

SOLPM1 FINAL EXAMINATION

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75

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Score: _____
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I. Identification (30 pts)

1. Development team Represents the interests of those designing, developing, and implementing the project's products
2. Lessons Learned It each stage ends with this one.
3. Manage by Stages It answers the question, how can we manage this project more efficiently?
4. Exception Report If tolerance of a stage is forecast to be exceeded, then an _____ is sent to the Project Board.
5. Manage by Exceptions Asks the question should we move forward with the project?
6. Quality Assurance Answers the questions, are we delivering the required quality?
7. Project Initiation Document It contains the details such as: purpose, composition, specifications, quality criteria, tolerance levels and acceptance criteria.
8. Tailoring It answers the question, how can PRINCE2 be adapted based on the size, scope, and complexity of the project?
9. Themes It is the areas of project management that must be addressed continuously through the project? It is also based upon the 7 principles and applied using the 7 processes.
10. Project Board Puts systems into place to assist the decision maker in determining if a project is a worthwhile investment
11. Organization Define and setup project management team structures and dictates the accountability and responsibility for project.
12. Senior User They specify the result of the project/product and pays the project.
13. Senior Supplier They represent person, team or organization that supplies the product requested by the customer.
14. Project Manager Responsible for the day-to-day project management activities and reports the progress to the Project Board
15. Team Manager Manages the teams on their required skills to enable the design and product of a product specified by customer.

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16

II. Multiple Choice (20 pts)

1. Which of the following is NOT a principle of PRINCE2?
 - a) Continued business justification
 - b) Defined roles and responsibilities
 - c) Focus on delivering output
 - d) Learn from experience
2. In the context of PRINCE2, which document is used to define the project's scope, objectives, and approach?
 - a) Project Brief
 - b) Project Plan
 - c) Business Case
 - d) Highlight Report

10

- 3.** Which of the following is the primary purpose of the Risk Management process in PRINCE2?
- a) To ensure that project risks are effectively communicated to stakeholders
 - (b)** To identify, assess, and control project risks
 - c) To allocate responsibilities for risk management
 - d) To evaluate the success of the risk management process
- 4.** Which of the following is the responsibility of the Project Board in PRINCE2?
- (a)** Creating and maintaining the Business Case
 - b) Developing the Project Plan
 - c) Handling day-to-day project management
 - d) Managing risks in the project
- 5.** Which stage of the PRINCE2 methodology is where the project's initial ideas are explored, and the project's feasibility is evaluated?
- a) Starting Up a Project (SU)
 - (b)** Initiating a Project (IP)
 - c) Controlling a Stage (CS)
 - d) Closing a Project (CP)
- 6.** In PRINCE2, which document is used as the main communication tool for reporting progress and issues throughout the project's duration?
- a) Issue Register
 - b) Highlight Report
 - (c)** End Stage Report
 - d) Stage Plan
- 7.** What is the primary function of the Directing a Project process in PRINCE2?
- (a)** To provide strategic direction and decision-making
 - b) To define the project's outputs
 - c) To manage day-to-day project activities
 - d) To deliver the project's products
- 8.** Which of the following describes the purpose of the Managing Product Delivery process in PRINCE2?
- (a)** To ensure that the project delivers its objectives within the agreed scope and constraints
 - b) To provide control and decision-making at a strategic level
 - c) To monitor and control the project's quality standards
 - d) To ensure that the project's products are delivered within the agreed tolerances
- 9.** The Quality Review Technique is used in PRINCE2 to:
- a) Ensure the project meets its cost objectives
 - (b)** Ensure the product meets the quality criteria
 - c) Assess risks to the project's schedule
 - d) Define the project's acceptance criteria
- 10.** Which of the following best describes the Tolerance concept in PRINCE2?
- a) The limits within which a project manager can make decisions without requiring approval
 - (b)** The flexibility allowed in the project's budget, schedule, and scope
 - c) The process for identifying potential risks to the project
 - d) The authority given to team members to manage project deliverables

