PRINCE2® PRACTITIONER EXAMINATION CANDIDATE GUIDANCE

1 INTRODUCTION

1.1 The objectives of the examination are to enable you to demonstrate an understanding of PRINCE2 and an ability to apply the method in an appropriate way in a given set of circumstances described in a scenario. The Practitioner examination uses objective test questions that require you to choose one response to a question from a set of choices. In some clearly indicated cases two selections are requested.

1.2 The following paragraphs explain the format of the question papers, and the different types of question asked. There are also some suggestions on how to approach answering the various types of question.

1.3 The PRINCE2 Registered Practitioner qualification is valid for 5 years. Practitioners should be re-registered within 3-5 years of their original certification in order to demonstrate their commitment to professional development. Details of the Practitioner Re-Registration examination can be found at section 8.

2 STRUCTURE OF THE PAPER

The examination paper consists of three booklets.

2.1 The Scenario Booklet will contain one scenario providing a description of the organization, the business rationale for the project and the project objectives. The Scenario Booklet may also provide additional information for one or more of the eight questions. Where additional information is to be used, this is clearly stated in bold within the question. **Additional information is only to be used for the question to which it relates**.

If there is no reference to additional information or the Project Scenario within a question, then you should answer the question using only the information contained within the question**. In this case the Project Scenario provides the background and context to the overall project but not the facts required to answer the question.**

2.2 The Question Booklet will contain eight questions, each covering a different syllabus area, which will be clearly identified at the beginning of each question. Each of the eight questions contains 10 question lines, each of which attracts 1 mark, giving a total of 80 marks. The pass mark is 44 (55%). Each of the eight questions will be sub-divided into parts. Each of the 'part-questions' will identify the portion of the 10 marks allocated to it. You are expected to answer all questions and part-questions.

2.3 The Answer Booklet will contain the answer sheets on which the answers must be given. There will only ever be **one answer** to each question unless it is clearly stated otherwise within the question. If more than one answer is given in the answer booklet, but not required by the question, the response line will be void.

3 PRINCE2 SYLLABUS AREAS ADDRESSED

The PRINCE2 Syllabus contains 15 defined syllabus areas covering each of the seven themes, each of the seven processes and an overview area also covering the principles and tailoring PRINCE2 to a project environment.

Within the Practitioner Examination, there will be 6 "theme" questions, each testing one of the 7 themes, and 2 "process group" questions, which will test 2 of the 3 groups of processes as identified below. Each of the eight **questions** will test a minimum of 2 syllabus topics from within the syllabus area.

Syllabus Area
Business Case theme
Organization theme
Quality theme
Plans theme
Risk theme
Change theme
Progress theme
Starting up a Project and Initiating a Project Processes
Directing a Project, Managing a Stage Boundary and Closing a Project Processes
Controlling a Stage and Managing Product Delivery Processes

The Overview, Principles and Tailoring PRINCE2 to the project environment syllabus area will not be examined separately but details from this syllabus section may be included in the questions on each of the other syllabus areas. The full PRINCE2 syllabus is available from the APM Group or from an Accredited Training Organization.

4 TYPES OF QUESTION

There are five different types of question used within the paper.

4.1 **Classic Multiple Choice Questions** – 'choose **one** from a list of possible options'. The correct response is to be selected from a list of 3 or 4 options.

Answer the following question about the relationship between the Communication Management Strategy and other PRINCE2 products and themes.

Which statement correctly describes the relationship between the Communication Management Strategy and the Organization theme?

A   The Communication Management Strategy is approved by the Project Manager.

B   The Communication Management Strategy includes the information flow both to the interested stakeholders from the project, and from the interested stakeholders to the project.

C   All identified stakeholders should review the Communication Management Strategy.

4.2   **Multiple Response** – 'choose two correct options from a list of 5 options'. This question follows exactly the same format as the 'Classic style', but more than one answer is required. It is the **only question type that requires more than one response to gain a mark**. Both responses must be correct to gain a mark. If more or fewer than 2 responses are given, then the answer will be void.

