The PRINCE2® Practitioner Examination

Rational

Sample Paper 1 – PT0083
Question Booklet + Rational
Multiple Choice
Exam Duration: 2 hours and 30 minutes

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

Q1: The Executive (CFO), with support from a financial assistant in the town hall, wishes to create a return on investment calculation using the standard project evaluation form: “project evaluation.” The financial assistant prepares this “project evaluation” in the “starting up a project” process and this document will add to the project brief.

Which principle is being applied, and why?

A. Continued business justification, because the executive can get assistance from project assurance to help with the creation of the outline business case.

B. Continued business justification, because the justification for starting the project needs to be recorded in some form of business case.

C. Defined roles and responsibilities, as each role knows what is expected from them.

D. Defined roles and responsibilities, as business sponsors endorse the objectives and ensure that the business investment provides value for money.

Q1 Help:
In most organizations, the business justification is usually documented in some form of business case. Some organizations may use business plans or similar as the business justification during the early stages of the project, although these plans may not satisfy the requirements of a business case.

Q2: The project manager updates the business case document at the end of stage two with the latest costs information and makes this document available for the project board.

Which principle is being applied, and why?

A. Continued business justification, because the justification should be checked that it remains valid throughout the life of the project.

B. Continued business justification, because projects driven by legislation should be supported by a business justification.

C. Manage by stages, as reporting on the status of the project is mandatory.

D. Manage by stages, as the justification for the next stage needs to be considered before the next stage is allowed to start.

Q2 Help:
PRINCE2 requires that for all projects: 1) there is a justifiable reason for starting the project, 2) that justification is recorded and approved, and 3) the justification remains valid, and is revalidated, throughout the life of the project.

Q3: During the pre-project process, the town hall CFO checks if the project is aligned with organization strategy and discusses this with the rest of the project board.

Is this an appropriate application of the “continued business justification” principle?

A. No, because this should have been checked before the project mandate was issued.

B. No, because the project manager should be checking if the project is aligned with the strategy while preparing the outline business case.

C. Yes, because linking projects to the organizational objectives ensures benefits are aligned to strategy.
D. Yes, because this ensures that the justification will remain valid throughout the project.

Q3 Help:
Poor alignment with corporate, programme management, or customer strategies can result in organizations having a portfolio of projects that have mutually inconsistent or duplicated objectives so it’s important to be aligned with the organization.

Q4: One of the members of the senior user role visited another football pitch in the province to view the dugouts and learned that there were issues with the installation due to bad work done by the installation company. They provided this information to the project manager as this supplier may be considered for the project.

Is this an appropriate application of the “learn from experience” principle?

A. Yes, because lessons should be learned and applied during a project.
B. Yes, it is the element of uniqueness that makes projects challenging.
C. No, because gathered lessons should be positive for the project.
D. No, because lessons are gathered by the project manager or team managers.

Q4 Help:
PRINCE2 project teams learn from experience: lessons are sought, recorded, and acted upon throughout the life of the project.

Q5: During stage 2, the PM collects the suggestions for improving future work from the checkpoint reports which are created by the team managers, and the PM adds these to the appropriate log file.

Which principle is being applied, and why?

A. Defined roles and responsibilities, as all stakeholders should be reporting lessons.
B. Defined roles and responsibilities, as team managers should be providing regular checkpoint reports during the stage.
C. Learn from experience, as the project should continue to learn. Lessons should be included in relevant reports and reviews.
D. Learn from experience, as all useful lessons are gathered during the delivery stages.

Q6: During the pre-project process, the executive appoints the procurement manager as the senior supplier and informs the project manager to go over the role description with them.

Is this an appropriate application of the “defined roles and responsibilities”?

A. Yes, because all projects have three primary stakeholders.
B. Yes, as the senior supplier should know what is expected from them.
C. No, the PM should first check their availability.
D. No, the executive needs to go over the role description with the executive.

Q6 Help:
A defined project management team structure provides the answer to the question: What is expected of me?

Q7: As this is not a big project, the executive decides to appoint just the senior supplier to the project board as this person has lots of experience working with contractors.

Is this an appropriate application of the “defined roles and responsibilities”?

A. Yes, as the project should be tailored to suit the environment.
B. Yes, as the suppliers provide the resources and expertise required by the project.
C. No, as projects must have an explicit project management team.
D. No, as projects must have three primary stakeholders and they should be represented in the project board.

