protect an existing benefit. The action described is appropriate, as the project board should be given the opportunity to consider a change that may impact positively on the project's justification. The situation should be reported by raising an issue. The songs meet the minimum quality requirements, therefore there is no exception at this point. Ref 11.1, tab 11.2, tab 11.3</p> <p>B. Incorrect. If the change is approved, the stage would be in exception, as stage tolerances would be exceeded. An exception plan is only produced when the project board requests it, following the consideration of an exception report. The project manager has raised an issue, not an exception report, because at this point the change has not been approved and there is no exception. Ref 12.2.3</p> <p>C. Incorrect. The project manager could reject the issue as the songs have been recorded within the quality tolerance required. However, the recommendation from the team manager to re-record songs could result in an improved business justification and should be raised as an issue for project board consideration. The senior user will want to safeguard the expected benefits and the executive will want to focus on the continued business justification. Ref tab 11.2, tab 11.3, 12.2.3</p> <p>D. Incorrect. The project manager does not have the authority to take this corrective action as requests for change must be escalated to the change authority and improving the quality of the songs would lead to an exception. Ref 11.1, tab 11.2, tab 11.3, 12.2.3</p>
44	B	3.1.1.a	<p>B. Correct. The 'capture previous lessons' activity involves consulting with individuals or teams with previous experience of similar projects. Ref 14.4.2</p> <p>A, C, D, E, F. Incorrect. Ref 14.4.1, 14.4.2</p>
45	D	3.1.1.b	<p>D. Correct. The 'prepare the outline business case' activity involves assembling any relevant background information (e.g. contracts, feasibility reports, service-level agreements). Ref 14.4.4</p> <p>A, B, C, E, F. Incorrect. Ref 14.4.1, 14.4.2</p>

PRINCE2® Practitioner Examination

46	A	3.1.1b	<p>A. Correct. Activities when appointing the executive and the project manager include reviewing the project mandate to check understanding of the scope of the project and creating the daily log. Ref 14.4.1</p> <p>B, C, D, E, F. Incorrect. Ref 14.4.1, 14.4.2</p>
47	B	3.1.2	<p>A. Incorrect. Major risks should be identified and included in the outline business case, but not in the 'project approach' part of the project brief. A.2.2, A.19.2</p> <p>B. Correct. When selecting the project approach any security constraints that apply to the project should be considered. Ref 14.4.5</p> <p>C. Incorrect. Lessons related to communications should be used to develop the communications management approach during the 'initiating a project' process. However, this does not explain why it is appropriate to use these lessons when developing the project approach. Ref 16.4.5, 14.4.5</p> <p>D. Incorrect. When selecting the project approach any security constraints that apply to the project should be considered, as well as recording lessons in the lessons log. Ref 14.4.5, 14.4.2</p>
48	A	3.2.1.b	<p>A. Correct. The executive approves the updated benefits management approach as part of the 'authorize a stage or exception plan' and 'authorize project closure' activities. Ref tab 15.3, tab 15.5</p> <p>B, C, D, E. Incorrect. Ref tab 15.3-5, tab 6.1</p>
49	A	3.2.1.b	<p>A. Correct. As part of the 'give ad hoc direction' activity, in response to advice and decisions from corporate, programme management or the customer, the project manager needs to be notified by raising an issue. All members of the project board can do this. However, it is the executive who oversees the development of a viable business case, ensuring that the project is aligned with corporate, programme management or customer strategies. Ref tab 15.4, tab 6.1</p> <p>B, C, D, E. Incorrect. Ref tab 15.3-5, tab 6.1</p>
50	D	3.2.1.b	<p>D. Correct. Project assurance reviews the tolerances for the project provided by corporate, programme management or the customer to ensure that they are appropriate and realistic as part of 'authorize the project' activities. Ref tab 15.1, 15.4.1</p> <p>A, B, C, E. Incorrect. Ref tab 15.3-5, tab 6.1</p>

