PRINCE2®

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 <u>Vice President</u> 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 <u>Production Manager</u>, 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 <u>Contracts Manager</u> 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 <u>Marketing Director</u> is responsible, within the record company, for ensuring that marketing campaigns will deliver value for money.

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

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

The <u>singer's agent</u> 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 <u>singer</u> has not previously released an album. He has written a number of songs which may be recorded for this album.

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

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

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

The <u>Events Organizer</u> 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 'recorded sample songs' 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. B. Senior user. C. Senior supplier.
10) At a benefits review of the album launch, state whether the album sales met the targets specified in the business case.	D. Project manager. E. Team manager. F. Project assurance.
11) Monitor monthly spend against the agreed budget on behalf of the record company.	

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.
	B. Production Manager.
15) Project manager.	C. Production Assistant.
	D. Marketing Manager.
16) Project support.	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.
	B. Composition.
	C. Development skills required.
20) The singer will give final approval of the 'artwork'.	D. Project-level quality tolerances.
	E. Acceptance method.
21) The 'artwork' must comply completely with relevant equality legislation.	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. B. Defining and analyzing the products. C. Identifying activities and dependencies.
25) The Music Album Project will have four stages.	D. Preparing estimates. E. Preparing a schedule.
26) A workshop will be held to identify the components that will make up the 'recorded album'.	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.
	B. Proximity.
	C. Risk category.
30) If a graphic design company can be found that can produce the artwork more cheaply, production costs are predicted to be significantly reduced.	D. Risk status.
	E. Risk owner.
	F. Risk actionee.
31) Sales of the album will occur after the project has closed.	

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. 35) Obtain authority for an increase in the change budget to cover the cost of re-planning the launch event. 36) Manage the issue and, if approved, arrange the alternative venue.	A. Corporate, programme management or the customer. B. Executive. C. Senior user. D. Project manager. 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.
40) An incident at the recording studio caused a delay in recording the songs. However, this will be completed within time tolerance.	D. End stage report.
	E. Exception report.
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. 45) Seek approval from corporate management that the investment of time and money in promoting the singer is justified. 46) Review the priority of the acceptance criteria for the 'album ready for launch'.	A. Executive. B. Senior user. 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'. 49) Ensure that there will be sufficient reviews after the launch event to monitor that the album sales deliver the expected profit. 50) Approve the forecast that the expected album sales will exceed the production costs, which was refined when the project plan was created.	A. Authorize initiation. B. Authorize the project. C. Authorize a stage or exception plan. D. Give ad hoc direction. E. Authorize project closure.

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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: "A similar singer may be working on another album, to be released at the same time." from the daily log.	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) Which 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

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PRINCE2®

The PRINCE2® Practitioner Examination

Sample Paper 1

Answers and rationales

For exam paper: EN_P2_PRAC_2017_SamplePaper1_QuestionBk_v1.2

Qu	Correct answer	Syll topic	Rationale
1	A	1.1.1a	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 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 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 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
2	C	1.1.1b	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 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 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 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

3	C	1.1.1d	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
			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
			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
			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
4	B	1.1.1e	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
			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
			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
			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

5	C	1.1.1f	A. Incorrect. The 'focus on products' principle requires projects to be output-oriented, not the principle 'manage by stages'. Ref. 3.6
			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
			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
			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
6	C	1.1.1c	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
			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
			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
			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
7	A	1.1.1d	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
			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
			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
			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

8	A	1.1.1g	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
			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
			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
			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.
9	C	2.1.1b	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 A, B, D, E, F. Incorrect. Ref tab 6.1
10	B	2.1.1b	B. Correct. At benefit reviews the senior user should provide statements of actual benefit achievements compared to forecast benefits. Ref tab 6.1 A, C, D, E, F. Incorrect. Ref tab 6.1
11	F	2.1.1b	F. Correct. Project assurance should monitor project finance on behalf of corporate, programme management or the customer. Ref tab 6.1 A, B, C, D, E. Incorrect. Ref tab 6.1
12	D	2.1.2	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 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 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 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

13	D	2.1.2	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
			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
			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
			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
14	D	2.2.1c	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
			A, B, C, E, F. Incorrect. Ref 7.1, C.5, C.7.1, C.9.1
15	B	2.2.1c	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
			A, C, D, E, F. Incorrect. Ref 7.1, C.5, C.7.1, C.9.1
16	C	2.2.1c	C. Correct. Provision of administrative support is one responsibility of project support. Ref C.9.1
			A, B, D, E, F. Incorrect. Ref 7.1, C.5, C.7.1, C.9.1
17	C	2.2.2	A. Incorrect. The Recording Studio Manager is responsible for the delivery of the recorded album. However, business assurance should be undertaken by someone from the customer organization, to avoid a conflict of interest. Ref 7.2.1.10
			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
			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
			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

