

# PRINCE2 Sample Practitioner Exam 2017

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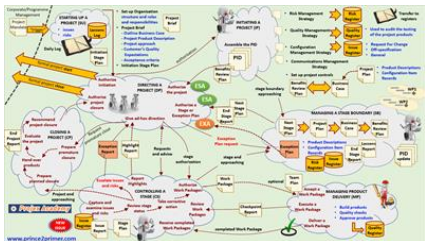
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The pass mark is 50% - 35 correct answers. You must pass this exam to sit the Practitioner

## **Practitioner:**

2.5 hours, scenario-based objective test exam with 8 questions with 10 items per question, each worth one mark totaling 80 marks.

The pass mark is 44 marks (55%). There is no reading time and the PRINCE2 Manual is the only reference allowed in the exam.

## **Re-Registration:**

1 hour exam in the same style as the Practitioner.

Three questions with 10 items per question each worth 1 mark giving 30 marks.

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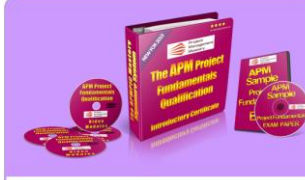
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## ***The Practitioner Examination***

### ***FX02***

#### ***Scenario Booklet***

This is a 2.5-hour objective test examination. This booklet contains the Project Scenario upon which this exam paper is based. All questions are contained with the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the 8 questions is worth 10 marks, giving a maximum of 80 marks in the paper. The pass mark is 55% (44 marks). Within each question the syllabus area to which the question refers is clearly stated. The exam is to be taken with the support of the PRINCE2 Manual only, i.e. no material other than the *Question Booklet*, the *Scenario Booklet*, the *Answer Booklet* and the PRINCE2 Manual is to be used.

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## Project Scenario

### Calendar Project (Note: The companies and people within the scenario are fictional.)

There has been a reduction in the number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo which is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

- Design for each month - correctly showing all public holidays and new company logo
- Selected photographs - 12 professionally-produced photographs, showing different members of staff
- Selected paper and selected envelope - for printing and mailing the calendar
- Chosen label design - a competition to design a label will be held as part of this project
- List of customers - names and addresses of customers to whom the calendar will be sent.

The project is currently in initiation and will have two further stages:

Stage 2 will include the activities to:

- create the customer list using information from the Accounts and Marketing departments
- confirm compliance with the Data Protection Legislation
- create a design for each month - this will be done by the internal creative team
- select and appoint a professional photographer
- gather photograph design ideas from previous project and agree photographic session schedule
- prepare a production cost forecast
- select paper and envelope.

Stage 3 will include the activities to:

- produce and select the professionally-taken photographs
- hold the label design competition and choose the label design
- assemble the prepared calendar pack.

A production cost forecast, based on the options and costs for the paper, envelope, printing and mailing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of this project. The product cost forecast will be reviewed by the Project Board to determine whether the project should continue.

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week / -2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.



## Question 1: Business Case Theme - Additional Information

During the initiation stage, the Project Manager met with the Marketing Director to find out more about the requirements of the promotional calendar and recorded the following notes:

There has been a reduction in the number of orders at MNO Manufacturing due in part to the increased marketing activities of its competitors. 10% of customers have not re-ordered in this financial year and staff morale is poor. A number of skilled staff have left as a result and replacement staff have not been recruited due to the reduced operation. If the project is successful, a recruitment campaign will be required to fill the existing staff vacancies and there may be a requirement for additional staff. Operational costs are likely to increase because skilled staff are expensive and difficult to find.

In financial terms, there were a total of 1,500 orders in the last financial year, each with an average profit of £2,000. The Marketing department believes that sending a promotional calendar to the company's current and prospective customers would increase orders by at least 10%, with a minimum of 10 further orders from the list of prospective customers within 12 months from the date of distribution.

The Marketing Director will be funding the project from the business marketing budget. She believes that the effect of a good company image portrayed by a successful calendar would last into a second year. She has forecast the same increase in orders for a second year and predicts that the annual employee satisfaction survey will show a measurable improvement in staff morale.

A number of alternatives were explored, including:

- 20% discount for all repeat customers - not cost-effective and very short term
- A promotional calendar as a free Christmas gift - would target current and prospective customers and the benefits would last into a second year
- A series of television and press advertisements - would be too expensive
- Creation of an internet website - would not suit all customers.

The calendar is seen as the favoured option, as long as the company's competitors do not increase their marketing activity. Whilst the Marketing department wants a very high quality, glossy product, the project management team must be aware of the cost this will incur.

## Question 2: Organization Theme - Additional Information

**Chief Executive Officer (CEO):** He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

**Marketing Director:** She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

**Engineering Manager:** He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photographs for the promotional calendar.

**Central Records:** This group of five staff looks after all company records and document control. They now maintain all project files.

**Bright Lights:** This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

**Portraits Ltd:** This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photographs for the company calendar. It has yet to be decided which of the photographers to use.

