



PRINCE2® PRACTICE QUESTIONS

These are not multiple choice answers.

Direct answer for each question is given.

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Introduction

1. What is a Project?

- A project is a temporary organization that is created for the purpose of delivering one or more business products as per an agreed Business Case.

2. What are the characteristics that distinguish a Project from Business as usual?

- Change
- Temporary
- Cross Functional
- Unique and
- Uncertainty

3. What is Project Management?

- Project Management is the planning, delegating, monitoring and controlling all aspects of the Project.

4. What are project objectives on which performance targets are set?

- Benefits
- Cost
- Quality
- Risk
- Scope and
- Timelines

5. What are the six aspects of Project Performance that must be managed?

- Same as above.

6. Out of Seven principles, how many must be applied for a Project to be known as a PRINCE2® project?

- All Seven must be applied.

7. Which must be addressed continually and in parallel throughout the Project?

- Themes

8. Which provide step-wise progression through the Project lifecycle from getting started to project closure?

- Processes

9. What PRINCE2® doesn't provide?

- Specialist aspects
- Detailed Techniques
- Leadership capability

10. What are the benefits of using PRINCE2®

- Established and proven best practice
- Can be applied to any type of Project
- Widely recognized and understood
- Provides an explicit recognition of Project responsibilities
- Backed by "Manage by exception" principle, provides economic and efficient use of Management time
- Carefully designed to meet the different needs of Management

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Principles

11. What are the characteristics of Principles?

- Universal
- Self-validating
- Empowering

12. What are the Seven Principles of PRINCE2®?

- Continued business justification
- Learn from experience
- Defined roles and responsibilities
- Manage by stages
- Manage by exception
- Focus on products
- Tailor to suit Project environment

Continued Business Justification

13. A PRINCE2® project must have (from this Principle perspective)
- ☐ Continued business justification
14. What business justification requirements of PRINCE2®?
- ☐ Projects must be started with justifiable business reason
 - ☐ This justification should remain valid throughout the Project
 - ☐ This justification is documented and approved
15. Business Justification is documented in
- ☐ Business Case
16. If a Project can no longer be justified, what should be done?
- ☐ The Project should be stopped

Learn from Experience

17. When lessons are sought in a PRINCE2® project?
- ☐ Lessons are sought, recorded and acted upon throughout the Project.
18. Who should contribute to lessons learned?
- ☐ Everyone involved with the Project.

Defined Roles and Responsibilities

19. Which are the three primary stakeholders in any Project?
- ☐ Business
 - ☐ Users
 - ☐ Suppliers

Manage by Stages

20. A PRINCE2® project is planned, monitored and controlled on
- ☐ Stage by Stage basis
21. Which provide senior management required control points throughout the Project?
- ☐ Management Stages
22. At the end of each stage, what should be done?
- ☐ Project's status to be assessed

- Business case and plans reviewed for continued business justification and project remains viable
 - Decision to be made whether to continue or not
23. The period of time for which it is possible to accurately plan is known as _____.
- Planning Horizon
24. How does PRINCE2® overcome Planning horizon?
- Dividing the Project into a number of management stages
 - Having a high level project plan and detailed stage plan (for current stage)
 - Planning, delegating, monitoring and controlling the project on stage by stage basis
25. What is the minimum number of stages required for a PRINCE2® project?
- Two: one initiation and one or more further management stages

Manage by Exception

26. What are defined on each Project Objectives i.e. BCQRST to establish limits of delegated authority?
- Tolerances
27. How accountability is established in a PRINCE2® project?
- Delegating authority from one management layer to another by setting tolerances against BCQRST (in simple English: each management layer sets tolerance limits on BCQRST to a management layer below it)
 - Setting up controls so that if there is any tolerance forecast to exceed, it is escalated UP to the next management layer
 - Putting an assurance mechanism in place
28. What is the advantage of “Manage by Exception” principle?
- It provides very efficient use of senior management time burden without removing their control

Focus on Products

29. To fulfill stakeholder expectations in accordance with project justification, what is required?

- Common understanding of the Products required and quality expectations

30. What does Product Descriptions provide?

- Define each product's (deliverable from the Project) purpose
- Its composition (what makes the deliverable i.e. components)
- Derivation (using which existing products, it is created)
- Format
- Quality Criteria (acceptance criteria)
- Quality Method

31. Which forms as a basis for effort estimates, resource requirements, dependencies and activity schedules?

- Product Descriptions (Watch Out for a nice trap with Plan as an answer, a Plan contains all these but it is not the basis for arriving at these)

32. Which are supported by Product Focus approach?

- Planning
- Responsibilities
- Status Reporting
- Quality
- Change Control
- Scope
- Configuration Management
- Product acceptance and
- Risk Management

33. Without Product Focus approach, what would be the major risks that may arise?

- Acceptance disputes
- Rework

- Uncontrolled change (scope creep)
- User dissatisfaction
- Underestimation

Tailor to suit to the Project Environment

34. What of a Project can be tailored?

- Environment
- Size
- Complexity
- Importance
- Capability and
- Risk

35. What is the purpose of Tailoring?

- Ensure that Project Management method relates to Project's environment
- Ensure that Project's controls are based on the Project's scale, complexity, importance, capability and risk

36. Which document details the Tailoring information for a PRINCE2® project?

- Project Initiation Documentation

Business Case

37. Which theme establishes mechanisms to judge whether the project remains desirable, viable and achievable and supports decision making?

