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The PRINCE2® Practitioner Examination

Sample Paper 2

Question Booklet

Multiple Choice

Exam Duration: 2 hours and 30 minutes

Instructions

1. You should attempt all 68 questions. Each question is worth one mark.
2. You need to answer 38 questions correctly to pass the exam.
3. Mark all answers on the answer sheet provided. Use a pencil (NOT a pen).
4. You have 2 hours and 30 minutes to complete this exam.
5. This is an 'open book' exam. You can use the *Managing Successful Projects with PRINCE2 (2017)* guidance.
6. No other material is allowed.
7. Read the 'Project Scenario' in the *Scenario Booklet*.
8. You will also need the 'Additional Information' in the *Scenario Booklet* to answer some questions. This is indicated before the question.
9. Each question is separate. Do not use information from one question to answer another question.

PRINCIPLES

- 1) The record company's finance director has asked the executive to ensure that work packages agreed with team managers are signed off by the project board before the team starts the work.

Is this an appropriate application of the 'manage by stages' principle?

- A. Yes, because the executive should ensure that the business investment provides value for money.
- B. Yes, because the project should be divided into at least two management stages.
- C. No, because the finance director should sign off work packages within a stage.
- D. No, because the project manager should have authority to manage the project on a day-to-day basis.

- 2) At the end of stage 2, the risk that production costs could exceed the sales for the music album is estimated to be high, as all of the cost tolerance for stage 2 has been used. As a result, the project manager has defined tight cost and time tolerances for the work packages to produce the 'artwork' and record the album during stage 3.

Which principle is being applied, and why?

- A. 'Manage by exception', because the level of control retained by the project manager must match the tolerance available.
- B. 'Manage by exception', because action should be taken so that production costs do not exceed the album sales.
- C. 'Manage by stages', because cost tolerance should be set for each work package in a stage.
- D. 'Manage by stages', because team managers should be given authority before work can commence.

- 3) The Graphic Designer appointed by the external agency is the team manager responsible for creation of the 'artwork'. Before assigning a work package to the Graphic Designer, the project manager ensured that the 'artwork' product description attached to the work package had measurable and prioritized features defined in it.

Is this an appropriate application of the 'focus on products' principle, and why?

- A. Yes, because it reduces disputes during handover, by agreeing what will be delivered.
- B. Yes, because the 'artwork' is a specialist product and the team members are responsible for its delivery.
- C. No, because as an external party, the graphics designer should not access the product description.
- D. No, because the 'artwork' product description is a management product, and not a specialist product.

- 4) The Music Album Project team has identified that another department within the company is producing a similar album of the same type of music. As it is only a small company, it cannot resource two similar album projects.

Which principle should have been applied more effectively to avoid this situation, and why?

- A. 'Defined roles and responsibilities', because cross-functional projects involve people from different departments.
- B. 'Defined roles and responsibilities', because a project management team structure enables effective communication between team members.
- C. 'Continued business justification', because linking projects to the organizational objectives ensures benefits are aligned to strategy.
- D. 'Continued business justification', because the justification for projects should be reviewed regularly throughout the project lifecycle.

- 5) It was found that one of the songs approved for the album had quality issues even though a quality inspection was carried out. It was therefore decided that a further objective check of recording quality should be conducted by the studio for the songs that are yet to be approved.

Is this an appropriate application of the 'learn from experience' principle, and why?

- A. Yes, because lessons should be learnt and applied during a project.
- B. Yes, because an objective check should accompany a quality inspection.
- C. No, because lessons should be learnt at the beginning of a project.
- D. No, because lessons are passed on at the end of a project.

- 6) Use the 'Additional Information' in the Scenario Booklet to answer this question.

The project's products are being delivered by both external suppliers and record company staff. A member of the recording studio staff has been appointed as a senior supplier on the project board. It has also been decided that the Vice President of the record company, who is the executive for the project, will also be a senior supplier, representing the record company.