Question 3: Quality Theme - Additional Information

**Extract from the Project Product Description (with errors)**

Composition	<ol style="list-style-type: none"> <li>1. Design for each month</li> <li>2. 100gsm glossy paper</li> <li>3. Full colour</li> <li>4. Selected envelope</li> <li>5. Chosen label design</li> <li>6. List of customers</li> <li>7. Selected photographs</li> <li>8. Photographic session schedule</li> </ol>
Derivation	<ol style="list-style-type: none"> <li>9. New company logo design</li> <li>10. Previous calendar designs</li> <li>11. Internal creative team</li> <li>12. Production cost forecast</li> </ol>
Development skills required	<ol style="list-style-type: none"> <li>13. Photographer</li> <li>14. Internal creative team</li> <li>15. Print company</li> </ol>
Customer's quality expectations	<ol style="list-style-type: none"> <li>16. Professional photographs</li> <li>17. 10% more calendars than required should be printed to allow for any late additions to the list of customers</li> <li>18. Compliance with applicable corporate standards</li> <li>19. The calendar should reflect the company image as described in the corporate branding standards</li> <li>20. The calendar will increase orders from the list of prospective customers within 12 months</li> </ol>
Acceptance criteria	<ol style="list-style-type: none"> <li>21. Appearance: each photograph should be sufficiently attractive and humorous that the customer wants to display it</li> <li>22. Appearance: new company logo promotes strong image</li> <li>23. Security: complies with Data Protection Legislation</li> <li>24. Accuracy: public holidays match the list supplied by Marketing</li> </ol>

## Question 5: Risk Theme - Additional Information

A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for his services has been set up and is being monitored by the Purchasing Manager, and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photographic sessions to minimize the impact on the Engineering staff. This meeting should have occurred a week ago. The photographic sessions are scheduled to take place in two days time.

The Engineering Manager was made aware of this requirement. However, when asked by the Project Manager, he reported that he had received no communication from the photographer. The Project Manager has tried to call the photographer and has had no response. The Project Manager believes there is a risk that Portraits Ltd are overbooking work and prioritizing other clients' work. If Portraits Ltd do not deliver on schedule the project will be delayed and the expected benefits will be reduced.

The contract is to be reviewed and Portraits Ltd reminded of their agreement.

## Question 6: Plans Theme - Additional Information

### **Product Summary**

A list of customers will be collated. This will use existing information from the Accounts department database about current customers, and existing information from the Marketing department database about prospective customers.

Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design competition. Competition rules will be drawn up and details of the competition will be communicated to staff. The label design will then be chosen from the competition entries.

The photographs for the calendar must be based on existing photograph design ideas available from the Marketing department. Designs for each month will be created to show the required layout of each page.

Additional Information continues on the next page

continued

Question 6: Plans Theme - Additional Information

**Extract from Stage Plan for stage 3.**

(All entries are **true statements** but may not be shown under the correct heading or in the correct document).

<b>Plan description</b>	1. Stage 3 is the final stage of the project and will deliver the photos, the label design competition entries, the winning label design and the prepared calendar pack.
<b>Plan prerequisites</b>	2. Increase in orders and improved company image. 3. The production cost forecast must be acceptable to the Project Board if the photography and label design competition are to go ahead. 4. The customer list is accurate and complete.
<b>External dependencies</b>	5. A separate project has been reviewing the company's branding. The company logo, required for the label design competition, is being updated. The new company logo is to be supplied by the other project in two weeks time. 6. Customer details will be supplied from the Accounts department and the Marketing department customer databases for the customer list. 7. The label design must contain the new company logo.
<b>Planning assumptions</b>	8. A suitable entry will be received from the label design competition. 9. The photo session schedule created two weeks ago correctly reflects the availability of the engineering staff. 10. Each photo must feature different members of the Engineering team.
<b>Monitoring and control</b>	11. The Project Plan is to be updated with actuals. 12. A Highlight Report will be created for the Project Board every two weeks. 13. The Stage Plan will be reviewed at the end of each day, to assess forecast against actuals. 14. Product Status Accounts will be produced by Project Support, at the request of the Project Manager, to summarize current and historical data concerning each of the project's products.



***The Practitioner Examination***

FX02

***Question Booklet***

Syllabus areas covered:

Question 1- Business Case Theme

Question 2- Organization Theme

Question 3- Quality Theme

Question 4- Starting Up a Project + Initiating a Project Processes

Question 5- Risk Theme

Question 6- Plans Theme

Question 7- Progress Theme

Question 8- Directing a Project + Managing a Stage Boundary + Closing a Project Processes



## Question Number 1

Syllabus Area Business Case Theme

Syllabus Area	Question Number	Part	Marks
Business Case Theme	1	A	6

Using the Project Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following questions.

Each question provides a list of only **true statements** about the Calendar project, but only 2 statements are appropriate entries for that heading of the Business Case.

Remember to select 2 answers to each question.

1 Which **2** statements should be recorded under the **Reasons** heading?

- A The Marketing department believes that sending a promotional calendar to current and prospective customers will increase orders by at least 10%.
- B 10% of customers have not re-ordered in this financial year.
- C 1,500 orders are expected, each with an average profit of £2,000.
- D The Marketing department believes that the effect of a good company image, portrayed by a successful calendar, will last into a second year.
- E MNO Manufacturing is experiencing a reduction in order numbers due in part to the increased marketing activities of its competitors.