- Business Case

38. Who is responsible for specifying and realizing the benefits through the use of products provided by the Project?

- Senior Users

39. Who is responsible to ensure that the benefits specified by Senior Users represent value for money, aligned with corporate objectives, and are capable of being realized?
- Executive
40. Which document provides the answer to the question “Is the investment in the Project still worthwhile?”
- Business Case
41. What is Output of a Project?
- Any of the Project’s products i.e. deliverables i.e. end product or service
42. What is Outcome?
- Result of change derived from using the Project’s output.
43. What is Benefit?
- Measurable improvement that is derived from an outcome i.e. using the end product or deliverable of the Project.
 - Remember that cost savings by completing the Project early are not benefits from using the outputs. The cost savings are definitely benefits to the organization or client, but not from this context. Here we speak about the advantages gained by using the project’s outputs only.
44. Who verifies the Business Case formally at key decision points?
- Project Board
45. What is PRINCE2® approach to Business Case?
- Develop → Verify → Maintain → Confirm
46. Which step of Business Case approach focuses on updating the Business Case with actual costs and benefits, current forecast for costs and benefits?
- Maintain (i.e. updating Business Case with Planned Vs Actual costs and recalculating to completion of Project)
47. Who is responsible for the Business Case?
- Executive (it means who owns the Business Case)

48. Who can assist Project Board with the development of Business Case?

- Project Assurance (it is expected that PM should write the Business case. So that is not the correct answer. The question is asking for additional support – so Project Assurance)

49. Outline Business Case is derived from _____.

- Project Mandate

50. Which is used to gain approval from Project Board in Directing a Project process to initiate the Project?

- Outline Business Case (read carefully: it says to initiate the project. So it must happen before Initiating a Project process)

51. Detailed Business Case is derived from _____.

- Outline Business Case, Project Plan and Risk Register.

52. _____ drives all decision making by ensuring that the project remains justified and that the business objectives and benefits being sought can be realized.

- Business Case

53. To drive decision-making Business Case must be verified at _____.

- At the end of Starting Up a project process by Project Board to authorize project initiation
- At the end of Initiating a Project process by Project Board to authorize the project (this means that before execution begins project must be authorized)
- As part of any impact assessment by the Project Manager when any new issues or risks arise
- In tandem with an Exception plan by the Project Board
- at the end of each stage by the Project Manager to update the actual cost, benefits, time, risks.

- At the end of each stage by the Project Board to authorize the upcoming stage
 - During the final stage by the Project Manager to assess project performance against the original planned scope
- 54. Who has the responsibility to assure project stakeholders that the project remains desirable, viable and achievable at all the times?
 - Executive
- 55. Who can assist the executive in assessing project's viability?
 - Project Assurance
- 56. Which section of the business case provides the project board with the information to justify authorization or continuation of the project?
 - Investment appraisal
- 57. What is the approach to confirm benefits?
 - Identify the benefits
 - Select measures
 - Collect baseline measures
 - Decide how, when and by whom benefit measures will be collected
- 58. Who will be held accountable for demonstration of benefits realization?
 - Senior users
- 59. Which document defines the scope, timing and responsibility of benefit reviews?
 - Benefit Review Plan
- 60. Who is responsible for ensuring that benefit reviews are planned and executed?
 - Executive (do not fall into a trap by selecting PM here)
- 61. When is benefit review plan created?
 - By the PM in Initiating a Project process

62. Who owns Post project benefit reviews?
- Corporate or Programme management (because project team will not be there once project is complete)
63. Which section of the business case explains why the project is required?
- Reasons
64. What are the three basic business options concerning an investment?
- Do nothing, do the minimum, do something.
65. Which is the mandatory option in business options?
- Do nothing.
66. Which option acts as a basis in quantifying other options?
- Do nothing.
67. What types of benefits are recorded in expected benefits section of business case?
- Financial and non-financial (also known as cashable and non-cashable or tangible and intangible)
68. What is a dis-benefit?
- A dis-benefit is actually a benefit but it is perceived as negative by few stakeholders.
69. The business case should include _____.
- A summary of aggregated risks (in the form of summary risk profile).
70. Who can prepare the business case on behalf of the executive?
- Project manager (this is preparing, not supporting. Supporting can be done by Project Assurance)
71. During project closer, who provides a report on project's performance?
- Project manager.