Is this an appropriate application of the 'defined roles and responsibilities' principle, and why?

- A. Yes, because the Vice President should be able to represent both the business and supplier interests.
- B. Yes, because the Vice President is responsible for achieving the expected sales from the music album.
- C. No, because there should be one senior supplier representing the supplier interests on the project board.
- D. No, because the executive role cannot be shared and therefore cannot also act as the senior supplier.

- 7) The project manager has been recruited from a large, multi-national record company. To reduce the time spent on the initiation stage, the project manager decided to use PRINCE2 management approaches from projects at the previous company.

Is this appropriate, and why?

- A. Yes, because the project manager is learning from experience on previous projects.
- B. Yes, because the project manager is improving business justification by reducing costs.
- C. No, because the previous company's project management approaches are unlikely to meet the needs of the project.
- D. No, because the project should focus on specialist products rather than project management approaches.

- 8) The record company is concerned that the songs to be included on the album should be agreed before work on the 'recorded album' starts. Therefore, the project board has decided that no changes to the list of songs will be accepted after the work package has been agreed.

Which principle is being applied when making this decision, and why?

- A. 'Continued business justification', because it sets limits on delegated change authority.
- B. 'Continued business justification', because it enables funds to be invested in worthwhile objectives.
- C. 'Focus on products', because this will ensure that the album is delivered on budget.
- D. 'Focus on products', because it should ensure the album will meet expectations.

BUSINESS CASE

Here are three statements from the business case for the Music Album Project.

Under which heading of the business case (A-F) should the statements be recorded?

Choose only one for each statement. Each heading can be used once, more than once, or not at all.

9) It has been decided to invest in a new singer.	A. Reason.
10) We need to keep up with our competitors who have seen an increase in sales from the new singers they are signing with.	B. Business options.
11) Current customers may not buy from us if they see a change in the style of music we sell. This may cause a decrease in overall sales.	C. Expected benefits.
	D. Expected dis-benefits.
	E. Timescale.
	F. Major risks.

- 12) During the 'initiating a project' process, the Vice President (VP) estimated that the Music Album Project should generate sales that exceed production costs. However, the sales estimate may be too high, and therefore the record company may not make a profit. The VP will undertake business assurance and the Marketing Manager, who is the senior user, will undertake user assurance.

Is it appropriate for the VP to be responsible for assessing the effect of low sales on the business case, and why?

- A. Yes, because the VP should monitor whether the album sales are high enough.
- B. Yes, because business assurance reviews risks and their impact on the business case.
- C. No, because the executive is ultimately accountable for the project's success.
- D. No, because the Marketing Manager should take responsibility for any risk to sales.

- 13) The Vice President (VP) was appointed as executive of the Music Album Project, which is now closing. During the project, extra funding was required and approved by the CEO. However, this funding was given on the condition that, when closing the project, the executive prepares an end project report showing the results of the project against its planned targets in the business case.

Is this an appropriate condition, and why?

- A. Yes, because the VP secures project funding and is accountable for the business case for the duration of the project.
- B. Yes, because the VP is responsible for assessing the results of the project against the expected benefits in the business case.
- C. No, because the project manager is responsible for preparing the end project report to assess project performance and results.
- D. No, because the project manager verifies that the project was justified against external events and project progress.

ORGANIZATION

Use the 'Additional Information' in the *Scenario Booklet* to answer this question.

Here are three roles relating to the Music Album Project.

Which individual (A-F) would be most appropriate for each role?

Choose only one individual for each role. Each individual can be used ONCE, or not at all.

14) Executive.	A. CEO.
15) Senior supplier.	B. Vice President.
16) Delegated business assurance.	C. Contracts Manager.
	D. Marketing Director.
	E. Singer's agent.
	F. Singer.

17) During the project, the CEO decides that the project should become a pilot project within a programme to establish new ways to launch new singers quickly into the market.

Which action is appropriate, and why?