2 Which **2** statements should be recorded under the **Business options** heading?

- A Produce a promotional calendar as a free Christmas gift to current and prospective customers.
- B Use a professional photographer to create the photographs for the calendar.
- C Create the photographs for the calendar internally.
- D Outsource the creation of the calendar to a professional marketing company.
- E Do nothing.

3 Which **2** statements should be recorded under the **Expected benefits** heading?

- A Increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months.
- B The calendar will be similar to calendars sent out in previous years.
- C The Marketing department believes that the benefits of good company image, as portrayed by a successful calendar, will last into a second year and bring the same increase in orders.
- D The calendar will contain photographs of both staff and company products.
- E The Marketing department want a very high quality, glossy product as they believe this will be more appealing to customers.

Question continues on the next page

4	Which <b>2</b> statements should be recorded under the <b>Expected dis-benefits</b> heading?
A	A high quality, glossy product will involve additional costs.
B	Individuals in the engineering team who are not selected to appear in the calendar photographs will become de-motivated.
C	The calendar may not result in the expected 10% increase in orders.
D	As the Calendar project is a priority for the MNO Manufacturing Company, the delivery of other projects within the Marketing department will be delayed.
E	The calendar may not result in the 10 further orders from the list of prospective customers in 12 months.
5	Which <b>2</b> statements should be recorded under the <b>Timescale</b> heading?
A	Benefits will be lost if the project is not completed on time.
B	A recruitment campaign to fill the existing staff vacancies will need to take place in the next 12 months.
C	Additional 10% increase in orders in year two.
D	The prepared calendar pack must be delivered by the first week in December.
E	The print company requires a 2-week notification period of the calendar pack delivery.
6	Which <b>2</b> statements should be recorded under the <b>Costs</b> heading?
A	The MNO marketing budget this year is £120,000.
B	No known ongoing operations or maintenance costs.
C	10 further orders with an average profit of £2,000 will deliver a benefit of £20,000 in the first year.
D	The new company logo is estimated to cost £4,000.
E	Project costs are estimated to be a total of £26,500.

Syllabus Area	Question Number	Part	Marks
Business Case Theme	1	B	4

**Using the Project Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following question.**

Lines 1 to 4 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	If the calendar option is changed there should be a review of, and possible changes to, the Business Case.	BECAUSE	A Business Case includes options for the delivery of the chosen solution.
2	The Business Case will no longer be viable if the prepared calendar pack is not available for printing until the first week of December.	BECAUSE	A Business Case is no longer viable if stage tolerances are exceeded during a project.
3	The fact that the project's aim is to try to counter the fall in orders should be documented in the Project Brief.	BECAUSE	An outline Business Case contains the reasons why a project is needed and forms part of a Project Brief.
4	The expected improvement in staff morale should NOT be recorded as a benefit in the Business Case.	BECAUSE	Only those benefits that can be measured in financial terms should be defined in a Business Case.

Question Number 2

Syllabus Area Organization Theme

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	A	6

The following questions include only **true statements** about an individual from the project organization. Only 2 statements explain why, in the context of roles and responsibilities within a PRINCE2 organization structure, the individual is a suitable candidate for that role.

Remember to select 2 answers to each question.

1	<p>Which <b>2</b> statements explain why the Marketing Director would be appropriate as the Executive for this project?</p> <p>A She has been with the company for three years.</p> <p>B She previously had a successful career in publicity.</p> <p>C She is able to represent the business needs of MNO Manufacturing.</p> <p>D She has authority to commit the marketing budget, from which the project will be funded.</p> <p>E She requires more experience working with the engineering industry.</p>
2	<p>Which <b>2</b> statements explain why the CEO would be appropriate as the Executive for this project?</p> <p>A He started the company 25 years ago.</p> <p>B He knows his job well.</p> <p>C He restricts his visits to the engineering area.</p> <p>D He has authority to commit resources as required.</p> <p>E He has an overall perspective of the business's strategic requirements.</p>
3	<p>Which <b>2</b> statements explain why the Marketing Director would be appropriate in a Senior User role for this project?</p> <p>A She can represent the Marketing department.</p> <p>B She previously had a successful career in publicity.</p> <p>C The Marketing department will help to deliver the benefits of this project.</p> <p>D The project will be funded from the business marketing budget.</p> <p>E A number of the products will be produced by the Sales department and the Marketing department.</p>

Question continues on the next page

4	<p>Which <b>2</b> statements explain why the Sales Manager would be appropriate in a Senior User role for this project?</p> <p>A He joined the company last year with huge enthusiasm.</p> <p>B He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.</p> <p>C The launch of a company calendar will impact the Sales department.</p> <p>D He reports directly to the Marketing Director.</p> <p>E He is able to represent current and prospective customer interests.</p>
5	<p>Which <b>2</b> statements explain why the Purchasing Manager would be appropriate in a Senior Supplier role for this project?</p> <p>A He is responsible for advising on the acceptance methods to be included in supplier contracts.</p> <p>B He will procure the resources and materials required for the project's products.</p> <p>C He was an engineer and worked in that area before taking up his current position.</p> <p>D He can monitor the production cost forecast against the Business Case and ensure value for money.</p> <p>E He is not appropriate for the role of Executive or Senior User.</p>
6	<p>Which <b>2</b> statements explain why the Sales Manager would be appropriate in a user assurance role for this project?</p> <p>A He joined the company last year with huge enthusiasm and is keen to increase sales.</p> <p>B He can provide an evaluation of the potential impact the calendar will have on sales.</p> <p>C He is able to advise on suitable stakeholder engagement of current and prospective customers.</p> <p>D He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.</p> <p>E He can resolve any conflict in requirements between the Sales department and the Marketing department.</p>

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	B	4

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.