III. Enumeration (20 points)

A

1. What are the 7 principles of PRINCE2 (5 pts)?

- Continued Business Justification Manage by Stages
Learn from Experience Focus on Products
Manage by Exceptions
Define Roles and Responsibilities

2. What are the 7 Themes in PRINCE2 (5 pts)?

- Progress Business Case
Risk Organization
Change
Plans
Quantity

3. What are the 7 Processes in PRINCE2 (5 pts)?

- Initiating a Project Controlling a Stage
Managing Stage Boundaries Closing a Project
Managing Product Delivery Starting up a Project

4. Explain the PRINCE2 behind your final project (5 pts)?

In "Project Billy", the PRINCE2 principles applied were Learn from Experience, Define Roles and Responsibilities, and Manage by Stages. These three principles were applied in the final project as the team used Daily logs, Issue Reports, and Communication Management Approach in the process of the project.

19

IV. Scenario-based Exam (20 pts)

1. During the Initiating a Project (IP) process, you discover that the Business Case does not fully address the potential impact of new regulatory requirements on the project's objectives. The Project Board is unsure how this change will affect the project's feasibility. How should you proceed to ensure that the project remains viable?
- Proceed with the Business Case as it is, noting that regulatory changes will be handled later in the project.
 - Immediately update the Business Case to include the impact of regulatory changes and submit it to the Project Board for approval.
 - Recommend suspending the project until all regulatory requirements can be fully understood and integrated into the Business Case.
 - Submit a request for change to the Project Board and ask for their guidance on how to address the regulatory impact in the Business Case.
2. While managing a complex project, the Project Manager discovers a critical risk that was not identified during the Risk Management process. The risk is expected to have a significant impact on the project's timeline and quality. The Project Manager also realizes that some mitigation actions may need additional resources, which will require a budget adjustment. What should the Project Manager do?
- Ignore the risk, as it wasn't previously identified, and focus on the existing project plan.
 - Update the Risk Register immediately and submit a request for change to increase the project's budget.
 - Escalate the risk to the Project Board for immediate resolution and propose additional budget if necessary.
 - Wait for the next stage boundary before addressing the new risk, as it can't be dealt with until then.
3. The project has progressed well, and in the final stages, a key stakeholder requests a significant change to the product, which would alter several agreed-upon deliverables. The Change Authority is unsure whether this change is in line with the current project objectives and the approved Business Case. How should the Project Manager proceed?
- Approve the change immediately, as stakeholder satisfaction is a priority.
 - Reject the change request due to its potential to disrupt the final deliverables and the Business Case.
 - Submit the change request to the Change Authority, ensuring that an impact assessment is performed before making a decision.
 - Implement the change without consulting the Change Authority, as it is a minor alteration.
4. During the Managing Product Delivery process, the Development Team delivers a product that meets the minimum acceptable criteria but does not fully satisfy the quality expectations as outlined in the Product Description. The Project Manager is under pressure to meet deadlines. What is the best course of action?
- Accept the delivered product, as it meets the minimum criteria, and proceed with the next stage.

- b) Raise an issue and organize a Quality Review to determine the exact quality gaps before proceeding.
- c) Accept the product and delay the project schedule to allow for additional work to improve the quality.
- d) Ignore the quality issue, as it does not affect the project's progress and continue with the next deliverables.

5. At the end of a stage, the Project Manager notices that a number of the project's risks have not been effectively managed, and the project's risk tolerance has been exceeded. The project is also running behind schedule due to delays in key deliverables. What is the Project Manager's responsibility in this situation during the Stage Boundary process?

- a) Report the issues to the Project Board and recommend that the stage be closed and the project proceed to the next stage.
- b) Inform the Project Board about the issues but continue to the next stage, as delays are typical in complex projects.
- c) Escalate the issue to the Project Board for a review of the Business Case and propose a corrective action plan to address the issues.
- d) Proceed to the next stage and manage the issues as they arise without further escalation.