Q7 Help:
All projects have the following primary stakeholders: 1) business sponsors who ensure that the business investment provides value for money, 2) user who will enable the organization to gain the expected benefits, and 3) suppliers who provide the resources and expertise required by the project.

Q8: The project board decides the length of stages as four weeks as this aligns with the project management standards from the leading supplier as they provide the resources and expertise required to level the football pitch.

How well does this apply the “manage by stages” principle?

A. It applies it well, as the project board must take their suppliers into account.
B. It applies it well, as this is the main supplier for the project.
C. It applies it poorly, as the length of stages should only be defined depending on significant control points defined by the programme.
D. It applies it poorly, as the length of stages should not be defined on the supplier’s organizational policies and standards but their own.

Q8 Help:
The choice of appropriate management stages for a project will depend on a number of factors, including: 1) the size and complexity of the project, 2) significant decisions and control points required during the project’s lifecycle, 3) organizational policies and standards.
Business Case:
Here are three statements from the business case for the Football Pitch for Community Project. Under which heading of the business case (A-F) should the statements be recorded?
Choose only one heading for each statement. A heading can be used more than once.

| Q9: Two trees need to be cut to make way for the football pitch | A. Reasons |
| Q10: One suggestion put forward is to create a football pitch for community in the local park | B. Business options |
| Q11: Local members of the town park and environment organization may object to the football pitch which can kill the project | C. Expected benefits |

Help Q9: Ref A2.2
This is an example of a dis-benefit as it can be perceived as negative by a stakeholder.

Help Q10: Ref A2.2
This is an example of one of the options put forward. Each project should provide a number of options (do nothing, do the minimum, or do something) for the projects to choose from.

Help Q11: Ref A2.2
This is an example of a major risk for the project. This section should contain a summary of the key risks associated with the project, together with the likely impact and plans should they occur.

Q12: During the fifth month of the project, the project manager learns of a new issue. The electricity prices have increased and this may have a big impact on the evening use of the football pitch, but it will not affect the cost of the project. The project manager decides not to take any action for now and waits until the end of the stage to update the business case and send it to the project board.
Is this an appropriate action, and why?
A. Yes, as the project manager needs to update the business case at the end of each stage.
B. Yes, as the cost increase will happen after the project, so the project manager doesn’t need to change any plan at the moment.
C. No, because the project manager needs to consult with the executive and update the business case based on his direction.
D. No, because when any new issues arise which have an impact on business case, the project manager needs to review the impact of the issues and risks on the business case and check if the expected costs go out of tolerance or not.

Help Q12: Ref 6.2.2
Continued business justification drives all decision-making by ensuring that the business objectives and benefits being sought can be realized. The business justification must be reviewed and verified as part of any impact assessment by the project manager. The project manager must review the impact of issues and risks on the continued viability of the business case.

Q13: While preparing the business case during the “initiating a project” process, the executive reminds the project manager that there is no need to include “do nothing” as an option in the business case as the other options are considered by the project board.
Is this an appropriate action, and why?
A. Yes, because we need to tailor PRINCE2 documents to fit to project needs.
B. Yes, because the project manager has to define the business option based on requirements.
C. No, because business case always should include “do nothing” as the first business option.
D. No, because it is the executive’s responsibility to create the business case.

Help Q13: Ref: A.2
Document the business case with options for: 1) do nothing, 2) do the minimum, or 3) do something. “Do nothing” should always be the starting option to act as the basis for quantifying the other options.
Organization:

Use the “Additional Information” in the scenario booklet.

Here are three roles relating to the Football Pitch project. Which individual (A-F) would be most appropriate? Choose only one individual for each role. An individual can be used only once.

<table>
<thead>
<tr>
<th>Q14: Supplier assurance</th>
<th>A. Portfolio Support</th>
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<tr>
<td>Q15: Project manager</td>
<td>B. Tender Manager</td>
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<td>Q16: Project support</td>
<td>C. Procurement Assistant</td>
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<td>D. Security contractor</td>
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<td></td>
<td>E. Architect</td>
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<td></td>
<td>F. Town services manager</td>
</tr>
</tbody>
</table>

Help Q14: Ref 17.1, C7.1
The Procurement Assistant assists the Procurement Manager with administration work, follows up on contracts, and reports on completed work which fits this role.

Help Q15: Ref 17.1, C5.1
The Architect runs a number of projects on behalf of the portfolio manager and has the required experience and skills to run the project.