Lines 1 to 4 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 Senior User role should be shared by the Marketing Director and the Engineering Manager.	BECAUSE	Those who provide specialist resources to the project development teams should perform a Senior User role.
2	Bright Lights and Portraits Ltd are both stakeholders on the Calendar project.	BECAUSE	Anyone who can affect a project is a stakeholder on that project.
3	A single member of Central Records should NOT perform both a Project Support and a Project Assurance role on this project.	BECAUSE	It is necessary to keep Project Support and Project Assurance responsibilities separate.
4	The Engineering Manager should be included in the Communication Management Strategy.	BECAUSE	The Communication Management Strategy describes the communication tools to be used.

Question Number 3

Syllabus Area Quality Theme

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	A	3

Column 1 is a list of objectives. For each objective in Column 1, select from Column 2 the quality activity that addresses it. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Understanding the customer's quality expectations.	A Quality assurance
2	Approval of the project's products.	B Quality control
3	Confirmation that corporate management standards and policies are being adhered to.	C Quality planning

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	B	4

**An address label is required for the envelope. The design of the label will be selected from entries to an internal label design competition. The winning label design will be included in the prepared calendar pack given to the printing company. The label should be half the size of the selected envelope (+5%/-5%), and use an attractive, large font for the customer's name and address. The new company logo must be integrated into the label design. The Project Board will be asked to review all entries and select the winning label design.**

The information in Column 1 may be entered in the Product Description for the chosen label design. Column 2 is a list of the quality headings (excluding Quality Method) in a Product Description. For each entry in Column 1 decide if it should be included under one of the Product Description headings shown and select the appropriate answer from Column 2.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Half the size of the selected envelope.	A NOT included
2	Printing company.	B Quality criteria
3	Project Board.	C Quality tolerance
		D Quality skills required
4	+5% / -5% of the required label size.	E Quality responsibilities



Syllabus Area	Question Number	Part	Marks
Quality Theme	3	C	3

Using the Project Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following questions about the Project Product Description.

Remember to select 2 answers to each question.

1	Which 2 statements apply to the <b>Derivation</b> section?
A	Move entry 9 to <b>Composition</b> because this is within the scope of the project.
B	Delete entry 10 because this is NOT a source product for this project.
C	Delete entry 11 as this is already correctly shown under <b>Development skills required</b> .
D	Move entry 12 to <b>Composition</b> because this is within the scope of this project.
E	Add 'Professional photographer'.
2	Which 2 statements apply to the <b>Customer's quality expectations</b> section?
A	Delete entry 16 because this should be shown on the Product Description for the photos.
B	Delete entry 17 because this is beyond the scope of this project.
C	Delete entry 18 because standards should NOT be shown here.
D	Delete entry 19 because this should appear in the Product Description for the calendar and not the Project Product Description.
E	Delete entry 20 because this is an expected benefit and should be recorded in the Business Case.
3	Which 2 statements apply to the <b>Acceptance criteria</b> section?
A	Amend entry 21 to 'Appearance - 12 photographs each showing different members of staff'.
B	Move entry 21 to <b>Composition</b> because the photographs are part of the project product.
C	Delete entry 22 because the development of the new company logo is not within the scope of the Calendar project.
D	Move entry 23 to <b>Derivation</b> because the Data Protection Legislation already exists.
E	Delete entry 24 because this is NOT a suitable acceptance criteria for this project.

Question Number 4

Syllabus Area Starting Up a Project + Initiating a Project Processes

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	4	A	3

Column 1 is a list of decisions to be made about 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 should occur.

	Column 1	Column 2
1	Approval of the feasibility study before any work on the project can commence.	A Not made in the Starting up a Project process
2	Assess which parties should be involved during the project, as suggested by previous development projects.	B First C Second
3	Evaluate possible candidates for Project Manager and decide which should be appointed.	D Third

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	4	B	2

**Using the Project Scenario, answer the following question.**

The Project Manager has been asked to prepare the Project Brief for the Calendar project. The following questions include only **true statements** about the project, but only one statement is an appropriate entry for that heading of the Project Brief.

1	Which statement should be recorded as a project interface under the <b>Project definition</b> heading?
A	The new company logo will be supplied by another project.
B	The design of the calendar will be derived from the design used to create previous calendars.
C	The calendar will be designed by the internal creative team.
D	A professional photographer will be commissioned to take the photographs.
2	Which statement should be recorded under the <b>Project approach</b> heading?
A	The end product of this project will be a prepared calendar pack, ready for printing.
B	The photography for the calendar is to be outsourced to a professional photographer.
C	A production cost forecast, based on the costs for the materials, printing and mailing is to be produced in stage 2.
D	The actual production and distribution of the calendars is not within the scope of this project.