- A. Project and programme management roles should be integrated, to ensure there are clear lines of authority from top to bottom.
- B. Project and programme management roles should be integrated, to ensure there is continued business justification for the project.
- C. Additional project roles should be defined, to ensure the programme roles and responsibilities are mapped to the team roles.
- D. Additional project roles should be defined, to ensure the business role represents the wider customer view at the delivery level.

18) During stage 1, when preparing the communication management approach, the project manager included the record company's Marketing Manager as a stakeholder. The Marketing Manager will be checking with focus groups that the music in the album has a market. Without a market for the album there will be no business justification for the project to continue.

How well does this action apply the organization theme, and why?

- A. It applies it well, because stakeholders external to the customer organization can exert a powerful influence on the project's success.
- B. It applies it well, because the Marketing Manager will need to be aware of progress information about the stage and receive reports from the focus groups.
- C. It applies it poorly, because stakeholders are those groups or individuals who will be affected by the project's outputs, such as delivery channels.
- D. It applies it poorly, because the focus groups should be included in the communication management approach as stakeholders, not the Marketing Manager.

QUALITY

The Music Album Project is approaching the end of stage 3 and the project manager is planning stage 4. Here are three actions related to managing quality for stage 4.

Which role (A-F) should be responsible for each action?

Choose only one role for each action. Each role can be used once, more than once, or not at all.

<p>19) Review the quality criteria for the 'registered artwork' to recommend additional people to be involved in the quality review.</p> <p>20) Agree that the 'launch event plan' should be presented to the project board in the format of a slide deck.</p> <p>21) Document that the 'launch event plan' should be presented to the project board in the format of a slide deck.</p>	<p>A. Executive.</p> <p>B. Senior user.</p> <p>C. Project manager.</p> <p>D. Team manager.</p> <p>E. Project assurance.</p> <p>F. Project support.</p>
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22) The product description for the 'launch event plan' was updated at the end of stage 3 to include more detailed quality criteria. The 'launch event plan' was created during stage 4. The 'launch event plan' was then approved by the project manager after checking that it met the defined quality criteria.

Is this an appropriate way to manage quality, and why?

- A. Yes, because the project manager should ensure that the quality controls for the 'launch event plan' will meet the defined quality criteria.
- B. Yes, because the project manager should ensure that product descriptions are updated when planning the next stage.
- C. No, because it is the senior user who should confirm the customer quality expectations and acceptance criteria for the project.
- D. No, because it is the senior user who should provide resources to review and approve the 'launch event plan' according to the defined quality criteria.

23) The album will be recorded by an external supplier. The project manager is concerned that the record company will have no access to check the quality of the recorded songs before the album is completed. Therefore, the project manager has requested that the contract with the supplier includes a requirement to review the quality of the songs after each one is recorded.

Is this appropriate, and why?

- A. Yes, because the customer should specify their rights of inspection as well as the quality expectations for a product.
- B. Yes, because the senior supplier should approve the quality methods to be used to check the quality of the recorded songs.
- C. No, because the team manager should ensure that the recorded songs meet the quality criteria specified in the product description.
- D. No, because there should be a shared understanding between the customer and the supplier of the quality levels required.

PLANS

Here are three items of content included in the stage plan for stage 3 of the Music Album Project.

Under which heading (A-F) should each item be recorded?

Choose only one heading for each item of information. Each heading can be used once, more than once, or not at all.

<p>24) Inexperienced singers usually need several attempts at recording a song. Therefore, more time has been allowed for this activity in the stage plan.</p> <p>25) The project manager will review the issue register daily for priority 1 and 2 issues.</p> <p>26) The recording studio's health and safety policies and procedures.</p>	<p>A. Plan prerequisites.</p> <p>B. External dependencies.</p> <p>C. Lessons incorporated.</p> <p>D. Monitoring and control.</p> <p>E. Budgets.</p> <p>F. Tolerances.</p>
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27) During stage 3, it was decided to change the design of the 'artwork' to attract attention and help promote sales. The project board agreed to pay for the change using the change budget. The project plan was later updated to show the amount of change budget still available to the project.