Organization

72. What is the purpose of Organization theme?

- To define and establish the project's structure of accountability and responsibility

73. PRINCE2 is based on _____.

- customer/supplier environment.

74. What are the prerequisites for business interests in the project?

- The project should meet a business need that will justify investment in the project
- The project should also provide value for money

75. Who will maintain, operate or support the project's outputs?

- Users (remember that Senior User represents these group of users)

76. Who will represent those who provide the necessary skills and produce project output?

- Senior supplier.

77. What are PRINCE2's levels of organization?

- Four levels - three within the project (Directing, Managing and Delivering) and one that operates outside the project (Corporate/Programme Management)

78. What does corporate or programme management typically does in a PRINCE2 project?

- Commissioning the project i.e. kicking of the project by providing project mandate
- Identifying and appointing the Executive
- Defining project level tolerances for the Project Board

79. Who is (OR Which layer is) responsible for the overall direction and management of the project within the constraints set out by the Corporate or Programme management?

- Directing – Project Board

80. Who is accountable for the success of the project?

- Project Board

81. As part of Directing the Project, what are the typical activities carried out by Project Board?
- Approve all major plans and resources
 - Authorize any deviation that is forecast to exceed stage tolerance
 - Approve the completion of each stage and authorize the start of next stage
 - Communicate with other stakeholders (this is with senior and leadership level communications, communications with Corporate or Programme Management)
82. Who is (OR Which layer is) responsible for day to day management of the project within the constraints set out by Project Board?
- Managing – Project Manager
83. Whose prime responsibility it is to ensure that the project produces the required products in accordance with BCQRST performance goals?
- Project Manager
84. Who are (OR Which layer is) responsible for delivering the project's outputs to an appropriate agreed quality?
- Delivering – Team (question says 'are'. If it is 'is' then Team Manager)
85. Which roles can often be combined?
- Executive and Senior user
86. Which roles cannot be shared?
- Executive and Project Manager
87. Whose decision-making accountability cannot be delegated?
- Project board and Project Manager
88. Which roles make up the project board?
- Executive, senior users and senior suppliers.
89. What are the four key characteristics of a good project board?

- Authority
 - Credibility
 - Ability to delegate
 - Availability
- 90. Which document contains the frequency and detail of communication required by the project board during the project?
 - Communication management strategy
- 91. Which role balances the demands of business, users and suppliers?
 - Executive
- 92. Who appoints the executive and in which process?
 - Corporate or programme management in Starting Up a Project process
- 93. Which role monitors the solution in terms of quality, functionality and ease of use?
 - Senior users
- 94. Which role commits user resources and monitors the product against requirements?
 - Senior users
- 95. Which role is accountable for the quality of the products to be delivered?
 - Senior supplier.
- 96. Which role is responsible for technical integrity of the project?
 - Senior supplier.
- 97. Using which role, the project board monitors all aspects of the project's performance and deliverables independent of project manager?
 - Project assurance
- 98. The project board should not assign any of the project assurance roles to whom?
 - Project manager

99. Project assurance reports to _____.
- Project board
100. Who has the responsibility to agree to each potential change before it is implemented?
- Project board
101. Who has the single focus for day to day management of the project?
- Project manager.
102. Who manages team managers and project support?
- Project manager.
103. Who has the primary responsibility of producing the products allocated by project manager?
- Team manager.
104. PRINCE2® users _____ to allocate work to the team managers or team members.
- Work packages
105. Project support is a responsibility of _____.
- Project manager.
106. Who is responsible for administering any configuration management procedure and tools as defined in configuration management strategy?
- Project support.
107. Which role must be kept separate from project assurance to maintain the independence of project assurance?
- Project support.
108. What will help the project manager to understand the level of interaction and support to expect during the project?
- Setting up clear project controls at the start of the project and agreeing these with project board
109. What are the common traits of stakeholders in a project?
- Support or oppose the project

- Gain or lose as a result of project delivery
- See the project as a threat or enhancement to their position
- Become active supporters or blockers

110. What are the six steps in stakeholder engagement as per “Managing Successful Programmes” guidelines?

- Identifying stakeholders (Who)
- Creating and analyzing stakeholder profiles (What)
- Defining the stakeholder engagement strategy (How)
- Planning the engagements (When)
- Engaging the stakeholders (Do)
- Measuring effectiveness

111. Which document facilitates engagement with stakeholders through the establishment of a controlled and bi-directional flow of information?