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	4	C	5

**Using the Project Scenario, answer the following questions about the Starting up a Project process and the Initiating a Project process.**

Decide whether the actions taken represent an appropriate application of PRINCE2 for this project and select the response that supports your decision.

1	When creating the Project Plan, the Project Manager identified the new company logo as an external dependency. Is this an appropriate application of PRINCE2 for this project?
	<p>A No, because the new company logo should be identified in the Business Case as part of the reasons for undertaking the project.</p> <p>B No, because the new company logo should be identified in the Project Plan as an internal dependency.</p> <p>C Yes, because the new company logo is required to produce the calendar and is being produced by another project.</p> <p>D Yes, because the production of the new company logo will need to be controlled by the Project Manager.</p>
2	During the initiation stage, the Project Manager created the Product Description for the designs for each month. Is this an appropriate application of PRINCE2 for this project?
	<p>A No, because all Product Descriptions should be created during the Managing a Stage Boundary process, when preparing the Stage Plan.</p> <p>B No, because it is the Project Product Description that should be created to define what the project must deliver in order to gain acceptance.</p> <p>C Yes, because the Project Manager should create Product Descriptions for all of the products to be delivered by the project as part of the Project Plan.</p> <p>D Yes, because Product Descriptions for the major products of the project should be created when preparing the Project Plan.</p>
3	When setting up the project controls, the Project Manager identified dates for two end stage assessments, one for each of the management stages following initiation. Is this an appropriate application of PRINCE2 for this project?
	<p>A No, because the Closing a Project process is used at the end of the final stage.</p> <p>B No, because there are three stages in this project.</p> <p>C Yes, because the Project Manager needs to report how the stage performed and provide an update on the Business Case.</p> <p>D Yes, because the Project Board needs to be made aware of these dates so as to ensure its availability.</p>

Question continues on the next page

4	<p>The Project Manager has now completed the Project Plan which contains the Work Packages for each of the project's products. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because Work Packages should be created during the Starting up a Project process to support the Project Product Description.</p> <p>B No, because the Project Plan does not contain the content of each Work Package.</p> <p>C Yes, because the tolerance(s) set in the Project Plan are derived from the Work Package tolerance(s).</p> <p>D Yes, because the Project Board will require this information in order to set tolerance(s) for the Team Manager(s).</p>
5	<p>At the end of the initiation stage, the Project Manager has updated the Project Plan to show how and when all of the expected benefits of the promotional calendar will be measured and captured. Is this an appropriate application of PRINCE2 for this project?</p> <p>A No, because any changes to the Project Plan should be approved by the Project Board.</p> <p>B No, because most of the expected benefits will be achieved after the project has closed.</p> <p>C Yes, because it is important to define each benefit in quantifiable terms so that measurable improvements can be made.</p> <p>D Yes, because the expected benefits of the promotional calendar can be measured during the life of the project.</p>

Question Number 5

Syllabus Area Risk Theme

Syllabus Area	Question Number	Part	Marks
Risk Theme	5	A	5

**The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early release of a competitor's calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.**

Column 1 contains a number of risk responses identified by the Project Manager following an assessment of this risk. Column 2 contains a list of threat response types. For each risk response in Column 1, select from Column 2 the type of response it represents. Each option from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Record the risk in the Risk Register and monitor the situation.	A Avoid
2	Decide not to compete and cancel the project.	B Reduce
3	Bring the target date of this project forward.	C Fallback
4	Wait for confirmation of the rival's calendar and, if required, include additional gifts with the calendar as an extra incentive.	D Transfer
5	Carry on with the project as planned on the basis that the MNO Manufacturing Company calendar is believed to be of better quality.	E Accept
		F Share

Syllabus Area	Question Number	Part	Marks
Risk Theme	5	B	5

**Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.**

Lines 1 to 5 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 fact that there has been no contact with the photographer should have been raised as an issue.	BECAUSE	Any forecast to exceed the agreed stage tolerances should be escalated to the Project Board.
2	As the person monitoring the contract, the Purchasing Manager would be an appropriate owner for the risk.	BECAUSE	A risk actionee should be the person most capable of managing the risk.
3	The photographer should have raised any concerns about their availability for the work as a risk before accepting the Work Package.	BECAUSE	A separate Risk Register should be created for each Work Package to monitor specialist risks associated with the creation of specialist products.
4	If estimation of the risk shows that it is likely to impact upon time, the Project Manager will need to raise an Issue Report.	BECAUSE	When the impact of a risk has been identified, an Issue Report will be required to implement any agreed risk actions.
5	As a Work Package has been agreed with the photographer, responsibility for the risk will automatically have been transferred to this third party.	BECAUSE	When selecting the most appropriate risk response to take, the best option is usually the least expensive.

