PRINCE2®

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.
	B. Business options.
10) We need to keep up with our competitors who have seen an increase in sales from the new singers they are signing with.	C. Expected benefits.
	D. Expected dis-benefits.
	E. Timescale.
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.	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.
	B. Vice President.
15) Senior supplier.	C. Contracts Manager.
	D. Marketing Director.
16) Delegated business assurance.	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. 20) Agree that the 'launch event plan' should be presented to the project board in the format of a slide deck. 21) Document that the 'launch event plan' should be presented to the project board in the format of a slide deck.	A. Executive. B. Senior user. 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 prerequisites. B. External dependencies. C. Lessons incorporated. D. Monitoring and control. E. Budgets. F. Tolerances.
25) The project manager will review the issue register daily for priority 1 and 2 issues.	
26) The recording studio's health and safety policies and procedures.	

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 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. 30) The contract terms are updated to make them more favourable. 31) The Contracts Manager signs a revised contract with more favourable terms than the previous offer.	A. Identify the risk. B. Estimate the risk. 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 advised that they may be able to sing at a large international festival. This festival will be on television worldwide and will reach a wide audience. This may, in turn, increase international sales of the album. The project manager has agreed to fund the singer's performance at the festival in order to increase their worldwide audience.

Has the project manager enhanced the opportunity, and why?

A. Yes, because the singer is being given the opportunity to appear at the festival.
B. Yes, because performing at the festival will increase the singer's worldwide audience.
C. No, because the positive effect on international sales is not guaranteed.
D. No, because performing at the festival will exploit the opportunity to reach a worldwide audience.

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. 35) When the impact is reviewed, it is decided that the issue should be managed formally, rather than informally. 36) The project board requests a plan to record the extra song.	A. Capturing issues. B. Assessing issues. 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 quality 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 quality 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.
	B. Senior user.
40) Inform the project manager that the 'artwork' production is forecast to exceed its time tolerance.	C. Project assurance.
	D. Executive.
	E. Project support.
41) Assist the project manager in using project planning software.	

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 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. 45) Obtain any standard contracts relevant to the singer's contract. 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.	A. Appoint the executive and the project manager. B. Capture previous lessons. 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. 49) Advise the project manager of a change in corporate business case standards that will affect how the business case is produced. 50) Review the time tolerance set for the delivery of the 'album ready for launch' to check that it is realistic.	A. Executive. B. Senior user. 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. 53) The singer's agent will require regular information on the feedback from the focus group on the sample songs. 54) Identify when approval will be given for work to commence on the 'recorded album' and 'artwork'.	A. Agree the tailoring requirements. B. Prepare the risk management approach. 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.
	B. Quality.
	C. Risk.
57) Check whether authorizing overtime has resulted in the sample songs being recorded on time.	D. Plans.
	E. Change.
	F. Organization.
58) After receiving the sample song recordings, execute any required benefit management actions.	

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' will be delivered by a graphic design company using an agile delivery approach. The work package is being negotiated before work on the 'artwork' commences.

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.

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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

For exam paper: EN_P2_PRAC_2017_SamplePaper2_QuestionBk_v1.4

Qu	Correct answer	Syll topic	Rationale
1	D	1.1.1d	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

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

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

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 |
| 2 | A | 1.1.1e | 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

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

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

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 |

3	A	1.1.1f	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
			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
			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
			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
4	C	1.1.1a	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
			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
			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
			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
5	A	1.1.1b	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
			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
			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
			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

6	A	1.1.1c	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
			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
			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
			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
7	C	1.1.1g	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
			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
			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
			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

8	D	1.1.1f	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
			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
			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
			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
9	B	2.1.1a	B. Correct. This identifies why the recommended business option was chosen. Ref A.2.2
			A, C, D, E, F. Incorrect. Ref A.2.2
10	A	2.1.1a	A. Correct. This is one of the reasons why the project is required. Ref A.2.2
			B, C, D, E, F. Incorrect. Ref A.2.2
11	F	2.1.1a	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
			A, B, C, D, E. Incorrect. Ref A.2.2
12	B	2.1.2	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
			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
			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
			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

13	C	2.1.2	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
			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
			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
			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
14	B	2.2.1c	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
			A, C, D, E, F. Incorrect. Ref 7.3.4, C.2, C.4, C.7.1
15	C	2.2.1c	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
			A, B, D, E, F. Incorrect. Ref 7.3.4, C.2, C.4, C.7.1
16	D	2.2.1c	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
			A, B, C, E, F. Incorrect. Ref 7.3.4, C.2, C.4, C.7.1
17	A	2.2.2	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
			B. Incorrect. Although roles need to be integrated, this is not because of the need for continued business justification. Ref 7.3.3
			C. Incorrect. This is an activity for a project within an agile environment, not a programme. Ref 7.3.5
			D. Incorrect. This is an activity for a project within an agile environment, not a programme. Ref 7.3.5

18	B	2.2.2	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 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 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 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
19	E	2.3.1b	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 A, B, C, D, F. Incorrect. Ref tab 8.1, A.17.2
20	B	2.3.1b	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 A, C, D, E, F. Incorrect. Ref tab 8.1, A.17.2
21	C	2.3.1b	C. Correct. The project manager prepares and maintains product descriptions. Ref tab 8.1 A, B, D, E, F. Incorrect. Ref tab 8.1, A.17.2

22	D	2.3.2	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
			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
			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
			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
23	A	2.3.2	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
			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
			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
			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
24	C	2.4.1a	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
			A, B, D, E, F. Incorrect. Ref A.16.2
25	D	2.4.1a	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
			A, B, C, E, F. Incorrect. Ref A.16.2
26	B	2.4.1a	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
			A, C, D, E, F. Incorrect. Ref A.16.2