Help Q16: Ref 17.1, C9.1
The Portfolio Support person provides administration support for portfolio projects.

Q17: 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 project assurance.” The project manager has therefore been appointed business project assurance during the initiation stage. Is this appropriate, and why?

A. Yes, because the executive does not have the necessary skills.
B. Yes, because the project manager has the experience required to deliver the project product.
C. No, because this will be a conflict of interest for the project manager.
D. No, because the project manager can appoint project support to take care of this.

Help Q17:
The project board’s responsibilities include to assure itself that the project is being conducted correctly. The project board members each have a specific area of focus for project assurance, namely business assurance for the executive, user assurance for the senior user(s), and supplier assurance for the senior supplier(s), and this must be independent of the project manager.

Q18: To ensure a successful project, the executive decides to lead from the top and advises the project manager during the initiation stage that the project board will be run like a democracy. Is this appropriate, and why?

A. Yes, this is appropriate and important for gathering requirements.
B. Yes, as this is a PRINCE2 requirement and supports the roles and responsibilities principle.
C. No, as the senior user has more authority than the senior supplier as they represent the user requirements which are a reason for the project.
D. No, as the executive is ultimately accountable for the project’s success.

Help Q18: 7.2.1.2 Executive
The executive is ultimately accountable for the project’s success and is the key decision maker. The project board is not a democracy controlled by votes.
Quality:

Here are three items of information that will be included in the project product description for the “football project.”

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

| Q19: Lighting must be sufficient to play at night | A. Purpose |
| Q20: The senior user will accept the project product | B. Composition |
| Q21: Provide a playing field for the community | C. Development skills required |
| | D. Project-level quality tolerances |
| | E. Acceptance criteria |
| | F. Acceptance responsibilities |

Help Q19: Ref A21.2
This is criteria that the project’s products must meet before the customer will accept them, and this requirement comes from the senior user.

Help Q20: Ref A21.2
Acceptance responsibilities defines who will be responsible for confirming acceptance, and they will follow the guidelines mentioned in acceptance method.

Help Q21: Ref A21.2
The purpose defines the purpose that the project’s product will fulfill and who will use it. It is helpful in understanding the product’s functions, size, quality, complexity, robustness, etc.

Q22: When planning the second stage, the project manager wishes to add the producer, reviewer, and approver for each product that will be delivered in the next stage so they can follow up on the quality activities.

Which action should the project manager take?

A. The project manager adds this information to the quality management approach.
B. The project manager adds this information to the quality register.
C. The project manager does not need to do this as this is not a PRINCE2 requirement.
D. The project manager adds this information to the stage plan.

Help Q22: Ref 8.2
The quality register is effectively a diary of the quality events planned and undertaken. As the project progresses and records of the quality activities are received, the quality register is updated to reflect the actual results from the quality activities.

Q23: During the second stage, the senior user and executive have agreed to update the acceptance responsibilities to involve both of them and not just the senior user.

Which action should the project manager take?

A. Update the responsibilities section in the project plan.
B. There is nothing to do and this can be decided at the end of the project.
C. Add a note about this in the daily log with a reminder during the closing a project process.
D. Update the project product description with this information during the stage boundary process.

Help Q23: Ref 8.3.9
Acceptance responsibilities defines who will be responsible for confirming acceptance of the products produced by the project. Changing acceptance criteria is subject to change control and can only be changed with the approval of the project board.
Plans:
Here are three statements that are considered when planning the Football Pitch project.
Which step in PRINCE2’s recommended approach to planning do they apply to? Choose only one step for each statement. A step can be used more than once.

| Q24: The PM creates a work breakdown structure for a single product | A. Designing a plan |
| Q25: The PM creates a diagram to show the sequence in which products will be developed | B. Defining and analyzing the products |
| Q26: The PM will consider the planning horizon | C. Identifying activities and dependencies |
| | D. Preparing estimates |
| | E. Preparing a schedule |
| | F. Documenting a plan |

Help Q24: Ref 9.3.1.3
During the “identifying activities and dependencies” activity, the project manager can take a product from the product breakdown structure and create a work breakdown structure to define the activities required for this product.

Help Q25: Ref 9.3.1.2
“Defining and analyzing the products” consists of four parts and one of these is to create a product flow diagram. A product flow diagram may be helpful in identifying and defining the sequence in which the products of the plan will be developed and any dependencies between them.