Question Number 6

Syllabus Area Plans Theme

Syllabus Area	Question Number	Part	Marks
Plans Theme	6	A	2

<p>Answer the following questions about plans.</p> <p>Remember to select 2 answers to each question.</p>	
1	<p>During which <b>2</b> activities should a plan be produced?</p> <p>A When a Work Package is authorized, in the Controlling a Stage process.</p> <p>B When preparing for planned closure, in the Closing a Project process.</p> <p>C When a Work Package is accepted, in the Managing Product Delivery process.</p> <p>D When escalating issues and risks, in the Controlling a Stage process.</p> <p>E When planning project closure, in the Managing a Stage Boundary process.</p>
2	<p>Which <b>2</b> statements concerning responsibility for creating plans are correct?</p> <p>A The Team Manager is responsible for creating Stage Plans.</p> <p>B The Team Manager is responsible for creating Team Plans.</p> <p>C Project Support is responsible for creating Team Plans.</p> <p>D The Project Board is responsible for creating the Project Plan.</p> <p>E The Project Manager is responsible for creating the Project Plan.</p>



Syllabus Area	Question Number	Part	Marks
Plans Theme	6	B	4

**Using the Project Scenario and the Product Summary provided as additional information for this question in the *Scenario Booklet*, answer the following questions about the plan for this project.**

Decide whether the statements reflect an appropriate application of the product-based planning technique for this project and select the response that supports your decision.

1	'Production cost forecast' has been shown as an external product in the product flow diagram. Is this an appropriate application of product-based planning for this project?
A	No, because the 'production cost forecast' is required for making a decision.
B	No, because the 'production cost forecast' is being created within the scope of the plan.
C	Yes, because the 'production cost forecast' is dependent on an external product.
D	Yes, because the 'production cost forecast' is required for making a decision.
2	'Tariff of mailing costs' has been shown in the product breakdown structure as a product to be created or modified by the project. Is this an appropriate application of product-based planning for this project?
A	No, because the 'tariff of mailing costs' is being supplied by the Post Office.
B	No, because the 'tariff of mailing costs' already exists.
C	Yes, because the 'tariff of mailing costs' will be used to create the 'production cost forecast'.
D	Yes, because the project costs may change.
3	'Accounts database' has been shown on the product flow diagram as an external dependency for the 'list of customers'. Is this an appropriate application of product-based planning for this project?
A	No, because 'accounts database' already exists and should not be shown on the product flow diagram.
B	No, because the 'accounts database' should be shown as an internal dependency for the 'list of customers'.
C	Yes, because 'accounts database' is being supplied by the Accounts department.
D	Yes, because 'accounts database' already exists and will be required to produce the 'list of customers'.
4	'Choose label design' has been shown on the product breakdown structure as a product to be created or modified by the project. Is this an appropriate application of product-based planning for this project?
A	No, because 'choose label design' is an activity.
B	No, because the competition entries are external to the scope of the plan.
C	Yes, because the label design will be chosen from entries to the competition.
D	Yes, because the competition entries are within the scope of the plan.

Syllabus Area	Question Number	Part	Marks
Plans Theme	6	C	4

Using the Project Scenario and the Extract from Stage Plan for stage 3 provided as additional information for this question in the *Scenario Booklet*, answer the following questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photographic session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager.

None of the £500 change budget has been used to date and this is available for the stage.

Remember to select 2 answers to each question.

1	Which <b>2</b> statements apply to the <b>Plan prerequisites</b> section?
A	Delete entry 2 because these are project benefits not prerequisites of the stage.
B	Delete entry 3 because the production cost forecast is a deliverable of stage 2, not a prerequisite for stage 3.
C	Delete entry 4 because the customer list is NOT needed to start the work in stage 3.
D	Add 'Engineering team must be made available for the photographic session'.
E	Add 'Compliance with the Data Protection Legislation'.
2	Which <b>2</b> statements apply to the <b>External dependencies</b> section?
A	Delete entry 5 because the new company logo is being delivered by a separate project and will be detailed in the plans for that project.
B	Move entry 5 to <b>Plan prerequisites</b> because the new company logo will influence the label designs.
C	Move entry 5 to <b>Plan description</b> because the new company logo will be delivered during stage 3.
D	Delete entry 6 because the customer details were used in stage 2 to create the customer list.
E	Delete entry 7 because it should be shown in the Product Description for the chosen label design.

Question continues on the next page

3	Which <b>2</b> statements apply to the <b>Planning assumptions</b> section?
	<p>A No change to entry 8 because this cannot be confirmed until all of the label designs entries have been received and an assessment made.</p> <p>B Move entry 8 to <b>External dependencies</b> because the label designs are created outside of the scope of the project.</p> <p>C Delete entry 9 because the photographic session schedule should have been approved as part of stage 2.</p> <p>D Move entry 9 to <b>External dependencies</b> because the photographic session schedule is created by the professional photographer.</p> <p>E Delete entry 10 because the inclusion of different members from the Engineering team in each photo should be shown in the Product Description for the photographs.</p>
4	Which <b>2</b> statements apply to the <b>Monitoring and control</b> section?
	<p>A Amend entry 11 to show the Project Plan will be updated with actuals at the end of the stage.</p> <p>B No change to entry 12 because this describes how the Project Board will monitor progress.</p> <p>C Move entry 12 because the Highlight Reports are deliverables of this stage and should be shown on the product breakdown structure.</p> <p>D Delete entry 13 because this is part of the Controlling a Stage process.</p> <p>E Delete entry 14 because the Product Status Account is NOT an ad-hoc report. It is produced at the end of each stage to identify any variations between planned status, reported status and actual status of the stage's products.</p>