27	A	2.4.2	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 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 taken place. Ref 15.4.4, 9.2.1.1 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 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
28	A	2.4.2	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 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 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 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
29	A	2.5.1c	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 B, C, D, E, F - Incorrect. Ref 10.4.1.2, 10.4.4
30	D	2.5.1c	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 A, B, C, E, F - Incorrect. Ref 10.4.1.2, 10.4.4

31	D	2.5.1c	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 A, B, C, E, F - Incorrect. Ref 10.4.1.2, 10.4.4
32	D	2.5.2	A. Incorrect. The project manager has not enhanced the opportunity. Funding the singer to perform at the festival is exploiting the opportunity and ensuring that the singer reaches a worldwide audience. Ref tab 10.3 B. Incorrect. The project manager has not enhanced the opportunity. Funding the singer to perform at the festival is exploiting the opportunity and ensuring that the singer reaches a worldwide audience. Ref tab 10.3 C. Incorrect. It is true that the increase in sales is not guaranteed. However, the project manager has not enhanced the opportunity. Funding the singer to perform at the festival is exploiting the opportunity and ensuring that the singer reaches a worldwide audience. Ref tab 10.3 D. Correct. Funding the singer to perform at the festival would exploit the opportunity offered thus ensuring that the worldwide audience is reached. Ref tab 10.3
33	C	2.5.2	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 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 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 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
34	B	2.6.1c	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 A, C, D, E. Incorrect. Ref 11.4.1-5
35	B	2.6.1c	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 A, C, D, E. Incorrect. Ref 11.4.1-5
36	D	2.6.1c	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 A, B, C, E. Incorrect. Ref 11.4.1-5

37	C	2.6.2	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 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 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 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
38	A	2.6.2	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 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 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 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
39	D	2.7.1.b	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 A, B, C, E. Incorrect. Ref tab 12.2
40	A	2.7.1.b	A. Correct. Team managers notify the project manager of any forecast deviation from work package tolerances. Ref tab 12.2 B, C, D, E. Incorrect. Ref tab 12.2
41	E	2.7.1.b	E. Correct. Project support contributes expertise in specialist project management tools (for example, planning and control tools). Ref tab 12.2 A, B, C, D. Incorrect. Ref tab 12.2

42	B	2.7.2	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
			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
			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
			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
43	A	2.7.2	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
			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
			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
			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
44	B	3.1.1.a	B. Correct. The 'capture previous lessons' activity involves consulting with individuals or teams with previous experience of similar projects. Ref 14.4.2
			A, C, D, E, F. Incorrect. Ref 14.4.1, 14.4.2
45	D	3.1.1b	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
			A, B, C, E, F. Incorrect. Ref 14.4.1, 14.4.2

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46	A	3.1.1b	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
			B, C, D, E, F. Incorrect. Ref 14.4.1, 14.4.2
47	B	3.1.2	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
			B. Correct. When selecting the project approach any security constraints that apply to the project should be considered. Ref 14.4.5
			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
			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
48	A	3.2.1.b	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
			B, C, D, E. Incorrect. Ref tab 15.3-5, tab 6.1
49	A	3.2.1.b	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
			B, C, D, E. Incorrect. Ref tab 15.3-5, tab 6.1
50	D	3.2.1.b	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
			A, B, C, E. Incorrect. Ref tab 15.3-5, tab 6.1

51	B	3.2.2	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
			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
			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
			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
52	A	3.3.1.a	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
			B, C, D, E, F. Incorrect. Ref 16.2, 16.4.1-7
53	E	3.3.1.a	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
			A, B, C, D, F. Incorrect. Ref 16.2, 16.4.1-7
54	F	3.3.1.a	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
			A, B, C, D, E. Incorrect. Ref 16.2, 16.4.1-7

55	D	3.3.2	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
			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
			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
			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
56	E	3.4.1.c	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 A, B, C, D, F. Incorrect. Ref 17.4.1-8
57	E	3.4.1.c	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 A, B, C, D, F. Incorrect. Ref 17.4.1-8
58	A	3.4.1.c	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 B, C, D, E, F. Incorrect. Ref 17.4.1-8

59	A	3.4.2	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 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 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 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
60	A	3.5.1a	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 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 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 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

61	C	3.5.1b	A. Incorrect. Project assurance reviews the work package, but does not approve it. Ref tab 18.1
			B. Incorrect. The project manager produces the work package as part of the 'controlling a stage' process. The team manager approves it. Ref tab 18.1
			C. Correct. The team manager approves the work package which is created by the project manager. Ref tab 18.1
			D. Incorrect. The executive is not involved in the accepting of a work package. Ref tab 18.1
62	D	3.5.2	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
			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
			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
			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
63	A	3.6.1a	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
			B. Incorrect. The business case is revised as part of 'update the business case' activity. Ref 19.4.3
			C. Incorrect. The benefits management approach is updated as part of 'update the business case' activity. Ref 19.4.3
			D. Incorrect. The project plan is revised as part of 'update the project plan' activity. Ref 19.4.2

64	C	3.6.1.a	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
			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
			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
			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
65	D	3.6.2	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
			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
			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
			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

66	C	3.7.1.a	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
			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
			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
			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
67	B	3.7.1.a	A. Incorrect. Confirming acceptance from the operations and maintenance organizations is an action during the 'hand over products' activity. Ref 20.4.3
			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
			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
			D. Incorrect. Requesting a product status account from project support is an action during the 'prepare planned closure' activity. Ref 20.4.1
68	B	3.7.2	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
			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
			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
			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