18	A	2.2.2	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
			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
			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
			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
19	B	2.3.1a	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
			A, C, D, E, F. Incorrect. Ref A.21.2
20	F	2.3.1a	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
			A, B, C, D, E. Incorrect. Ref A.21.2
21	D	2.3.1a	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
			A, B, C, E, F. Incorrect. Ref A.21.2
22	C	2.3.2	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
			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
			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
			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

23	B	2.3.2	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 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 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 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
24	B	2.4.1c	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 A, C, D, E, F. Incorrect. Ref 9.3.1.1-7
25	A	2.4.1c	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 B, C, D, E, F. Incorrect. Ref 9.3.1.1-7
26	B	2.4.1c	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 A, C, D, E, F. Incorrect. Ref 9.3.1.1-7
27	B	2.4.2	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 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 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 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

28	A	2.4.2	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 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. 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 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
29	F	2.5.1a	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 A, B, C, D, E - Incorrect. Ref A.25.2
30	A	2.5.1a	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 B, C, D, E, F. Incorrect. Ref A.25.2
31	B	2.5.1a	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 A, C, D, E, F. Incorrect. Ref A.25.2
32	D	2.5.2	A. Incorrect. Provisions for unknown risks should be funded from the risk budget, not the change budget. Ref 10.3.7 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 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 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

33	C	2.5.2	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
			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
			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
			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
34	C	2.6.1b	C. Correct. The senior user makes decisions on escalated issues with particular focus on safeguarding the expected benefits. Ref tab 11.2 A, B, D, E. Incorrect. Ref tab 11.2
35	B	2.6.1b	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 A, C, D, E. Incorrect. Ref tab 11.2
36	D	2.6.1b	D. Correct. The project manager manages the issues and may implement corrective actions. Ref tab 11.2 A, B, C, E. Incorrect. Ref tab 11.2
37	C	2.6.2	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
			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
			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
			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

38	C	2.6.2	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
			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
			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
			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
39	A	2.7.1a	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
			B, C, D, E. Incorrect. Ref 12.2.2.4, 12.2.2.3
40	B	2.7.1a	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
			A, C, D, E. Incorrect. Ref 12.2.2.4, 12.2.2.3
41	D	2.7.1a	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
			A, B, C, E. Incorrect. Ref 12.2.2.4, 12.2.2.3
42	B	2.7.2	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
			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
			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
			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

43	B	2.7.2	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
			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
			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
			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
44	A	3.1.1b	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
			B, C, D, E, F. Incorrect. Ref 14.4.1, tab 14.1, tab 14.4
45	A	3.1.1b	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
			B, C, D, E, F. Incorrect. Ref 14.4.1, tab 14.1, tab 14.4
46	F	3.1.1b	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
			A, B, C, D, E. Incorrect. Ref 14.4.1, tab 14.1, tab 14.4
47	B	3.1.2	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
			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
			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
			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

48	C	3.2.1a	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 A, B, D, E. Incorrect. Ref 15.4.1-5
49	E	3.2.1a	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 A, B, C, D. Incorrect. Ref 15.4.1-5
50	B	3.2.1a	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. A, C, D, E. Incorrect. Ref 15.4.1-5
51	B	3.2.2	A. Incorrect. In response to informal requests for advice and guidance as part of the 'give ad hoc direction' 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 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 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 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
52	C	3.3.1c	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 A, B, D, E, F. Incorrect. Ref 16.4.2, 16.4.9, A.2.2
53	A	3.3.1c	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 B, C, D, E, F. Incorrect. Ref 16.4.2, 16.4.9, A.2.2

54	F	3.3.1c	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 A, B, C, D, E. Incorrect. Ref 16.4.2, 16.4.9, A.2.2
55	B	3.3.2	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 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 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 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
56	F	3.4.1a	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 A, B, C, D, E. Incorrect. Ref 17.4.1-8
57	B	3.4.1a	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 A, C, D, E, F. Incorrect. Ref 17.4.1-8
58	D	3.4.1a	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 A, B, C, E, F. Incorrect. Ref 17.4.1-8

59	B	3.4.2	A. Incorrect. Work packages may be used during the initiation stage, but do not need to be used. Ref 17.3
			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
			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
			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
60	A	3.5.1a	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
			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
			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
			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
61	A	3.5.1a	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
			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
			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
			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

62	D	3.5.2	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 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 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 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
63	A	3.6.1a	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 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 C. Incorrect. As part of the 'give ad hoc direction' activity, the project board can increase the tolerances that are forecast to be breached 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 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
64	B	3.6.1b	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 19.5 A, C, D – Incorrect. Ref 9.2.1.3, tab 19.5

65	C	3.6.2	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
			B. Incorrect. An exception report has already been produced. The project board has requested an end stage report. Ref 19.4.4
			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
			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
66	B	3.7.1a	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
			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
			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
			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
67	D	3.7.1a	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
			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
			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
			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

68	C	3.7.2	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
			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
			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
			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