Help Q26: Ref 9.3.1.1
In the step “designing a plan,” the project manager will consider how far ahead in the project it is sensible to plan, where the key decision points need to be on the project, the amount of risk within the project, etc.

Q27: Toward the end of the initiation stage, the executive advises the project manager that the programme should be taken into account when planning the project.
Is the executive correct in asking this, and why?
A. Yes, as the number and length of stages will be influenced by the programme plan.
B. Yes, as the executive is responsible for the project.
C. No, as this is up to the project manager on how to plan the project.
D. No, as this has already been decided in the project approach in the SU process.

Help Q27: Ref 9.3.2
The number and length of management stages will be influenced by the programme plan. It may be desirable or necessary to align stage reviews to programme milestones. The programme may even define a set of standard stages with which all projects within the programme comply.

Q28: When creating the stage plan, the project manager will also add the activities to the work packages as this is helpful for the team managers and they can better estimate the amount of work when the project manager hands out the work packages.
Is this appropriate, and why?
A. Yes, as this speeds up the hand over process of the work packages to the team managers.
B. Yes, as this is part of the step: defining and analyzing the products.
C. No, as activities are not added to the work packages.
D. No, the team managers add the activities to the work packages and not the project manager.

Help Q28: Ref 9.2.1.4, Ref 26.2
Work packages mainly consist of product descriptions and other information such as: people interfaces, tolerances, constraints, reporting agreements, problem handling, and escalation. Work packages do not contain work activities; these activities can be part of the project plan.
Risk:

The following risk has been recorded in the risk register: "Due to the decision to choose artificial grass, there is risk that the football pitch will not fit into the city park surroundings, which will result in protests and having to add a new surface at a cost of €6,500."

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?

| Q29: The risk will most likely happen during the laying of the artificial grass in stage 3 | A. Probability, impact, and expected value |
| Q30: The project manager has asked the senior user to manage this risk and meet with the necessary stakeholders | B. Proximity |
| Q31: The estimated value of this risk is about €2000 | C. Risk response |
| | D. Risk status |
| | E. Risk owner |
| | F. Risk actionee |

Help Q29: Ref A.25.2
The proximity relates to 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).

Help Q30: Ref A.25.2
The risk owner is the person responsible for managing the risk.

Help Q31: Ref A.25.2
Each risk needs to be assessed to understand its probability, impact, and timing (proximity) so that it can be prioritized. It is helpful to estimate the risk value as risks can then be compared to each other.

Q32: As each project is unique, the project manager does not align with any centrally defined risk management policies but does use any centrally defined risk management techniques and adopts centrally deployed tools to help them with risk management. Is this appropriate, and why?

A. Yes, this is appropriate as each project is unique.
B. Yes, as aligning with any centrally defined risk management policies is optional.
C. No, as the project manager must align with any centrally defined risk management policies.
D. No, as according to PRINCE2, the project manager must always follow organizational, programme, or portfolio policies.

Help Q32: Ref 10.3.1
A project may need to align its risk management approach with organizational, programme, or portfolio policies, standards, or processes. This might include: aligning with any centrally defined risk management policies, standards, and approaches, or adopting any centrally deployed tools...

Q33: During the SB process, after the second stage, the executive recommends some changes to the risk management procedure. The project manager documents these in the risk register. Is this appropriate, and why?

A. Yes, as this is a change to the risk management procedure and must be documented.
B. Yes, as the executive is permitted to make suggestions to the risk management procedure.
C. No, the project manager should not update the risk register.
D. No, the executive is not allowed to make suggestions to the risk management procedure.

Help Q33: Ref 10.2
The project manager should update the risk management approach as this document describes how risk will be managed on the project. This includes the specific processes, procedures, techniques, standards, and responsibilities to be applied.
Change:

The project manager has agreed with the building contractor on a drainage system for the Football Pitch project. In the middle of the project, the project manager receives a letter from the building contractor mentioning that the drainage system’s price has increased. So they have to replace the system with another cheaper system or increase the contract price.

Here are three actions being taken in response to the change. Which role (A-E) should be responsible for carrying them out?

Choose only one role for each action. A role can be used more than once.

| Q34: Decide if the new cheaper drainage system meets the requirements | A. Corporate, programme management, or the customer |
| Q35: Send the issue to the change authority | B. Executive |
| Q36: Maintain the issue register and document this issue | C. Senior user |
| | D. Project manager |
| | E. Team manager |

Help Q34: Ref 11.2.1
This is criteria that the project’s products must meet before the customer will accept them, and this requirement comes from the senior user. This will be defined in the project product description.