51	B	3.2.2	<p>A. Incorrect. The degree of formality to authorize the project may differ in different circumstances provided decisions are explicit and traceable. Members of the project board do not have to meet in person. Ref 3.5, 15.5.1</p> <p>B. Correct. The degree of formality to authorize the project may differ in different circumstances provided decisions are explicit and traceable, ranging from verbal advice and decisions to those which are formally documented in email, meeting minutes or other traceable formats. Management products can be in other formats and do not necessarily need to be “text documents”. These could be slides or spreadsheets. Ref 15.5.1, Appendix A</p> <p>C. Incorrect. Applying the 'manage by exception' principle provides for very efficient use of senior management time as it reduces senior managers' time burden without removing their control by ensuring decisions are made at the right level in the organization. However, this decision is being made at the right level, and the project board can choose to meet in person. The degree of formality to authorize the project may differ in different circumstances provided decisions are explicit and traceable. Ref 3.5, 15.5.1</p> <p>D. Incorrect. The 'authorize the project' activity will be triggered by a request from the project manager for authorization to deliver the project, and may be undertaken in parallel with authorizing a stage or exception plan. Ref 15.4.2</p>
52	A	3.3.1.a	<p>A. Correct. When agreeing the tailoring requirements, the project manager should consult with project assurance to check that any proposed tailoring will meet the needs of corporate, programme management, or the customer. Ref 16.4.1</p> <p>B, C, D, E, F. Incorrect. Ref 16.2, 16.4.1-7</p>
53	E	3.3.1.a	<p>E. Correct. The communication management approach addresses both internal and external communications. It should contain details of how the project management team will send information to, and receive information from, the wider organization(s) involved with, or affected by, the project. Ref 16.4.5</p> <p>A, B, C, D, F. Incorrect. Ref 16.2, 16.4.1-7</p>
54	F	3.3.1.a	<p>F. Correct. As part of the 'create the project plan' activity, the activities, resources and timings for the project controls should be identified and included in the plan. This would include when a stage boundary will take place. Ref 16.4.7</p> <p>A, B, C, D, E. Incorrect. Ref 16.2, 16.4.1-7</p>

55	D	3.3.2	<p>A. Incorrect. It is true that the project manager produces the risk management approach as part of the 'initiating a project' process. However, it does not explain why the programme office should provide support when producing the risk management approach to ensure consistency with programme standards. Ref 16.5.3, 16.4.2</p> <p>B. Incorrect. It is true that the risk management approach should define how the risk register will be managed and maintained. However, it does not explain why the programme office should provide support when producing the risk management approach to ensure consistency with programme standards. Ref 16.5.3, A.24.2</p> <p>C. Incorrect. Initiating a simple project is likely to be less formal than for a larger project, with management products combined into a small number of documents. However, this does not explain why the programme office should provide support in producing the risk management approach. Ref 16.5.4.1</p> <p>D. Correct. The project manager may assign whoever is appropriate to the task of producing the management products. Often support may be provided by a higher level programme office or similar. The risk management approach should comply with any corporate, programme management or customer strategies, standards or practices relating to risk management need to be applied by the project. Ref 16.5.3, 16.4.2</p>
56	E	3.4.1.c	<p>E. Correct. Issues that can be handled informally are recorded in the daily log. Issue and change control is part of the change theme. Ref 17.4.6, 11.4.1</p> <p>A, B, C, D, F. Incorrect. Ref 17.4.1-8</p>
57	E	3.4.1.c	<p>E. Correct. As part of the 'review the management stage status' activity, the project manager should check the status of any corrective actions. This is related to managing issues as part of the change theme. Ref 17.4.4, 17.4.6, 11.4.5</p> <p>A, B, C, D, F. Incorrect. Ref 17.4.1-8</p>
58	A	3.4.1.c	<p>A. Correct. As part of the 'review the management stage status' activity, the required benefit actions are carried out to ensure and confirm that benefits are realized. This is part of the business case theme. Ref 6.2.3, 17.4.4</p> <p>B, C, D, E, F. Incorrect. Ref 17.4.1-8</p>