Was it appropriate to update the project plan, and why?

- A. Yes, because the project board will use the project plan and project justification when deciding whether to carry out future changes or not.
- B. Yes, because the project board will have used the project plan and project justification when deciding whether to carry out this change or not.
- C. No, because the project plan provides a baseline against which the project board monitors project progress.
- D. No, because using the change budget for the change will not impact the project cost budget.

28) The project is in the initiation stage. In consultation with the senior user, the project manager has made some changes to the description of the final product 'album ready for launch'. The project manager's next task is to plan the project.

Which action demonstrates the project manager's immediate priority, and why?

- A. Create a hierarchy of products for the 'album ready for launch', because it is necessary to understand the major products and their component products.
- B. Create a hierarchy of products for the 'album ready for launch', because the interdependencies between the component products need to be understood.
- C. Identify the product interdependencies between the 'recorded album' and the 'artwork', because this is necessary in order to decide on activities and resources.
- D. Identify the product interdependencies between the 'recorded album' and the 'artwork', because this is necessary in order to explore their more detailed characteristics.

RISK

When negotiating a contract with the singer, information was received that the singer may sign a contract with another record company.

Here are three actions relating to the management of this risk.

During which activity relating to the recommended risk management procedure (A-F) should they occur? Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

29) The reason that the singer may sign with another company is that this other company may offer more favourable terms.	A. Identify the risk.
30) The contract terms are updated to make them more favourable.	B. Estimate the risk.
	C. Plan the response.
	D. Implement the response.
	E. Communicate about the risk.
31) The Contracts Manager signs a revised contract with more favourable terms than the previous offer.	F. Fund the response from the risk budget.

32) The singer has signed a contract with the record company and will sing at a large international festival on a Friday night. This may increase international sales of the album. However, the audience is usually bigger on a Saturday. The project manager has negotiated for the singer to perform on Saturday, rather than Friday.

Has the project manager enhanced the opportunity to increase album sales, and why?

- A. Yes, because the singer now has the opportunity to appear at the festival.
- B. Yes, because performing on Saturday may have a greater impact on album sales.
- C. No, because the positive effect on sales is not guaranteed.
- D. No, because the risk response will increase the inherent risk.

33) The Marketing Director will analyze the opinions of focus groups to check that the album will be marketable and generate sufficient sales. At the end of the initiation stage, the following risk was recorded in the risk register:

"There is a threat that the project will be no longer viable which would result in the project needing to be stopped."

How well does this identify the risk, and why?

- E. It identifies it well, because the impact that the risk could have on the project and its viability is clearly understood.
- F. It identifies it well, because risks should be identified continuously throughout the project and recorded in the risk register.
- G. It identifies it poorly, because the source of the risk has not been understood so the relevant risk responses cannot be selected.
- H. It identifies it poorly, because the effect of the risk has not been understood so the relevant risk responses cannot be selected.

CHANGE

An issue has been raised that the singer wants to add an extra song to the recorded album. Making this change would take stage 3 beyond its cost tolerance.

Here are three actions that are carried out when managing the issue.

During which step of the issue and change control procedure (A-E) should they be carried out?

Choose only one step for each action. Each step can be used once, more than once, or not at all.

34) The project manager asks the senior user to confirm the priority of adding the song, before considering what action to recommend.	A. Capturing issues. B. Assessing issues. C. Proposing corrective actions. D. Deciding on corrective actions. E. Implementing corrective actions.
35) When the impact is reviewed, it is decided that the issue should be managed formally, rather than informally.	
36) The project board requests a plan to record the extra song.	

37) The recording studio has carried out improvements and can now deliver recordings to a higher quality than specified in the product description for the 'recorded album'. The Recording Studio Manager has recorded the songs to the new improved standard, at no additional cost. This change has no other impact on the project.