6. During the Controlling a Stage process, the Project Manager reports that the project is behind schedule due to delays from an external supplier. The Project Board must decide whether to accept the delay and proceed or adjust the project's scope. What should the Project Board consider in their decision?

- a) The risk tolerance defined in the Risk Management Strategy, and whether the delays will affect the project's overall objectives.
- b) Whether the delay can be absorbed within the current budget without affecting quality.
- c) Whether the supplier is responsible for the delay and should bear the financial consequences.
- d) If the delay affects any major deliverables but is otherwise within tolerance, they should approve the continuation of the project.

7. At the end of the project, the Business Case indicates that the expected benefits have been partially achieved, but there is a significant shortfall in expected outcomes. How should the Project Manager address this during the Closing a Project process?

- a) Close the project and report the shortfall as an issue for future projects.
- b) Ask the Project Board to approve a revision of the Business Case with new expected benefits.
- c) Analyze the causes of the shortfall and provide recommendations for corrective actions, including potential future actions to achieve the benefits.
- d) Accept the shortfall as an inherent part of the project and close the project with no further action.

8. During the Quality Review process, it is discovered that a product was accepted earlier in the project but does not fully comply with the acceptance criteria defined in the Product Description. The product has already been integrated into the next stage's activities. What is the most appropriate action?

- a) Accept the product as is, as the product is already integrated and removing it will cause unnecessary disruption.

- b) Raise an issue and request a revision of the product in order to meet the original acceptance criteria before proceeding further.
- c) Continue with the project without taking action, as the product will likely be used in a subsequent phase, and the quality issue can be resolved later.
- d) Rework the product and integrate the revised version immediately into the project.
9. During the execution of the project, the Project Manager realizes that critical resources are being diverted to another project, causing delays and resource conflicts. What should the Project Manager do according to PRINCE2 principles?
- a) Proceed with the project as scheduled, as resource conflicts are common in complex projects.
- b) Raise an issue and escalate the resource conflict to the Project Board, asking for priority resource allocation.
- c) Adjust the project timeline and notify stakeholders of the delay.
- d) Reschedule the project to accommodate the delayed resources and adjust the overall project scope.
10. You are the Project Manager of a project in which multiple teams are working on different deliverables. One of the teams is not providing progress updates, and their deliverables are slipping. How should you address this issue according to PRINCE2?
- a) Ignore the issue as long as the other teams are progressing.
- b) Directly intervene and ensure that the team meets the deadlines by any means necessary.
- c) Raise an issue in the Issue Register, and ensure that this is addressed during the next project board meeting.
- d) Report the issue to the Project Board and propose to reassign the deliverables to another team.
11. You are managing a large, complex IT project that involves multiple stakeholders across different departments. During the Initiating a Project (IP) process, the Project Board asks you to reassess the Business Case. Specifically, they are concerned about whether the projected benefits are realistic given the potential impacts of recent market changes. The market situation has changed significantly since the project was initially approved, and there are new regulatory requirements affecting the project's delivery.
- How should you proceed with reviewing and updating the Business Case to ensure it remains valid and justifiable throughout the project lifecycle?
- a) Leave the Business Case as it is, as the regulatory changes are not yet directly impacting the project.
- b) Update the Business Case to include the new regulatory impacts and market changes, and ensure it is reapproved by the Project Board before continuing.
- c) Keep the original Business Case and create an additional risk register entry to monitor the changes, but do not update the Business Case.
- d) Suggest postponing the project until the market situation stabilizes, and reassess the Business Case after six months.

12. During the Managing a Stage Boundary process, you discover a significant risk to the project's timeline. The project has been delayed due to external supplier issues, and the risk now exceeds the predefined tolerance levels for both time and cost. The Project Board has not yet been notified of this risk, and the Issue Register has not been updated.

What action should you take to ensure that the risk is appropriately managed in accordance with PRINCE2?