Question Number 7

Syllabus Area Progress Theme

Syllabus Area	Question Number	Part	Marks
Progress Theme	7	A	5

Using the Project Scenario, answer the following questions about the use of PRINCE2 controls in this project.	
1	<p>At the end of initiation there is +1 week / -2 weeks time tolerance for this project. Which statement is true?</p> <p>A There can be no time tolerances for any of the stages.</p> <p>B All of the project level time tolerance can be allocated to stage 2.</p> <p>C The Stage Plan for stage 2 could create some additional project time tolerance by allowing no time tolerance in Team Plans.</p> <p>D Additional time tolerance for the project could be found by adding extra resources without affecting other tolerances.</p>
2	<p>During stage 2, if the Project Manager decides to recommend that the Project Plan is revised to finish three weeks later, which statement is correct?</p> <p>A The tolerances stated in the Project Plan CANNOT be changed.</p> <p>B The Executive needs to seek formal approval from corporate management to implement this change.</p> <p>C The current project must close prematurely and be restarted with a new Project Plan, a new Business Case and new Risk Register.</p> <p>D The revision of the Project Plan would have to wait until the end stage assessment of stage 2.</p>
3	<p>As the project approaches the end of stage 2, the Project Manager has requested a Product Status Account to ensure that all products are at their expected point of development. Although the list of customers has been quality reviewed, it has not been baselined because the Marketing department has not provided all of the prospective customers' details. What initial action should the Project Manager take?</p> <p>A Delay producing the End Stage Report until the list of customers has been baselined.</p> <p>B Raise an Exception Report to the Project Board to highlight the issue.</p> <p>C Check the target sign-off date for the list of customers.</p> <p>D Update the product status to 'baselined' and obtain a commitment from the Marketing department to finish this work within the next few days.</p>

Question continues on the next page

4	<p>Whilst identifying the mailing costs for the calendars the Project Manager was surprised to find the costs could vary considerably depending on the size of the package and the delivery service used. For the purpose of this project, the Project Manager has selected an appropriate service but feels that a corporate standard for postage would have reduced the time and effort invested. It could reduce the company's overheads by up to £20,000 per year. How should the Project Manager record this observation within the project?</p>
A	Produce a project mandate, outlining the potential savings to be achieved by the introduction of a corporate standard.
B	Make a note of the observation in the Daily Log to be transferred to a Benefits Review Plan at the end of the project.
C	Record the observation in an Exception Report to the Project Board.
D	Make an entry in the Lessons Log for future consideration by corporate management.
5	<p>The team member collating the list of customers has now forecast that it will NOT be complete by the end of this stage as originally planned, due to a number of new prospective customers' details not yet being available. What action should the team member take?</p>
A	Report the forecast delay in the next Checkpoint Report to the Executive.
B	Add the product to the next Stage Plan in order to allocate additional resources and complete the work.
C	Make an entry in the Risk Register so the Project Manager can decide on appropriate action.
D	Raise an issue to inform the Project Manager.

Syllabus Area	Question Number	Part	Marks
Progress Theme	7	B	5

**Using the Project Scenario, answer the following question.**

Lines 1 to 5 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 label design competition should be planned and managed as two management stages.	BECAUSE	A decision can only be made by the Project Board at the end of a management stage.
2	A suitable point for a stage boundary would be after the production cost forecast has been produced.	BECAUSE	A stage boundary represents a go/no go decision point.
3	With +1 week / -2 weeks time tolerance, the project is permitted to finish two weeks later than 30 November.	BECAUSE	A negative project time tolerance indicates the total permissible delay to a project schedule before an exception situation occurs.
4	If the project is forecast to exceed the cost tolerance of +£6,000, the Project Manager should send an Exception Report straight to corporate management.	BECAUSE	If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to continue with the project.
5	The production cost forecast should be reviewed by the Project Board during the Directing a Project process to determine whether the project should continue.	BECAUSE	The Project Board reviews all products at the end of each stage.

Question Number 8

Syllabus Area Directing a Project + Managing a Stage Boundary + Closing a Project Processes

Syllabus Area	Question Number	Part	Marks
Directing a Project + Managing a Stage Boundary + Closing a Project Processes	8	A	5

**Using the Project Scenario, answer the following question.**

**It is now late October and the project is in stage 3. The label design competition has been held and the photos of the staff have been taken. The CEO and Marketing Director still need to choose the winning label design and the 12 photographs for the calendar.**

**The Executive has learned that two competitors are issuing calendars to MNO's customers by the middle of November. When analyzing the impact of this issue, one of the options considered was to close the project prematurely.**

Column 1 contains key facts from the project's Daily Log. If a decision was taken to close the project prematurely, these facts should be used during the Closing a Project process. For each fact in Column 1, select from Column 2 the activity within the Closing a Project process, which, if applied appropriately, should use this fact. A selection from Column 2 may be used once, more than once or not at all.

	Column 1	Column 2
1	The staff photographs are suitable for use in future promotional materials. The photographer will be asked to provide all photographs into a useable format before this Work Package is approved.	A Prepare planned closure.
2	Staff photographic sessions were disruptive to the Engineering Department as they had been scheduled during peak work times without consultation with the Engineering Manager.	B Prepare premature closure.
3	If anybody has any remaining resource costs to be charged to the project, they should ensure this is done by 10 November.	C Hand over products.
4	Staff morale will be further affected if a winning label design is not selected and announced. This should be completed before the project is closed.	D Evaluate the project.
5	The risk of a competitor producing a calendar at the same time was identified at the beginning of the project but the assessment and management of this risk was poor.	E Recommend project closure.