How should the project manager categorize this issue, and why?

- A. As a request for change, because the recording will be of better quality.
- B. As a request for change, because the product description will need to be updated.
- C. As an off-specification, because the recording of the songs will not fulfil the criteria specified.
- D. As an off-specification, because a proposal to change a baseline has been received.

38) During stage 3, the project board grants a concession to permit the use of 'artwork' that does not fully meet the quality criteria. As a result, the project manager has updated the product description for the 'artwork'.

Is this action appropriate, and why?

- A. Yes, because the product description should be updated to reflect the revised quality criteria.
- B. Yes, because a product description should be updated to show the status of a delivered product.
- C. No, because product descriptions are baselined documents and should not be changed.
- D. No, because project support should update product descriptions following a concession.

PROGRESS

Here are three actions relating to controlling progress on the Music Album Project.

Which role (A-E) should carry them out?

Choose only one role for each action. Each role can be used once, more than once, or not at all.

39) Set the time tolerance of stage 3 as +1 week.	A. Team manager.
40) Inform the project manager that the 'artwork' production is forecast to exceed its time tolerance.	B. Senior user.
41) Assist the project manager in using project planning software.	C. Project assurance.
	D. Executive.
	E. Project support.

42) The work package for the 'launch event plan' is in progress and checkpoint reports are being produced every two weeks. The project manager has reviewed the issue register and is concerned about the number of issues related to this work package.

Which action should the project manager take, and why?

- A. Increase the frequency of checkpoint reports to weekly, so that work package level exceptions are prevented.
- B. Increase the frequency of checkpoint reports to weekly, to increase the level of control over this work package.
- C. Increase tolerances for the work package, so that there is increased permissible deviation and fewer issues will be raised.
- D. Increase tolerances for the work package, so that they are the same as those for the stage to make reporting consistent.

43) The songs have been recorded and meet the minimum quality requirements. However, the team manager recommends that they are re-recorded as better quality songs may improve album sales. Re-recording will cause the stage to exceed its time tolerance. As a result, the project manager has raised an issue to the project board.

Is this action appropriate, and why?

- A. Yes, because opportunities to improve business justification should be considered by the project board.
- B. Yes, because the stage would be in exception and an exception plan would be required.
- C. No, because the project manager should reject the recommendation as the work package has been completed within the quality tolerance.
- D. No, because the project manager should take corrective action to improve the quality of the recorded songs.

STARTING UP A PROJECT

Here are three actions that occur during the 'starting up a project' process for the Music Album Project.

In which activity (A-F) should the action occur?

Choose only one action for each activity. Each activity can be used once, more than once, or not at all.

<p>44) Discuss, with the Marketing Manager, how focus groups have been used previously.</p> <p>45) Obtain any standard contracts relevant to the singer's contract.</p> <p>46) Create the daily log to record that the project mandate has been checked and the promotional video is outside the scope of the project.</p>	<p>A. Appoint the executive and the project manager.</p> <p>B. Capture previous lessons.</p> <p>C. Design and appoint the project management team.</p> <p>D. Prepare the outline business case.</p> <p>E. Select the project approach and assemble the project brief.</p> <p>F. Plan the initiation stage.</p>
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47) The record company wants to keep the project confidential in order to avoid another record company launching a similar album at the same time. During the 'starting up a project' process, the project manager discusses the project with colleagues who have experience of keeping a project confidential. Their experiences are used to develop the draft project approach.

Is this appropriate, and why?

- A. Yes, because the risk of another company launching a similar album should be documented in the project approach.
- B. Yes, because the requirement to keep the project confidential is relevant when deciding the project approach.
- C. No, because lessons related to communications are relevant for developing the communication management approach.
- D. No, because lessons captured from previous experiences on similar projects should be recorded in the lessons log.

DIRECTING A PROJECT

Here are three actions that are carried out during the 'directing a project' process.