59	A	3.4.2	<p>A. Correct. Work packages are used to define and control the work to be done by teams and will contain the product descriptions for the work. The project manager will create the product description for the new product filmed recording whilst updating the stage plan in the activity 'take corrective action'. Ref 17.2, 17.4.8, glossary</p> <p>B. Incorrect. The request for change will already have been assessed by the project manager during the activity 'capture and examine issues and risks'. This will have been in accordance with the change control approach. A minimum requirement is to assess whether issues might have a material impact on the business justification of the project. This does not explain the project manager's action of creating a product description. Ref 11.2, 17.4.6</p> <p>C. Incorrect. The project manager creates or updates product descriptions, if used, during the activity 'plan the next management stage' in the 'managing a stage boundary' process. However, in this case it is appropriate for the project manager to create the product description for the new product 'recorded video' when updating the stage plan in the activity 'take corrective action', and include this in the amended work package. Ref 19.4.1, 17.4.8</p> <p>D. Incorrect. The project manager will create the product description for the new product 'recorded video' when updating the stage plan in the activity 'take corrective action'. However, the action to update the work package is appropriate. Ref 17.4.8</p>
60	A	3.5.1a	<p>A. Correct. Although a team plan is optional, it is appropriate when following an agile approach to produce a team plan to show that a product can be completed within a timebox. Ref 18.4.1, 9.2.1.4, 9.3.3</p> <p>B. Incorrect. Team plans are optional, irrespective of whether the team manager role is being carried out by the project manager. However, it is appropriate when following an agile approach to produce a team plan to show that a product can be completed within a timebox. Ref 9.2.1.4, 18.4.1,</p> <p>C. Incorrect. Team plans are optional, irrespective of whether the team is external or internal to the customer organization. However, it is appropriate when following an agile approach to produce a team plan to show that a product can be completed within a timebox. Ref 9.2.1.4, 18.4.1</p> <p>D. Incorrect. It is not mandatory when following an agile approach to produce a team plan. Ref 9.2.1.4, 18.4.1, 9.3.3</p>

61	A	3.5.1a	<p>A. Correct. When accepting a work package, the team manager should review the work package and consult with project assurance as to whether any extra reviewers are required. Ref 18.4.1</p> <p>B. Incorrect. When accepting a work package, the team manager should review the work package and consult with project assurance as to whether any extra reviewers are required. If the concern cannot be resolved it may then be appropriate to raise a risk. Ref 18.4.1</p> <p>C. Incorrect. When accepting a work package, the team manager should review the work package and consult with project assurance as to whether any extra reviewers are required. If it is agreed that a specialist reviewer is required it may then be appropriate to ask the senior supplier for the resource. Ref 18.4.1</p> <p>D. Incorrect. When accepting a work package, the team manager should review the work package and consult with project assurance as to whether any extra reviewers are required before any corrective action is taken. Ref 18.4.1</p>
62	D	3.5.2	<p>A. Incorrect. Management products should be tailored to the requirements and environment of each project. However, there is no interface between managing product delivery and programme management. Ref 18.5.4.4, App. A</p> <p>B. Incorrect. Checkpoint reports should be provided in the manner and at the frequency defined in the work package. However, this does not explain whether it is appropriate to send checkpoint reports to programme management. Ref 18.4.2</p> <p>C. Incorrect. The team manager should notify the project manager that the work package is complete as part of the 'deliver a work package' activity. However, this does not explain why it is inappropriate for the team manager to provide checkpoint reports to the programme manager. Ref 18.4.2, 18.4.3</p> <p>D. Correct. The project should be managed at the four management levels. The 'managing product delivery' process has no direct interface with programme management. As part of the 'managing product delivery' process, the progress of work packages is reported to the project manager, who then reports highlights as part of the 'controlling a stage' process. Ref 18.5.4.4, fig 17.6</p>
63	A	3.6.1a	<p>A. Correct. For an exception plan, depending on the point within the management stage when the exception occurred, it may be appropriate to produce an end stage report for the activities to date. Whether this is required will be advised by the project board in response to the exception report. Ref 19.4.4</p> <p>B. Incorrect. The business case is revised as part of 'update the business case' activity. Ref 19.4.3</p> <p>C. Incorrect. The benefits management approach is updated as part of 'update the business case' activity. Ref 19.4.3</p> <p>D. Incorrect. The project plan is revised as part of 'update the project plan' activity. Ref 19.4.2</p>