- Communication management strategy

112. Who documents the communication management strategy and in which process?

- Project manager in Initiating a Project process

113. During the project, most likely when the communication management strategy should be updated?

- At each stage boundary in Managing Stage Boundary process

114. Which role approves communication management strategy?

- Executive

115. Which role ensures that communication management strategy is appropriate and that plan and communication activities actually take place?

- Project assurance.

116. Which role provides advice to the project manager on stakeholder engagement?

- Project assurance.

Quality

117. Which theme defines and implements the means by which the project will create and verify products that are fit for purpose?
- Quality.
118. Which principle provides an explicit common understanding of what the project will create and the criteria against which the project's output will be assessed?
- Focus on Product
119. Define quality.
- Quality is defined as the totality of the features and inherent or assigned characteristics of the project's deliverable.
120. What is quality planning?
- Defining the products i.e. deliverables of the project, Quality criteria, Quality methods and quality responsibilities
121. What is quality control?
- Fulfil the requirements of quality i.e. meet the quality criteria defined
 - Identify ways of eliminating unsatisfactory performance
122. Which provides a check that the project's direction and management are adequate for the nature of the project and relevant corporate or programme management standards and policies are in compliance?
- Quality assurance
123. _____ independently checks that organization and processes are in place for quality planning and control.
- Quality assurance
124. _____ provides confidence to project's stakeholders that quality requirements can be fulfilled.
- Quality assurance
125. Few points about quality expectations:

- They cover the key quality requirements of the project's output
 - Any standards and processes that needs to be applied
 - Any measurements to assess quality requirements
 - Are often expressed in broad terms to gain common understanding (please note: quality expectations are generic in nature whereas **acceptance criteria must be specific and precise.**)
126. The _____ form a prioritized list of measurable definitions of the attributes required for a set of products to be accepted.
- Acceptance criteria.
127. Acceptance criteria are documented as part of _____.
- Project Product Description
128. During closing a project process, which is used to verify that the project has delivered what was expected and that acceptance criteria have been met?
- Project Product Description
129. The Project Product Description includes:
- the overall purpose of the product
 - it's composition
 - customer's quality expectations
 - acceptance criteria, methods and responsibilities
 - project level quality tolerances
130. The quality management strategy is prepared by _____ in _____ process.
- Project manager in Initiating a Project process
131. Which document describes the quality standards, procedures, techniques, tools and roles & responsibilities?
- Quality management strategy
132. What is used to govern the development of products and their subsequent review and approval?
- Product descriptions.

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Related titles



- To assess product's conformance against acceptance criteria
- To involve key stakeholders in checking the product's quality
- To provide confirmation that the product is ready for approval
- To baseline the product for change control

141. What are quality review technique's roles?

- Chair
- Presenter
- Reviewer
- Administrator

142. During quality review, which role distributes copies of the product and product descriptions to the review team?

- Presenter

143. During quality review, which role submits a list of questions to the Chair and the Presenter of the review?

- Reviewer

144. What are the benefits of quality review technique?

- Opportunity for stakeholder engagement
- Focus on quality promotes leadership
- Can be used as a team building exercise
- Improvements in communication and documentation
- Promotes quality culture

145. _____ can be used as a source for lessons learned and process improvements.

- Quality metrics such as defect types and trends

146. Who should provide quality assurance for the project?

- Corporate or programme management

147. Who will approve project product descriptions and quality management strategy?

- Project board

148. Who will maintain quality register and quality records?

- Project support

Plans

149. Which theme facilitates communication and control by defining the means of delivering projects output (i.e. where and how, by whom, what is the effort to required etc.)?
- Plans
150. Which document describes how, when and by whom a specific target can be achieved?
- Plan
151. What is planning?
- The process of making and maintaining plans.
152. What could happen in a poorly planned project?
- Frustration
 - Waste
 - lot of rework
153. What is known as planning horizon?
- The period of time for which it is possible to accurately plan.
154. How many levels of plans are recommended by PRINCE2?
- Three levels
155. Project plan is created by _____ in _____ process.
- Project manager in Initiating a Project process
156. Which is the 1st plan to be created in a PRINCE2 project?
- Initiation stage plan
157. Initiation stage plan is created by _____ in _____ process.
- Project manager in Starting up a Project process
158. Stage plans other than Initiation are created by _____ in _____ process.
- Project manager in Managing Stage Boundary process
159. Team plans are created by _____ in _____ process.
- Team manager in Managing Product Delivery process