Help Q35: Ref 11.4.4
The project manager may be able to resolve issues without the need to escalate them to the project board. Other issues may need to be escalated to the project board (or its delegated change authority) for a decision.

Help Q36: Ref 11.2.1
The project manager should create and maintain the issue register.

Q37: The project manager wished for the stage to stay within budget and decided to choose a lower quality fence than what was specified in the security fence product description but that still met the quality requirements. As this issue is in his delegation limits, the project manager decided to manage it informally and record it in the daily log.

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

A. Yes, because the project manager has to record all informal issues in the daily log.
B. Yes, because this is in the delegation limits of the project manager, and they can decide how to handle the issue.
C. No, because this is a formal issue. This is a small change to one of the requirements in a baselined product description, and it needs to be recorded in the issue register.
D. No, because lower quality may decrease customer satisfaction, so before any action, the project manager has to check with the senior user first.

Help Q37: Ref 11.4.4
The project manager may be able to resolve issues without the need to escalate them to the project board. For example, a minor change to an approved detailed design document that does not affect any other products could be handled by the project manager (if allowed in the change control approach), as long as it is formally recorded.
Q38: During the initiation stage, while planning the project, two members of the project support team argue about how to tailor the change principle and what are the minimum management products. One of them believes that the project needs issue register, change control procedure as the minimum management product to comply with PRINCE2.

Is this appropriate for them to believe this, and why?

A. Yes, the issue register and change control approach are the two main change management products that are produced and maintained in a PRINCE2 project.
B. Yes, PRINCE2 mandates the projects to tailor the methodology based on the project characteristics. So they decided to have two management products in this project.
C. No, PRINCE2 project needs issue register, issue report, and change control approach at a minimum.
D. No, the issue report and change control approach are the two main change management products that are produced and maintained in a PRINCE2 project.

Help Q38: Ref 11.2
PRINCE2 requires that the following products are produced and maintained: issue register and change control approach. But issue report is an optional management product.
Progress:

Here are three actions relating to controlling progress on the Football Pitch project. Which role (A-E) should carry them out?

Choose only one role for each action. A role can be used more than once.

| Q39: Ensure that progress toward the outcome remains consistent from the user perspective | A. Team manager  
B. Senior user  
C. Project assurance  
D. Executive  
E. Project support |
|---|---|
| Q40: Confirm management stage and project progress against agreed tolerances | A. Team manager  
B. Senior user  
C. Project assurance  
D. Executive  
E. Project support |
| Q41: Inform project support of completed quality activities | A. Team manager  
B. Senior user  
C. Project assurance  
D. Executive  
E. Project support |

Help Q39: Ref 12.2.4, Table 12.1
The senior user is mainly concerned that the end project product matches expectations so the users can use it as expected and realize the expected benefits.

Help Q40: Ref 12.2.4, Table 12.1
Project assurance is there to check that the project is in order, and one of the things they check is that the project manager is using tolerances correctly and escalating if they go over tolerance.

Help Q41: Ref 12.2.4, Table 12.1
The team manager will inform project support when the quality testing has been completed. Project support can then update the quality register and inform the approver.

Q42: Project assurance complains to the project manager that the frequency and format of the checkpoint reports is not consistent in the project.
Is this appropriate, and why?
A. Yes, the project manager must have consistent checkpoint reporting from the teams.  
B. Yes, as project assurance checks if the rate of reporting is within the reporting tolerance.  
C. No, as project assurance should be complaining to the team manager.  
D. No, as this depends on the individual work package and cannot be defined for all work packages.

Help Q42: Ref 12.2.2.2
The format and frequency of checkpoint reporting depends on the needs of individual work packages and therefore they cannot be set for all work packages.

Q43: During the third stage, the project manager sees that they are going to be 3% above the 20% tolerance and they escalate to the project board. The project board reviews the exception report and decides to widen this current stage time tolerance to 25%.
Is this appropriate, and why?
A. Yes, as this is possible for time and costs tolerances but not benefits, scope, risk, or quality.  
B. Yes, the project board can decide to widen the tolerances during a stage.  
C. No, this is not an option in PRINCE2, the project board must ask for an exception plan.  
D. No, the project board cannot raise tolerances during a stage.