Syllabus Area	Question Number	Part	Marks
Directing a Project + Managing a Stage Boundary + Closing a Project Processes	8	B	5

**Using the Project Scenario, answer the following question.**

**The Calendar project was delivered as originally planned, and is now preparing for planned closure.**

Lines 1 to 5 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	Whether the calendar achieves its objective of countering the decline in orders will be confirmed in the Closing a Project process.	BECAUSE	The Benefits Review Plan is created in the Closing a Project process.
2	A formal quality review meeting, chaired by the Project Manager, should be held for the Project Board to compare the final deliverable against the Project Product Description.	BECAUSE	The Project Product Description is used in the Closing a Project process to verify that the project has delivered what was expected of it.
3	The Stage Plan for stage 3 should contain details of the products to be created or updated during the Closing a Project process.	BECAUSE	Closure activities should be planned as part of the Stage Plan for the final management stage.
4	As part of the handover of the final product, a contract should be agreed with Marketing for ongoing support of this product.	BECAUSE	A service agreement or maintenance contract should always be included as a product of the final stage.
5	At the end of stage 3, the Managing a Stage Boundary process should be used to update the Project Plan with actuals from the final stage.	BECAUSE	An objective of the Managing a Stage Boundary process is to review, and if necessary, update the Project Initiation Documentation.



## The Practitioner Examination

### Marking Scheme

Note: For Multiple Response (MR) questions, 1 point is scored if and only if all correct options are selected. Otherwise 0 points are scored.

Exam Paper: GB-FX02-1.5

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
1 (BC)	A	MR	1	0	1	0	0	1				
			2	1	0	0	0	1				
			3	1	0	1	0	0				
			4	0	1	0	1	0				
			5	0	0	1	1	0				
			6	0	1	0	0	1				
	B	AR	1	0	0	1	0	0				
			2	0	0	0	0	1				
			3	1	0	0	0	0				
			4	0	0	0	0	1				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
2 (OR)	A	MR	1	0	0	1	1	0				
			2	0	0	0	1	1				
			3	1	0	1	0	0				
			4	0	0	1	0	1				
			5	1	1	0	0	0				
			6	0	1	1	0	0				
	B	AR	1	0	0	0	0	1				
			2	1	0	0	0	0				
			3	1	0	0	0	0				
			4	0	1	0	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
3 (QU)	A	MG	1	0	0	1						
			2	0	1	0						
			3	1	0	0						
	B	MG	1	0	1	0	0	0				
			2	1	0	0	0	0				
			3	0	0	0	0	1				
			4	0	0	1	0	0				
	C	MR	1	0	0	1	1	0				
			2	0	1	0	0	1				
			3	1	0	1	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
4 (SI)	A	SM	1	1	0	0	0					
			2	0	0	1	0					
			3	0	1	0	0					
			1	1	0	0	0					
			2	0	1	0	0					
	B	CL	1	0	0	1	0					
			2	0	0	0	1					
			3	1	0	0	0					
			4	0	1	0	0					
			5	0	1	0	0					
	C	CL	1	0	0	1	0					
			2	0	0	0	1					
			3	1	0	0	0					
			4	0	1	0	0					
			5	0	1	0	0					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
5 (RK)	A	MG	1	0	0	0	0	1	0			
			2	1	0	0	0	0	0			
			3	0	1	0	0	0	0			
			4	0	0	1	0	0	0			
			5	0	0	0	0	1	0			
	B	AR	1	0	1	0	0	0				
			2	0	0	1	0	0				
			3	0	0	1	0	0				
			4	0	0	0	0	1				
			5	0	0	0	0	1				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
6 (PL)	A	MR	1	0	0	1	0	1				
			2	0	1	0	0	1				
			1	0	1	0	0					
			2	0	1	0	0					
			3	0	0	0	1					
	B	CL	1	1	0	0	0					
			2	0	0	0	1	1				
			3	1	0	0	0	1				
			4	1	1	0	0	0				
			1	1	0	1	0	0				
	C	MR	1	1	0	1	0	0				
			2	0	0	0	1	1				
			3	1	0	0	0	1				
			4	1	1	0	0	0				
			1	1	0	1	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
7 (PG)	A	CL	1	0	1	0	0					
			2	0	1	0	0					
			3	0	0	1	0					
			4	0	0	0	1					
			5	0	0	0	1					
	B	AR	1	0	0	0	0	1				
			2	1	0	0	0	0				
			3	0	0	0	0	1				
			4	0	0	0	1	0				
			5	0	0	1	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
8	(DC)	A	MG	1	0	1	0	0	0			
				2	0	0	0	1	0			
				3	0	0	0	0	1			
				4	0	1	0	0	0			
				5	0	0	0	1	0			
		B	AR	1	0	0	0	0	1			
				2	0	0	0	1	0			
				3	1	0	0	0	0			
				4	0	0	0	0	1			
				5	0	0	0	1	0			