- a) Leave the risk unreported until the next project stage review, as it is outside the immediate control of the project team.
- b)** Inform the Project Board of the risk immediately and submit a request for a change to the stage tolerances if necessary.
- c) Update the Risk Register and continue to monitor the risk without escalating it to the Project Board, as it is not directly affecting the project's progress yet.
- d) Delay the project by one week to allow the risk to be managed internally and update the Risk Register later.

13. The Development Team has delivered a product, but the Product Owner is unhappy with the quality and feels it does not meet the detailed product description that was agreed upon in the earlier stages of the project. There are concerns about customer satisfaction, which could negatively affect the Business Case.

How should you proceed to address this issue within the Managing Product Delivery process in PRINCE2?

- a) Accept the product as delivered and adjust customer expectations to fit the current deliverable.
- b) Reject the product immediately and instruct the Development Team to start from scratch to meet the original product description.
- c)** Raise an issue in the Issue Register and organize a Quality Review to assess the product against the agreed product description before determining any corrective actions.
- d) Ask the Project Board to approve a change to the Product Description so that it aligns with the product delivered by the Development Team.

14. During the Directing a Project process, the Project Board is made aware of a significant budget overrun that is beyond the approved tolerances. The Project Manager has raised the issue and is requesting immediate guidance on whether to adjust the scope or extend the project's timeline to cover the additional costs.

What is the role of the Project Board in this scenario?

- a) The Project Board should approve an immediate adjustment to the project's budget without requiring a change to the Business Case.
- b) The Project Board should instruct the Project Manager to reduce the project's scope to bring the project back within budget, without considering any impact on the Business Case.
- c) The Project Board should reject any changes and instruct the Project Manager to continue within the original budget and tolerances.
- d)** The Project Board should assess the impact of the budget overrun on the Business Case and decide whether to approve additional funds or revise the project scope, ensuring that any change aligns with the project's original objectives.

15. You are leading a project that is in the Controlling a Stage process. During the project, there have been multiple product quality issues that have led to a significant delay. The Project Board is concerned that quality management has not been adequately monitored throughout the project, despite the presence of a Quality Management Strategy.

What is the most appropriate action to ensure that quality is properly managed for the remainder of the project?

- a) Disregard the quality issues as they will resolve themselves once the project moves to the next stage.
- b) Adjust the quality standards to meet the current project constraints and continue without further review.
- c) Revisit the Quality Management Strategy and update it to reflect the current quality concerns, ensuring that new quality control measures are implemented for the remaining stages.
- d) Inform the Project Board of the quality issues and suggest that the project should be terminated due to its inability to meet quality standards.

16. During the Controlling a Stage process, the Project Manager discovers that the project's current stage is at risk of exceeding its time and cost tolerances due to unforeseen delays and resource shortages. The Project Manager has already updated the Risk Register but has not yet communicated this to the Project Board.

What is the most appropriate course of action for the Project Manager in this situation?

- a) Continue with the stage as planned and make no changes, as it is the Project Manager's responsibility to manage within the tolerances.
- b) Immediately report the issue to the Project Board and request to revise the stage tolerances if necessary.
- c) Inform the team and request they adjust the project's approach without informing the Project Board, as this is a routine issue.
- d) Proceed with the project, ignoring the issue, and address the overrun at the end of the stage in the End Stage Report.

17. You are at the final stage of a project. The deliverables have been completed, and the Product Acceptance has been signed off. However, the Business Case indicates that the expected benefits will not be fully realized due to unforeseen external market factors. The project sponsor has asked you to ensure that the project's closure is handled properly.

What is the best approach to close the project, considering the business benefits are not fully realized?

- a) Close the project immediately, as the deliverables have been signed off.
- b) Inform the Project Board of the benefits realization and recommend stage review
- c) Close the project and report the shortfall in benefits as an external factor beyond the project's control.
- d) Inform the Project Board of the shortfall in benefits realization and recommend a formal project review to determine corrective actions before closure.