Help Q43: Ref 12.2.3
After receiving an exception report from the project manager during a stage, the project board may remove the cause, accept and adjust tolerance, or request more time to consider or reject the recommendation.
Starting up a project:

Here are three actions which occur during the pre-project process for the Football Pitch project.

In which activity (A-F) should the action occur? Choose only one activity for each action.

<table>
<thead>
<tr>
<th>Question</th>
<th>Activities</th>
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<tbody>
<tr>
<td>Q44: The</td>
<td>A. Appoint the executive and the project manager</td>
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<tr>
<td>project</td>
<td>B. Capture previous lessons</td>
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<td>manager</td>
<td>C. Design and appoint the project management team</td>
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<td>considers</td>
<td>D. Prepare the outline business case</td>
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<td>any security</td>
<td>E. Select the project approach and assemble the project brief</td>
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<td>constraints</td>
<td>F. Plan the initiation stage</td>
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<td>that apply</td>
<td>to the project or the operation of its products</td>
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<td>to the</td>
<td>(Q45: The project manager creates the daily log)</td>
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<td>project</td>
<td>(Q46: The project manager reviews the lessons log for lessons related to</td>
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<td>or the</td>
<td>the project management team structure)</td>
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<td>operation</td>
<td>(Q47: During the activity “prepare the outline business case,” the project</td>
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<td>of its</td>
<td>manager decides to take the first action in the second planning step which</td>
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<td>products</td>
<td>is “define and analyze the products.”</td>
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<td>Is this appropriate, and why?</td>
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<tr>
<td></td>
<td>A. Yes, as the first draft of the project plan is created during this</td>
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<td>activity.</td>
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<td>B. Yes, as the project manager uses the product based planning</td>
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<td>technique here.</td>
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<td>C. No, this activity is focused on the outline business case.</td>
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<td>D. No, planning the project starts in the initiation stage and in this</td>
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<td>process.</td>
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Help Q44: Ref 14.4.5
Many organizations will have standards and policies for privacy and security, and the recommended approaches should take these into account.

Help Q45: Ref 14.4.1, Table 14.1
The first action for the project manager in a project is usually to create the daily log.

Help Q46: Ref 14.4.3
The lessons log file may have important lessons that should be taken into account by the project manager when they are designing and appointing the project management team.

Help Q47: Ref 14.4.4, Ref 9.3.1.2
During this activity, the project manager creates the project product description. PRINCE2 recommends the following approach to defining and analyzing products:

- Write a project product description
- Create a product breakdown structure
- Write product descriptions
- Create a product flow diagram
Directing a project:

Here are three actions from the “directing a project” process for the Football Pitch project.

In which activity (A-E) should the action occur? Choose only one activity for each action.

| Q48: The project board reviews and approves a new product description created for the “advertising board” before the third delivery stage | A. Authorize initiation  
B. Authorize the project  
C. Authorize a stage or exception plan  
D. Give ad hoc direction  
E. Authorize project closure |
| Q49: The project board responds to an exception report by increasing the stage tolerances |  |
| Q50: The project board confirms the project approach recommended by the project manager |  |

Help Q48: Ref 15.4.3
The project manager creates the product description for the advertising board and this is approved by the project board before the stage is allowed to start in the activity “authorize a stage.”

Help Q49: Ref 15.4.4
In responding to an exception report, the project board can increase the tolerances that are forecast to be breached or they can instruct the project manager to produce an exception plan.

Help Q50: Ref 15.4.1
During the “authorize initiation” activity, the project board reviews the project brief and confirms the project definition, the project approach, the appointments to the project management team,…

Q51: During the second delivery stage, the project board (acting as change authority) grants a concession to an off-specification regarding the “two dugouts.”

Is it appropriate for the project board to do this, and why?

A. Yes, as they have the change authority role and this is a typical response.  
B. Yes, as grant a concession or ask for an exception plan are the only available responses.  
C. No, as grant a concession is a change request response and not an off-specification.  
D. No, the change authority is not allowed to decide on off-specifications.

Help Q51: Ref 15.4.4, Ref Fig 15.5
The project board is acting as the change authority and the options for off-specification are: grant a concession, defer, reject, ask for more information, or ask for an exception plan.
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. A theme can be used more than once.

| Q52: The project manager seeks lessons related to communication management from similar previous projects | A. Business case |
| Q53: The project manager documents the project tolerances, the number of stages, and the frequency and format of communication | B. Organization |
| Q54: A workshop is facilitated to create a product breakdown structure with Town Services Manager, other users, and two team managers | C. Risk |
| | D. Progress |
| | E. Plans |
| | F. Quality |

Help Q52: Ref 16.4.5
During the “prepare the communication management approach” activity, PRINCE2 recommends seeking lessons related to communication management from similar previous projects; corporate, programme management, or the customer; and external organizations.