160. Which plan covers corporate, project and stage levels?
- Benefit review plan (remember that benefit review plan has a life that is beyond the project, therefore at the end of the project it is transferred to Corporate or Programme Management)
161. What is the relation between project plan and business case?
- Planned project costs, timescales, major control points, milestones from project plan are used in business case.
162. Which plan is used by project board as a baseline to monitor project progress stage by stage?
- Project plan
163. Which plan in PRINCE2 is optional?
- Team plan
164. Which plan facilitates execution of one or more work packages?
- Team plan
165. Which plan is prepared for appropriate management level to show the actions required to recover from the effect of a tolerance deviation?
- Exception plan
166. For stage level exceptions, the current stage plan will be replaced by _____.
- Exception plan
167. Stage level exception plans need the approval of _____.
- Project board
168. Exception plans are not produced for _____.
- Work Packages
169. How will a team manager notify the project manager about a forecast of exceeding work package tolerance?
- By rising an issue (exceptions are not there at Work Package level)

170. PRINCE2 uses _____ technique to identify, define and analyze the plans products.
- Product based planning
171. What are the benefits of product based planning?
- Clearly and consistently identifying and documenting products
 - Removing any ambiguity over product expectations
 - Involving users in specifying requirements and thus increasing buy ins
 - Improving communications
 - Clarifying scope boundary
172. What is the first task in product based planning?
- Write the project product description
173. For each external product there should be a _____.
- Corresponding entry in risk register
174. Which document defines the sequence in which the project's products to be developed?
- Product flow diagram
175. What are the steps in product based planning?
- Write the project product description
 - Create the product breakdown structure
 - Write the product descriptions
 - Create product flow diagram
176. What types of activities should be included while planning?
- Activities needed to develop project's output
 - Project management activities
 - Quality checking activities
177. What are the two types of dependencies between activities?
- Internal and external
178. When will you identify the type of resources and skill levels required while planning?

- When preparing estimates (remember that product based planning technique does not have estimation)
- 179. The amount of time that an activity can be delayed without affecting the completion time of overall project is known as _____.
- Float or slack
- 180. _____ is an event on a schedule that marks the completion of key activities.
- Milestone
- 181. Who will approve the project plan?
- Executive
- 182. Who will prepare the schedule for each work package?
- Team manager

Risk

- 183. What is the purpose of the risk of theme?
- Identify, assess and control uncertainties and as a result improve project's ability to succeed
- 184. When risk management is performed in a project?
- Throughout the project i.e. risk management is a continual activity
- 185. What is a prerequisite for continued business justification principle?
- Effective risk management
- 186. For risk management to be effective, all risks need to be
- Identified, assessed and controlled
- 187. What are the four perspectives where risk management is applicable?
- Strategic, programme, project and operational (remember this is not about four levels of management)

188. In most cases there is a possibility that organization level risk management policy and programme level risk management policy might exist. In this context what is recommendation for projects?
- Every project must to have its own risk management policy and risk register (projects can take inputs from programme and/or organization level policies, but we need separate risk management policy and register for each project)
189. Which document describes how risk management will be embedded into project management activities?
- Risk management strategy
190. Which will help us to determine the amount of risk that a project board is willing to take?
- Risk appetite and risk tolerances
191. Which document captures and maintains information on all identified threats and opportunities related to a project?
- Risk register.
192. Risk management strategy is prepared by _____ in _____ process.
- Project manager in Initiating a Project process
193. Who can setup and maintain project risk register?
- Project support
194. What is PRINCE2's risk management procedure?
- Identify → assess → plan → implement → communicate
195. Which step in risk management runs in parallel or gets repeated with other steps?
- Communicate
196. What can have an influence on project's risk management strategy?
- Customer's quality expectations
 - Number of organizations involved and relationship between them

- The needs of stakeholders involved in the project
- The importance, complexity and scale of the project
- Assumptions already made

197. Timing of risk management activities are documented in _____.

- Risk management strategy

198. Scales for probability, impact and proximity are documented in _____.

- Risk management strategy

199. What is the first step in risk identification?

- Identify the context

200. What are few risk identification techniques?

- Review lessons
- Risk checklists
- Risk prompt lists
- Brainstorming
- Risk breakdown structure
- Risk workshop

201. Which is also known as cause of the risk?

- Risk source

202. The area of uncertainty is known as _____.

- Risk event

203. What are the three components of every risk?

- Source, event and effect

204. A risk that is having a favorable impact on the project is also known as _____.

- Opportunity

205. What are the two steps involved in assessing the risks?

- Estimate and then evaluate

206. What are few risk estimation techniques?

- Probability trees
- Expected value

- Pareto analysis
 - Probability impact grid
- 207. Which provides the situation at a specific point of time like a snapshot?
 - Summary risk profile
- 208. What are few risk evaluation techniques?
 - Risk models
 - Expected monetary value
- 209. What is the primary objective of plan step in risk management?
 - To prepare specific management responses to identified and assessed threats and opportunities
- 210. What are the recommended responses for Threats?
 - Avoid, reduce, transfer, fallback, share and accept
- 211. What are the recommended responses for Opportunities?
 - Exploit, enhance, share and reject
- 212. Which is common response for both threats and opportunities?
 - Share
- 213. A named individual who is responsible for the management, monitoring and control of all aspects of a particular risk that is assigned to them is _____.
 - Risk Owner
- 214. An individual assigned to carry out a risk response action to respond to a particular risk is _____.
 - Risk Actionee
- 215. Proactive actions undertaken to reduce the probability and/or the impact of the risk are known as _____ type of risk response.
 - Reduce
- 216. A conscious and deliberate decision taken to just record the risk and monitor the situation is known as _____ type of risk response.