	Answer the following question about the use of configuration management. Remember to select 2 answers to each question.
1	**Verification and audit**: Which **2** areas would be reviewed when doing a configuration audit? A The entries in the Project Product Description are correctly specified. B Specialist products are identified correctly. C A product matches the state recorded in its Configuration Item Record. D The retrieval of products is following the configuration management procedure. E Risks to products are being assessed according to the Risk Management Strategy.

4.3   **Matching – '**link items in one list to items in a second list'. There is **only one correct response** to each question, but options from the second list may be used once, more than once or not at all.

Column 1 is a list of **true statements** from the Starting up a Project process. For each statement in Column 1, select from Column 2 the product in which the statement should have been recorded. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	**Column 2**
1	The feasibility study must be approved by the Board of Directors before any development on the new project can commence.	A Lessons Log B Outline Business Case
2	The company could ignore the recommendation from the feasibility study and NOT produce the new product.	C Stage Plan D Project Product Description
3	Other new product developments have suffered adversely when the business areas were not involved during the development of the products.	E Project management team role descriptions
4	70% of the people from the trial group must confirm that they would buy the new product.	

4.4   **Sequencing –** 'position events in a sequence'. The example below demonstrates a Sequencing question based on the Matching type question.

Column 1 is a list of decisions to be made within the project. For each decision in Column 1, decide whether or not it is made in the Starting up a Project process and indicate in which order the decisions which are made should occur.

	Column 1	Column 2
1	Approval of the feasibility study by the Project Board before any work on the project can commence.	A NOT made in the Starting up a Project process
2	Decide if the source of funding is sufficient to fund the project's objective.	B First
		C Second
3	Assess which parties should be involved during the project, as suggested by previous development projects.	D Third
		E Fourth
4	Evaluate two possible candidates for Project Manager and decide which should be appointed.	

4.5   **Assertion/Reason –** 'evaluate two statements (an assertion and a reason), to determine if either, both or neither is true and, if both are true, whether the reason explains why the assertion is true'. If either statement is false, the answer is selected from options C, D or E. If both statements are true, a third step is required. If the reason explains why the assertion is true, the answer is A. If it does not, the answer is B.

Using the Project Scenario, answer the following question.

Lines 1 to 2 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The expected benefits from increasing staff flexibility should be included in the Business Case.	BECAUSE	All known Business Case benefits should be described clearly in measurable terms.
2	The expected benefits from increasing staff flexibility should be included in the Business Case.	BECAUSE	Information about expected project benefits forms part of the justification for undertaking a project.

For example, in question 1 and 2 of the example provided on the previous page, the assertion statement is true but the answer to question 1 is a B and question 2 an A.

In question 1 the reason statement is true, however the fact that benefits should be described in measurable terms does not explain why the benefit of increased staff flexibility should be documented in the Business Case. The answer is B.

In question 2 the reason statement provides an explanation for the assertion. From the scenario information it will be clear that staff flexibility is a projected benefit for this project and from PRINCE2 we know that the Business Case provides justification for undertaking the project, based on the estimated costs against the anticipated benefits to be gained. The reason is true and explains the assertion. The answer is therefore A.

There is **only one correct response** to each question, but options can be used once, more than once or not at all.

5   TIME MANAGEMENT

The examination is 150 minutes in duration. You must manage your time in order to complete all questions. As a general guide, you may wish to spend the first 5 minutes reading the scenario information and getting familiar with the layout of the paper. If 15 minutes is then allocated for each of the eight questions, this will allow 25 minutes tolerance for additional reading required for some questions. This suggested timing is for **guidance only**. It is expected that some questions may take longer to answer than others due to the question styles and use of additional information.