64	C	3.6.1.a	<p>A. Incorrect. The 'plan the next management stage' activity is used to plan the next stage of a project when the previous stage approaches its planned end. In this case, there has been an exception and the project manager has been asked to produce a plan to replace the remainder of the current stage and incorporate some additional products. The plan will therefore be an exception plan, not a stage plan. Ref 19.4.5</p> <p>B. Incorrect. 'Prepare premature closure' is an activity that is part of the 'closing a project' process. The current stage will be re-planned, but the project is not being closed. Ref 20.4.2, 19.4.5</p> <p>C. Correct. The stage is in exception. The project board has asked the project manager to produce a plan to replace the remainder of the current stage and incorporate some additional products originally expected to be created during stage 3. The project manager is therefore producing an exception plan, not the next stage plan. Ref 19.4.5, 19.4.1</p> <p>D. Incorrect. The stage is in exception and the project manager has been instructed to re-plan the remainder of the stage together with additional products. Therefore, the appropriate activity to use is 'produce an exception plan'. It is unclear whether the project is also now in exception. However, 'create a project plan' is an activity of the 'initiating a project' process and is not used to re-plan a project that is in exception. A project exception plan is, like a stage exception plan, created using the 'produce an exception plan' activity. Ref 19.4.5, 16.4.7</p>
65	D	3.6.2	<p>A. Incorrect. It is true that PRINCE2 can be tailored to meet the specific needs of the organization and scaled to the size and complexity of different projects. However, changing the project management team members at any time without any urgent requirement can interrupt the project flow. Ref 19.4.2, 1.1</p> <p>B. Incorrect. Changing the graphics design company in stage 2 is not expected to result in an exception as production of the 'artwork' is scheduled to happen in stage 3. The decision should therefore be implemented as part of the 'managing a stage boundary' process. Ref 19.4.2</p> <p>C. Incorrect. The action is not appropriate as project management team changes should happen at a stage boundary, unless there is an exception or other urgent situation. Also, there may be more than one individual on the project board as a senior supplier. Ref 19.4.2, 7.2.1.4, 7.3.4</p> <p>D. Correct. As part of 'plan the next stage' activity in the 'managing a stage boundary' process, the components of the project initiation documentation are reviewed. This is the right time for reviewing and, if necessary, updating any change in the project management team or their role descriptions (in particular the situation with regard to external resources or suppliers). In the situation described there is no urgency or exception that would require an immediate change. Ref 19.4.2</p>

66	C	3.7.1.a	<p>A. Incorrect. During the 'prepare planned closure' activity, the project manager ensures that all the project products have been achieved and delivered. Ref 20.4.1, 20.4.4</p> <p>B. Incorrect. During the 'hand over products' activity, the projects products are passed to the operational and maintenance environment. This is where follow-on action recommendations are created. Ref 20.4.3, 20.4.4</p> <p>C. Correct. The report is recording a lesson that should be considered by a future project, not a follow on action about a product from this project. The report is therefore a lessons report which should be submitted for approval by corporate, programme management or the customer as part of the 'evaluate the project' activity. Ref 20.4.4</p> <p>D. Incorrect. During the 'recommend project closure' activity, the project manager confirms to the project board that the project can be closed. Ref 20.4.5, 20.4.4</p>
67	B	3.7.1.a	<p>A. Incorrect. Confirming acceptance from the operations and maintenance organizations is an action during the 'hand over products' activity. Ref 20.4.3</p> <p>B. Correct. The project manager should, as part of the 'evaluate a project' activity, review useful measurements such as how effective the quality management approach was in designing, developing and delivering fit-for-purpose products (e.g. how many errors were found after products had passed quality inspections). Ref 20.4.4</p> <p>C. Incorrect. Confirming that the correct operational and maintenance environment is in place is an action during the 'hand over products' activity. Ref 20.4.3</p> <p>D. Incorrect. Requesting a product status account from project support is an action during the 'prepare planned closure' activity. Ref 20.4.1</p>
68	B	3.7.2	<p>A. Incorrect. During the 'hand over products' activity of the 'closing a project' process, follow-on action recommendations for the project's products to include any uncompleted risks should be created. Although some benefits cannot be measured until after the project's products have been in operational use for some time. However, the project can be closed provided the benefits management approach includes post-project activities to confirm these benefits. Ref 20.4.3</p> <p>B. Correct. During the 'hand over products' activity of the 'closing a project' process, follow-on action recommendations for the project's products to include any uncompleted risks should be created to enable the risk to be closed in the register. Ref 20.4.3, 20.4.5</p> <p>C. Incorrect. During the 'hand over products' activity of the 'closing a project' process, follow-on action recommendations for the project's products to include any uncompleted risks should be created. Follow-on actions can be addressed to individuals or distinct user groups. Ref 20.4.3</p> <p>D. Incorrect. During the 'hand over products' activity of the 'closing a project' process, follow-on action recommendations for the project's products to include any uncompleted risks should be created. The benefits management approach should include post-project activities. These are in addition to creating follow-on actions and may be derived from them. Ref 20.4.3</p>