☐ Accept

217. Risks can be communicated using which management products?

- ☐ Checkpoint reports
- ☐ Highlight reports
- ☐ End stage reports
- ☐ End project report
- ☐ Lessons report

218. Information about who should be informed for risk management activities is documented in which management product?

☐ Communication management strategy

219. A sum of money included within the project budget and set aside to fund specific risk management responses is called as _____.

☐ Risk budget

220. In a PRINCE2 project, who is accountable for all aspects of project's risk management?

☐ Executive

Change

221. What is the purpose of change theme?

☐ Identify, assess and control any potential and approved changes to the baseline

222. The aim of issue and change control procedure is not to _____ but to ensure that every change is agreed by relevant authority before it takes place.

☐ Prevent changes

223. What is the prerequisite for effective issue and change control?

☐ Configuration management which establishes the baselines

224. What is configuration management?

- ☐ Technical and administrative activity concerned with the creation, maintenance and controlled change of project's products
- 225. What is subject to configuration management?
 - ☐ A configuration item
- 226. What are examples of configuration items in a project?
 - ☐ A component of the product
 - ☐ A product itself
 - ☐ A release
- 227. What is called as an event that has happened, was not planned and requires management attention?
 - ☐ Issue
- 228. What are the different types of issues in a PRINCE2 project?
 - ☐ Request for change
 - ☐ Off-specification
 - ☐ Problem/Concern
- 229. Something that the project should provide but currently it is not provided - is known as _____.
 - ☐ Off specification
- 230. What are the management products used in issue, change and configuration management?
 - ☐ Configuration management strategy
 - ☐ Configuration item records
 - ☐ Product status accounts
 - ☐ Daily log
 - ☐ Issue register
 - ☐ Issue report
- 231. Configuration management strategy is prepared by _____ in _____ process.
 - ☐ Project manager in Initiating a Project process
- 232. Which document describes issue and change control procedure?

- Configuration management strategy
- 233. Whose responsibility it is to review and approve request for changes, off specifications?
 - Project board
- 234. The sum of money that will be used to fund request for changes and part of project budget is known as _____.
 - Change budget
- 235. What information is typically recorded for each configuration item?
 - Status, version, variant and relationship between items
- 236. Which management product provides information about state of the products within defined limits?
 - Product status account
- 237. Which management product is used by project manager to record problems/concerns that can be handled informally?
 - Daily log
- 238. Which is known as project's diary?
 - Daily log
- 239. Which management product is used to capture and maintain information on all of the issues that are being managed formally?
 - Issue register
- 240. Which management product documents the description, impact assessment and recommendations for an issue?
 - Issue report
- 241. What are the steps in configuration management procedure?
 - Planning → identification → control → status accounting → verification and audit
- 242. What are the steps in issue and change management procedure?
 - Capture → examine → propose → decide → implement

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Related titles



compared to time, cost and scope, only project level risk tolerances are documented differently in Risk management strategy whereas for time, cost and scope, the project level tolerances are documented in Project Plan)

254. Quality tolerances are documented in

- Project level → project product description, product level → product descriptions

255. Benefit tolerances are documented in

- Business case

256. Which document contains information about project's controls?

- Project initiation documentation

257. What is provided in PRINCE2 for progress control?

- Delegating authority from one level to another (four layers of management)
- Dividing the project into management stages and authorizing one stage at a time
- Time driven and event driven progress reporting
- Rising exceptions

258. If any forecast indicates that the project is likely to exceed agreed project tolerances, the deviation should be referred to _____.

- Corporate or programme management

259. What is a management stage?

- Collection of activities and products whose delivery is managed as a unit

260. What are the benefits of management stages?

- Provide review and decision points to assess project viability at regular intervals
- Gives the ability to ensure that key decisions are made prior to the detailed work is authorized
- Allow clarification on an identified external influence's impact

- Facilitate management by exception principle by delegating authority to the project manager on a state-by-state basis

261. Every PRINCE2 project consists of at least _____ management stages.

- TWO
 - Initiation - a mandatory stage which establishes a firm basis and common understanding of the project
 - one more management stage to cover the remainder of the project

262. What is the relation between uncertainty and duration of stage?

- Stages should be shorter when there is greater risk

263. What are the factors that can influence the duration of a stage?

- The planning horizon at any point of time
- The technical stages within the project
- Alignment with programme activities
- The level of risk