Which role (A-E) should carry out these actions?

Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

<p>48) Approve extra management actions to ensure that the 'launch event plan' results in sufficient people listening to the music and contributes to achieving the expected album sales.</p> <p>49) Advise the project manager of a change in corporate business case standards that will affect how the business case is produced.</p> <p>50) Review the time tolerance set for the delivery of the 'album ready for launch' to check that it is realistic.</p>	<p>A. Executive.</p> <p>B. Senior user.</p> <p>C. Senior supplier.</p> <p>D. Project assurance.</p> <p>E. Project manager.</p>
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51) The project is approaching the end of the initiation stage. The project manager has requested that the project board meet to 'authorize the project'. The project manager has prepared a set of slides showing the project controls, the business case and the scope of the project, to present to the project board.

How well is the 'authorize the project' activity being carried out?

- A. It is being carried out well, because the members of the project board should meet in person to approve the project initiation documentation.
- B. It is being carried out well, because the project initiation documentation can be authorized by the project board in any format, provided the decision is traceable.
- C. It is being carried out poorly, because applying the principle of 'manage by exception' removes the need for meetings.
- D. It is being carried out poorly, because the project board should authorize the next stage plan as well as the project initiation documentation.

INITIATING A PROJECT

Here are three actions relating to the 'initiating a project' process.

In which activity (A-F) should each action be recorded?

Choose only one activity for each action. Each activity can be used once, more than once, or not at all.

<p>52) Check with project assurance that the proposed format of the benefits management approach will meet the needs of the record company.</p> <p>53) The singer's agent will require regular information on the feedback from the focus group on the sample songs.</p> <p>54) Identify when approval will be given for work to commence on the 'recorded album' and 'artwork'.</p>	<ul style="list-style-type: none"> A. Agree the tailoring requirements. B. Prepare the risk management approach. C. Prepare the change control approach. D. Prepare the quality management approach. E. Prepare the communication management approach. F. Create the project plan.
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55) The Music Album Project will be part of a programme for the record company to sell a different type of music. The project is now in the 'initiating a project' process and the project manager has requested support from the programme office when producing the risk management approach.

Which statement explains why this is an appropriate way to produce the risk management approach?

- A. Because the project manager should produce the risk management approach during the 'initiating a project' process.
- B. Because the risk management approach should define how the risk register will be managed and maintained.
- C. Because in a simple project the risk management approach should be combined with the programme's risk management strategy.
- D. Because the programme office typically provides assistance to ensure that the project complies with programme standards.

CONTROLLING A STAGE

Here are three actions taken by the project manager as part of the 'controlling a stage' process.

Which theme (A-F) do they relate to?

Choose only one theme for each action. Each theme can be used once, more than once, or not at all.

56) Record in the daily log that the graphic designer will be unavailable the following Friday.	A. Business case.
57) Check whether authorizing overtime has resulted in the sample songs being recorded on time.	B. Quality.
58) After receiving the sample song recordings, execute any required benefit management actions.	C. Risk.
	D. Plans.
	E. Change.
	F. Organization.

59) At the beginning of stage 3, the singer suggested that a video could be taken during the recording of the songs and used at the launch of the album to promote sales. This change can be accommodated in stage 3 and has been approved. The recording studio has agreed to record the video. As a result, the project manager has created a product description for the product 'recorded video', and amended the work package for the studio.

Are the project manager's actions appropriate, and why?

- A. Yes, because the recording studio work package should define the work for the 'recorded album' and 'recorded video'.
- B. Yes, because the product description for the 'recorded video' is needed to justify the request for change.
- C. No, because the project manager should create product descriptions when a stage plan is prepared.
- D. No, because the project manager should update the stage plan when taking corrective action to implement the change.

MANAGING PRODUCT DELIVERY

60) The Graphic Designer contracted to create the 'artwork' in stage 3 will be following an agile approach. The project manager is acting as the team manager for the work package and has produced a team plan.