18. During the project, a key deliverable has been delayed due to an external stakeholder's decision. The delay could affect the project's overall timeline and customer satisfaction. The Project Manager has raised the issue, but there is no immediate resolution. The Project Board must decide how to manage the delay.

How should the Project Manager approach this issue under PRINCE2?

- a) Ignore the delay, as it is not directly within the Project Manager's control.
- (b)** Raise the issue formally in the Issue Register, escalate it to the Project Board, create communication plan
- c) Immediately implement a change to the project plan without involving the Project Board, as this is a minor issue.
- d) Raise the issue formally in the Issue Register, escalate it to the Project Board, and propose a possible change to the project's scope or timeline.

19. In the middle of the project, a major issue arises involving project scope creep due to new stakeholder demands. This has led to confusion and misalignment between stakeholders, the Project Board, and the project team.

What should the Project Assurance role do in this situation?

- a) Ensure the Project Board is kept informed about the project risks and ensure that any major decisions are communicated to the Supplier User.
- b) Take control of managing scope changes and make decisions on behalf of the Project Board.
- (c)** Ensure the Project Board is kept informed about the scope changes and ensure that any major decisions are communicated to the Project Manager.
- d) Ignore the issue and continue the project as planned to avoid disruption.

20. You are managing a large construction project, and a discrepancy has been found between the latest deliverable and the approved version in the configuration management system. The issue has not yet been formally raised in the Issue Register.

How should the issue be handled according to PRINCE2?

- a) Raise an issue in the Risks Log and take corrective actions to resolve the discrepancy in the issue and change log.
- (b)** Raise an issue in the Issue Register and take corrective actions to resolve the discrepancy.
- c) Raise an issue in the Escalation Plan and take corrective actions to resolve the discrepancy in the issue and report discrepancy
- d) Ignore the issue and create a new project plan.

V. TRUE/FALSE (10 pts)

~~FALSE~~ 1: In PRINCE2, the Project Board can approve a change to the Business Case during the project without reviewing its impact on the project's objectives or any associated risks

~~TRUE~~ 2: The "Manage by Exception" principle in PRINCE2 allows the Project Manager to operate within defined tolerances without escalating issues unless the risk of failure is high. However, the Project Manager must always inform the Project Board of minor exceptions.

~~TRUE~~ 3: The PRINCE2 process "Directing a Project" includes making decisions on the project's scope, approving the project initiation, and regularly reviewing progress reports to ensure the project stays on track with its objectives.

~~FALSE~~ 4: In PRINCE2, the "Managing Stage Boundaries" process allows for the Project Board to adjust the project's objectives and tolerances based on performance during the current stage, even if the Business Case is not updated.

~~TRUE~~ 5: In PRINCE2, the configuration management strategy is a dynamic document that should be updated regularly throughout the project lifecycle, even after the project's closure.

~~TRUE~~ 6: PRINCE2's "Focus on Products" principle ensures that every product delivered by the project is defined in terms of its quality criteria, and these criteria must be clearly stated in the Product Descriptions before project work can begin.

~~FALSE~~ 7: PRINCE2 allows for the Project Manager to initiate changes to the project's scope, time, and cost tolerances without approval from the Project Board, as long as the changes are minor and within the agreed-upon stage tolerance.

~~TRUE~~ 8: The "Change" theme in PRINCE2 involves not only the formal management of changes to the project's scope but also managing potential changes to the project's benefits and strategic alignment as part of the ongoing process.

~~FALSE~~ 9: In PRINCE2, it is acceptable for the Project Manager to proceed with a project if the risk register has not been updated, as long as the project's objectives remain achievable and stakeholders are not concerned about the potential risks.

~~FALSE~~ 10: In PRINCE2, the "Project Initiation" process can proceed without a fully defined project product, as long as the project's Business Case and key objectives are clear.

Goodluck and God bless ☺
To God be the Glory, Animo La Salle!