Help Q53: Ref 16.4.6
The project manager defines the project controls with input from the project board. Project controls enable the project to be managed in an effective and efficient manner that is consistent with the scale, risk, complexity, and importance of the project.

Help Q54: Ref 14.4.7
During the “create the project plan” activity, the project manager will create a product breakdown structure, product descriptions for the major products in the project plan, and a product flow diagram.

Q55: During the activity “refine the business case,” the project manager adds the following information to the business case: 1) the costs and timescale (from the project plan), 2) the benefits to be gained, and 3) how the realization of each benefit is to be measured. Is this appropriate, and why?

A. Yes, all this information is added to the business case.
B. Yes, this is added by the project manager with support from the executive.
C. No, how the realization of each benefit is to be measured is not added to the business case.
D. No, only the costs and timescale (from the project plan) are added to the business case.

Help Q55: Ref 16.4.8
The following information is added to the business case in the initiation stage:

- the costs and timescale as calculated in the project plan
- the major risks that affect the viability and achievability of the project
- the benefits to be gained (overview of benefits) and tolerance for each benefit
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. An activity can be used only once.

| Q56: The project manager defines the tolerances for the work package that contains the two dugouts and pitch markings | A. Authorize a work package |
| Q57: Due to a privacy issue with security cameras, the project manager prepares a new work package that defines how the cameras are to be configured to solve the security issue | B. Review work package status |
| Q58: The project board is provided with regular summary information about the status of the management stage and project | C. Review the management stage status |
| | D. Report highlights |
| | E. Escalate highlights and risks |
| | F. Take corrective action |

Help Q56: Ref 17.4.1
As part of defining each work package to be authorized, the project manager will define such things as: the tolerances, interfaces to be maintained, change control requirements.

Help Q57: Ref 17.4.8
In taking corrective action, the objective is to select and, within the limits of the management stage and project tolerances, implement actions that will resolve deviations from the plan and issues. This is mostly done by authorizing actions via work packages.

Help Q58: Ref 17.4.5
The project manager must provide the project board with summary information (highlight reports) about the status of the management stage and project, and distribute other information to stakeholders at a frequency documented in the communication management approach.

Q59: During stage three, the project manager is reviewing work package status and notices that the two football shelters have failed the quality review as they have no side protection. The project manager instructs the quality review person to accept them as this is not such a big deal.

Is this appropriate, and why?

A. Yes, as this is a way to keep the stage on track.
B. Yes, as the project manager is taking corrective action and within tolerance.
C. No, as the quality review person is independent of the project manager.
D. No, as only the team manager can give instructions to the quality reviewer.

Help Q59: Ref 17.4.2
The quality reviewer and approver are defined in the product descriptions and they are independent of the project manager. The project manager should discuss with the team manager why the football pitch shelters have failed their quality review and see what can be done about this. If this is not possible to solve, then the project manager will document this issue as an off-specification.
Managing product delivery processes:

Q60: The building contractor team manager was provided with a copy of the work package and was asked to create a team plan. The project manager received a team plan which just showed a number of workers assigned to construct the goal posts.

Is this an appropriate application of PRINCE2 for this project?

A. No, because the team plan should show that the product(s) can be completed within the given constraints.
B. No, because creation of the team plan is the responsibility of the project manager.
C. Yes, because the team manager should capture and record the effort expended when developing the product(s) within the work package.
D. Yes, because the team manager should use alternative resources if the skills specified are not available.

Help Q60: Ref 18.4.1

PRINCE2 recommends that the team manager produce a team plan to show which product(s) can be completed within the given constraints while accepting a work package.

Q61: During stage 3, when executing a fixed-price artificial surface work package of €9,000, the contractor team manager recorded an actual spend to date of €9,000, with a further spend of €2,000 required to complete this work. The team manager reported this information to the project manager three days later in the weekly checkpoint report.

Was this an appropriate application of PRINCE2 for this project?