Why is the use of a team plan appropriate?

- A. Because the team plan will show whether the 'artwork' can be completed within the agile timebox.
- B. Because the project manager should produce a team plan when they act as a team manager.
- C. Because a team plan is required for an external work package.
- D. Because a team plan is required when following an agile approach.

- 61) The 'artwork' will be delivered by a graphic design company using an agile delivery approach. The work package is being negotiated before work on the 'artwork' commences.

Who should approve the work package for the 'artwork'?

- A. Project assurance.
- B. Project manager.
- C. Team manager.
- D. Executive.

- 62) The Music Album Project will be part of a programme for the record company to sell a different type of music. As a result, the team manager for the 'launch event plan' work package has been asked to provide weekly checkpoint reports directly to the programme manager. This will allow the programme manager to monitor the launch of the music.

Is it appropriate for the team manager to send the programme manager checkpoint reports, and why?

- A. Yes, because checkpoint reports should be tailored to suit the needs of the programme manager.
- B. Yes, because checkpoint reports should be produced at the frequency defined in the work package.
- C. No, because the team manager should advise the project manager when the artwork is complete.
- D. No, because the 'managing product delivery' process interfaces with the 'controlling a stage' process.

MANAGING A STAGE BOUNDARY

- 63) Stage 3 is in exception. The project board has requested an exception plan from the project manager, who has triggered the 'managing a stage boundary' process as a result.

Which action is OPTIONAL?

- A. Prepare an end stage report.
- B. Revise the business case.
- C. Update the benefits management approach.
- D. Revise the project plan.

- 64) A stage-level exception was identified while recording the sample songs. As a result, the project board instructed the project manager to prematurely close the stage and create a plan to combine the remainder of stage 2 together with the production of the 'recorded album' and the 'artwork'.

Which activity should the project manager carry out in order to produce the combined plan?

- A. Plan the next management stage.
- B. Prepare premature closure.
- C. Produce an exception plan.
- D. Create the project plan.

- 65) During stage 2, it is found that the graphics design company is in financial difficulty. As a result, another supplier is selected to produce the 'artwork' and their account manager is asked to join the project board as a senior supplier with immediate effect.

Is this appropriate, and why?

- A. Yes, because PRINCE2 is flexible in order to avoid unnecessary delays in implementing decisions.
- B. Yes, because changing suppliers is a big decision and should be treated as an exception.
- C. No, because there should be one senior supplier representing supplier interests on the project board.
- D. No, because changes to roles should happen at a stage boundary unless there is an exception.

CLOSING A PROJECT

- 66) The Music Album Project has delivered the 'album ready for launch'. When closing the project, the project manager considers that the Recording Studio Manager has been an excellent team manager. As a result, the project manager prepares a recommendation that the Recording Studio Manager should be contracted to record future albums.

In which activity of the 'closing a project' process should this recommendation be submitted for approval?

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

- 67) The project is now being closed.

Which action should the project manager take during the 'evaluate the project' activity?

- A. Confirm acceptance of the 'artwork' by the Marketing Team of the record company.
- B. Identify how many errors were found after the 'artwork' had passed quality inspection.
- C. Confirm that the Marketing Team has the resources to promote the 'album ready for launch'.
- D. Request a product status account for the 'album ready for launch' from project support.

- 68) During the initiation stage, a risk was recorded that sales of the singer's album might impact sales of other albums produced by the record company. Therefore, when this risk was reviewed during project closure, a follow-on action recommendation was made for the record company's audit department to report on the impact during post-project benefit reviews.

Is this appropriate, and why?

- A. Yes, because the project cannot be closed until the impact from sales are measured.
- B. Yes, because the follow-on action will enable this risk to be closed in the risk register.
- C. No, because a follow-on action should be addressed to an individual rather than a department.
- D. No, because the benefits management approach should include post-project activities.

END OF EXAMINATION

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