Reference to your own annotated PRINCE2 manual is permitted during the examination. **No additional support material** is permitted; this includes post it notes (other than tabulation of the sections of the manual) and stapled sheets. You should be aware of the time constraint upon you. Whilst the manual is there for support, as in real life, the time pressure of the examination means that the questions **have not been designed** on the basis that you are required or even expected to use the manual to answer questions. Its use is optional. As a guide, you might check the manual once or twice in an examination for a specific point but any more than that is likely to be counter-productive and is not advised.

6   EDITORIAL NOTES

6.1   Throughout the Scenario Booklet and Question Booklet, title case has been used for all references to PRINCE2 themes, processes, defined management products and proper nouns

6.2   **Uses of "should" and "must".**[1]

"should" - is used to express "obligation": something that is good or important or recommended. It is less strong than must and is used to test whether something should be done in a scenario situation because it is consistent with the principles and recommended practices of PRINCE2.

Consider the following statement, "*The Finance Director **should** perform the Executive role on the project*". Given the scenario information provided, the Finance Director may or may not be the appropriate candidate for the PRINCE2 Executive role, in terms of his ability to perform the PRINCE2 responsibilities for that role and represent the business interest on the project. Use of "should" requires the reader to evaluate this.

"**must**" is used when talking about something that is "necessary" or "has" to occur, i.e. something that is mandatory

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[1] *Definitions are derived from Michael Swan's 'Practical English Usage'*

6.3 **Use of 'true statements'**

	Each of the following questions include only **true statements** about the project but, only **2** statements are appropriate entries for that heading of the Business Case
1	Which **2** statements should be recorded under the **Costs** heading?
	A The project will be funded from the business marketing budget.
	B No project cost information can be provided until the Project Plan has been approved.
	C Project costs are estimated to be a total of £26,500.
	D The cost of printing and distribution will be recorded in the Production Cost Forecast.
	E 10 further orders with an average profit of £2,000 will deliver a benefit of £20,000 in the first year.

When the expression **'true statements'** is used in a question, **no evaluation of whether the statements are consistent with the scenario or additional information is required.**

In example 6.3 there is no need in option A and C to check the scenario to see if the project is being funded from the business marketing budget or that the costs are £26,500. As it is known from the question header that the statement is true, the assessment required is whether, according to the recommended PRINCE2 content of Business Case, the "Costs heading" is the correct place for recording this information.
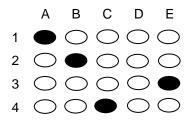
6.4 **Use of 'according to PRINCE2'**

The expression 'According to PRINCE2' is used to stress that the question is purely theoretical and does not require evaluation of scenario information.

7 *USING THE ANSWER BOOKLET*

The Answer Booklets will be read electronically and the results generated by computer. It is therefore essential that you follow the instructions given and mark your answers accordingly. Failure to do so may lead to delay and, in some cases, answers being void.

All answers are given by you filling in 'ovals' that relate to your chosen response, e.g.

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      A    B    C    D    E
1     ●    ○    ○    ○    ○
2     ○    ●    ○    ○    ○
3     ○    ○    ○    ○    ●
4     ○    ○    ●    ○    ○
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The oval must be filled in **IN PENCIL**, **NOT PEN**. If a pen is used, the answers will not be marked.

Acceptable ways to complete the answer sheets are either:

● completely filling in the oval or ⬬ drawing a line through the centre of the oval, ensuring that between 80-100% is filled.

Any other method, including ticks or crosses, is not acceptable and may not be marked.

If you wish to change your answer during the examination, the incorrect answer should be erased completely and the correct answer indicated. If more than one answer is given, and the question only requires one answer, the question will score zero.

8. RE-REGISTRATION EXAMINATION

The Re-registration examination will follow the same format as the Practitioner examination but the Question Booklet will contain three questions, giving a total of 30 marks, to be answered within one hour. The pass mark is 17 (55%). Each question will test one of the syllabus areas. A maximum of one process area will be tested in each paper.

All other guidance is applicable to both the PRINCE2 Practitioner and Re-registration examinations.