A. No, because the project manager is to be notified immediately of any issues.
B. No, because the team manager should notify the project manager immediately in the form of an exception report.
C. Yes, because the team manager should inform the project manager with product status in the checkpoint report.
D. Yes, because the project manager requires this information to update the team plan with actuals.

Help Q61: Ref 18.4.2

While developing the products, the team manager should not exceed the work package tolerances agreed with the project manager. And if it happens, the team manager should notify the project manager by raising an issue. The project manager can then decide on an appropriate course of action.

Q62: Which one of the following is NOT the building contractor’s PRINCE2 responsibility while executing “level surface” work package?

A. Check the level surface and record completed quality management activities.
B. Advise the project manager of the status of issues and risks associated with the product.
C. Review the “level surface” work package and obtain any referenced documentation.
D. Review and approve the work package and report to the project manager.

Help Q62: Ref 18.4.1

PRINCE2 recommends the following action during “accept a work package activity”:

Review the work package:

- Obtain any referenced documentation
- Clarify with the project manager what is to be delivered
- Negotiate with the project manager the constraints within which the work is to be done
- Agree tolerances for the work package
Managing a stage boundary process:

Q63: The Football Pitch project is approaching the end of stage two and the project seems to be on track and well within tolerances specified by the project board.

Which action is optional for the project manager to do?

A. Prepare an end stage report
B. Revise the business case
C. Prepare lessons report
D. Revise the project plan

Help Q63: Ref 19.4.4
Lessons learned can be added to the end stage report. The project manager may review the lessons at the end of stage (should do this particularly for longer projects) and may create a lessons report which can be shared with the necessary stakeholders.

Q64: The project manager notices that the quality information in the product description for the artificial grass is not adequate and they decide to facilitate a workshop with users, team manager, and quality assurance to update the product description.

Is this appropriate, and why?

A. Yes, and the project manager may also invite project support.
B. Yes, but the project manager should get an independent person to facilitate the workshop.
C. No, as the quality assurance role is not required.
D. No, as this should have been documented in the initiation stage.

Help Q64:
The role quality assurance has nothing to do with the quality requirements for a product description. The quality criteria information comes from the users.

Q65: After completing the next stage plan, the project manager decides not to update the quality register as this should not be done until the products have been reviewed and approved.

Is this appropriate, and why?

A. Yes, as the products need to be reviewed and approved before they are accepted.
B. Yes, as the quality register should not be updated during the stage boundary process.
C. No, as the reviewer and approver already need to plan the actual dates in their own planning documents and synch with the quality register and stage plan.
D. No, as the project manager should add the following target information for each product to the quality register: 1) production date, 2) reviewer date, and 3) approver date.

Help Q65: Ref 19.4.1
After the stage plan is ready, the project manager will update the quality register for planned quality management activities. This should include target review and approval dates for the products. The actual date columns will be filled in once the reviews and approval take place.
**Closing a project process:**

Q66: The project manager is working to prepare the Football Pitch project for closure and is in contact with the town facilities department which will take over maintenance of the football pitch.

In which "closing a project "activity should the project manager confirm acceptance by the maintenance department?

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

Help Q66:  Ref 20.4.3
During the “hand over products” activity, the project manager will examine the change control approach to confirm how products are to be handed over to those who will maintain them in their operational life.

Q67: While creating the end project report, the project manager includes an assessment of the results of the project against the expected benefits in the business case. The expected benefits were to book 20% of the football pitch capacity before the opening date.

Is this appropriate, and why?

A. Yes, as some benefits always have to be realized during a project.  
B. Yes, as assessing the benefits can be done during “creating the end project report “activity.  
C. No, as assessing the benefits is not done in the “closing a project” process.  
D. No, as the football pitch must be fully available before bookings can take place.

Help Q67:  Ref 20.4.4
During the activity “evaluate a project,” the project manager gives a summary of how the project performed and also an assessment of the results of the project against the expected benefits in the business case.

Q68: At the very end of the project, the project manager refers to the project product description to identify who needs to be made aware the project is closing.

Is this appropriate for the project manager, and why?

A. Yes, as the project description was created during the “starting up a project” process.  
B. Yes, as the project manager must notify the necessary stakeholders.  
C. No, they need to review the project plan for this information.  
D. No, they need to review the communication management approach for this information.

Help Q68:  Ref 20.4.5
The project manager will use the communication management approach to identify any organization or interested party who needs to know the project is closing. Consider also communication activities for public relations and marketing opportunities at this point.
Answers: Sample Paper 1