264. Technical stages can _____ but management stages cannot _____.

- Overlap

265. What are the two types of progress controls offered in PRINCE2?

- Event driven and time driven

266. Which management products can be used to establish baselines for progress control?

- Project plan
- Stage plan
- Exception plan
- Work packages

267. Which management products assist the project manager in reviewing progress?

- Daily log

- ☐ Issue register
- ☐ Product status account
- ☐ Quality register
- ☐ Risk register

268. Which management products are used for progress reporting?

- ☐ Checkpoint report
- ☐ Highlight report
- ☐ End stage report
- ☐ End project report

269. Checkpoint report is prepared by _____, in _____ process and its frequency is documented in _____.

- ☐ Team manager, Managing Product Delivery, Work package

270. Highlight reports are prepared by _____, in _____ process and frequency with distribution list is documented in _____.

- ☐ Project manager, controlling a stage, communication management strategy

271. End stage report is prepared by _____, in _____ process and distribution list is documented in _____.

- ☐ Project manager, managing stage boundary, communication management strategy

272. End project report is prepared by _____, in _____ process and distribution list is documented in _____.

- ☐ Project manager, Closing a project, communication management strategy

273. If a work package is forecast to exceed its tolerances, the team manager should inform project manager by rising _____.

- ☐ An issue.

274. If the forecast is for project tolerances to be exceeded, the project board _____.

- ☐ No longer has authority to manage the project

275. Who provides project level tolerances?
- Corporate or programme management
276. Who provides stage level tolerances?
- Project board
277. Who authorizes work packages?
- Project manager (it is about who creates the Work Packages)
278. Who agrees on work packages with project manager?
- Team manager
279. Who will produce checkpoint reports?
- Team manager

Processes

280. Which process helps the project board prepare an answer for the question 'do we have a viable and worthwhile project'?
- Starting up
281. In PRINCE2 the trigger for a project is _____.
- Project mandate
282. As per PRINCE2, which process is considered as the **official start** of the project?
- Initiating a project
283. After which process the project is authorized?
- Initiating a project (here authorized means the project execution begins)
284. Which process can help in preventing poorly conceived projects from ever being initiated?
- Starting up a project
285. What are the objectives of Starting up a project process?
- There is a business justification for initiating the project
 - All the necessary authorities exist for initiating the project
 - Sufficient information is available to define and conform project scope

- The various ways in which project can be delivered are evaluated and a project approach is selected
- Individuals are appointed
- The work required for initiation is planned
- Time is not wasted on initiating a project based on unsound assumptions

286. Who provides project mandate that triggers a PRINCE2 project?

- Corporate or programme management

287. What are the activities that are carried out in Starting up a Project process?

- Appoint the executive and project manager
- Capture previous lessons
- Design and appoint the project management team
- Prepare the outline business case
- Select the project approach and assemble project brief
- Plan the initiation stage

288. Appointment of _____ is a prerequisite to ensure that the project is justified.

- Executive.

289. The project manager is appointed by _____.

- Executive

290. The outline business case is prepared by _____, in _____ process and is part of _____.

- Executive, Starting up a Project, project brief

291. Which process enables project board to be accountable for the project and exercise overall control?

- Directing a project

292. What are the objectives of directing the project process?

- There is authority to initiate the project
- There is authority to deliver project's products
- Management direction and control are provided throughout the project

- ☐ Corporate or programme management has an interface to the project
 - ☐ There is authority to close project
 - ☐ Plans for realizing post project benefits are managed and reviewed
293. Which document contains the information regarding two-way flow of information between the project board and corporate or programme management?
- ☐ Communication management strategy
294. What are the activities undertaken in directing a project process?
- ☐ Authorize initiation
 - ☐ Authorize the project
 - ☐ Authorize a stage or exception plan
 - ☐ Give ad hoc direction
 - ☐ Authorize project closer
295. Which documents help the project board to review and take decision on initiating the project?
- ☐ Project brief, initiation stage plan
296. Which documents help the project board to review and take decision on authorizing the project?
- ☐ Project Initiation Documentation and upcoming stage plan
297. Which process helps the project board to confirm whether the project objectives have been achieved?
- ☐ Directing a project (Authorize project closer activity)
298. Which process starts when Project Manager requests to initiate a project?
- ☐ Directing a project (It is PM requesting. This is done after Starting Up a Project process. Board will use Directing a Project process to review Project Brief, Initiation Stage Plan

and then decide whether Initiation Stage and process can be authorized)

299. When resources are required for a project are obtained are committed by the project board?

- While authorizing the project in directing a project process

300. Who will issue project closer notification?

- Project Board

301. Which process establishes solid foundation for the project?

- Initiating a project

302. What are the objectives of initiating a project process?

- To gain common understanding on:
 - reasons for doing the project, the benefits expected and associated risks
 - scope of the project
 - cost, time of the project
 - project organization, roles and responsibilities
 - quality management
 - baselines and configuration management
 - issue and risk management
 - progress reviews
 - monitoring and control mechanisms
 - information needs
 - tailoring the project

303. What are the activities undertaken in initiating a project process?

- Prepare the risk management strategy
- Prepare the configuration management strategy
- Prepare the quality management strategy
- Prepare the communication management strategy
- Setup project controls
- Create the project plan
- Refine business case

- Assemble project initiation documentation
- 304. The _____ is an aggregation of many of the management products created during the initiation and is used to gain authorization for the project to proceed.
 - Project initiation documentation
- 305. What is the purpose of controlling a stage process?
 - Assign work to be done (Work Packages are created by PM and assigned to Team Manager)
 - Monitor work packages
 - Dealing with issues and risks
 - Reporting progress project board
 - Taking corrective actions to ensure that stage remains within tolerance
- 306. What is objective of controlling a stage process?
 - Focused on stage delivery
 - Control on risks and issues
 - The Business Case is kept under review
- 307. _____ are used to define and control the work to be done.
 - Work packages
- 308. What are the activities that are carried out in controlling a stage process?
 - Work packages:
 - Authorize
 - Review status
 - Receive completed work packages
 - Monitoring and reporting:
 - Review the stage status
 - Report highlights
 - Issues:
 - Capture and examine issues and risks
 - Escalate issues and risks
 - Take corrective action

309. When (for what situations) work packages are created?
- A stage is authorized
 - An exception plan is approved (rework might be required)
 - A request for change is approved (change in scope)
 - Taking corrective action to resolve an issue or risk
310. Who will update configuration item records during a stage?
- Project support
311. Which report is prepared by the project manager during the stage to report the stage progress?
- Highlight report
312. Which reports are received by the project manager during the stage to review work package progress?
- Checkpoint report
313. If project manager forecast that stage tolerance is about to exceed, project manager should _____.
- Raise an exception to project board
314. Which process provides the control the link between project manager and team manager?
- Managing product delivery
315. What are the objectives of managing product delivery process?
- Work on products allocated to the team is authorized and agreed
 - team managers, team members and suppliers are clear about what is to be produced with respect to scope, quality, time and cost
 - the planned products are delivered within tolerance
 - provide progress information to the project manager
316. Which process obtains approvals for completed products from the approver roles identified in product descriptions?
- Managing product delivery (getting approval is the team manager's job. PM will facilitate the Quality Reviews)

317. What activities are carried out in managing product delivery process?

- ☐ Accept a work package
- ☐ Executive work package
- ☐ Deliver a work package

318. How does the team manager report progress about the work packages to the project manager?

- ☐ By preparing and sending a checkpoint report

319. If team manager forecasts that the work package tolerance is about to exceed, the team manager should _____.

- ☐ Raise an issue to the project manager

320. What is the purpose of managing stage boundary process?

- ☐ Provide sufficient information to the project board so that they can review current stage, approve next stage plan, review updated project plan, and conform continued business justification

321. What are the objectives of managing stage boundary process?

- ☐ Assurance the project board about current stage delivery
- ☐ Prepare the stage plan for the next stage
- ☐ Review and update project initiation documentation (this includes project plan, business case, strategies, registers etc.)
- ☐ Provide sufficient and updated information to project board to evaluate continued business justification
- ☐ In case of exceptions, prepare an exception plan

322. Managing stage boundary process is not used towards the end of final management stage because _____.

- ☐ Closing a project process includes the activities to evaluate and review the performance of final stage

323. What are the activities undertaken in managing a stage boundary process?

- ☐ Plan the next stage
- ☐ Update the project plan
- ☐ Update the business case
- ☐ Report stage end
- ☐ Produce an exception plan

324. Closure activities are planned as part of _____.

- ☐ Stage plan for final stage

325. Which process provides a fixed point at which acceptance of project's product can be conformed?

- ☐ Closing a project

326. What are the objectives of closing a project process?

- ☐ Verify user acceptance for project's products
- ☐ Ensure that the host site (the team or site that maintains Project deliverables once the Project is complete) is able to support the products once project team is disbanded
- ☐ Review the performance of the project against the baselines
- ☐ Assess any benefits that are already realized
- ☐ Ensure that there is a provision to address all open risks, issues

327. Who will notify corporate or programme management that the project has closed?

- ☐ Executive

328. What are the activities undertaken in closing a project process?

- ☐ Prepare planned closure
- ☐ Prepare premature closure
- ☒ Hand over products
- ☐ Evaluate the project
- ☐ Recommend project closure

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