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## Practice Questions

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**1. A new transport ticketing system project sets detailed quality criteria for each product before any development work starts. Which statement explains why this supports governance?**

- A. It ensures outputs meet agreed quality standards
- B. It avoids the need for supplier involvement
- C. It prevents the project manager from delegating work
- D. It removes the need for highlight reports

**2. A team member documents a new risk management technique discovered during the project for future use. Which principle is this?**

- A. Learn from experience
- B. Focus on products
- C. Tailor to suit the project
- D. Manage by exception

**3. During stage boundary assessment, the project manager updates the business case. Which statement explains why this is appropriate?**

- A. To confirm the project remains viable before authorising the next stage
- B. To ensure product descriptions are up to date
- C. To meet the senior supplier's reporting needs
- D. To reduce the number of highlight reports

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**4. Which principle requires that a project be stopped if it can no longer be justified?**

- A. Ensure continued business justification
- B. Manage by stages
- C. Learn from experience
- D. Tailor to suit the project



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**5. Who is responsible for maintaining the lessons log during the project?**

- A. Project manager
- B. Executive
- C. Senior user
- D. Senior supplier

**6. An international conference project shortens its initiation stage to two weeks instead of the usual month, arguing that much of the planning was completed by the event sponsor in advance. Governance products are still produced, but with less formality. Is this consistent with PRINCE2, and why?**

- A. Yes, because tailoring can shorten stages when justified
- B. Yes, because initiation can be skipped if sponsor work is complete
- C. No, because the initiation stage length is fixed in PRINCE2
- D. No, because shortening stages removes governance

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**7. The project board instructs the project manager to capture lessons from an ongoing project and feed them into a similar project starting soon. Which principle is this?**

- A. Learn from experience
- B. Manage by exception
- C. Tailor to suit the project
- D. Ensure continued business justification

**8. During a supplier-led stage, the project manager notes that quality issues may cause a delay exceeding time tolerance. They alert the project board before the impact is certain. Which statement explains why this is correct under PRINCE2?**

- A. To escalate as soon as a tolerance breach is forecast
- B. To give the board more regular updates
- C. To ensure the supplier receives instructions
- D. To avoid completing a checkpoint report



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**9. A project to modernise the city's street lighting network is expected to last 18 months and involve multiple suppliers. At the initiation meeting, the project board decides to approve the entire budget and delivery schedule for the whole project. They argue that breaking the work into stages would slow progress and introduce unnecessary bureaucracy. Is this aligned with PRINCE2, and why?**

- A. Yes, because it avoids delays caused by stage boundaries
- B. Yes, because the project board has confidence in the plan
- C. No, because stages provide control points for review and decision-making
- D. No, because all projects must have exactly three stages

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**10. The project manager discards a three-year-old lesson as 'outdated' without review. Is this appropriate, and why?**

- A. No, because older lessons may still be relevant
- B. No, because lessons must never be archived
- C. Yes, because only current projects provide valid lessons
- D. Yes, because reviewing old lessons risks bias

**11. An e-commerce platform upgrade project prepares detailed product descriptions for each module. The team uses these to plan development tasks and testing schedules. Which PRINCE2 theme is most closely linked to this activity?**

- A. Quality
- B. Plans
- C. Change
- D. Progress

**12. Which statement best describes tailoring in PRINCE2?**

- A. Adapting PRINCE2 to suit the project's environment while retaining its principles
- B. Removing any elements of PRINCE2 to speed up delivery
- C. Using PRINCE2 only for large projects
- D. Replacing PRINCE2 entirely with another method

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**13. The project board learns that new legislation could significantly reduce the project's forecasted benefits. The executive recommends an immediate business case review. Is this an appropriate action, and why?**

- A. Yes, because benefits must be reassessed when circumstances change
- B. Yes, because the executive approves all product changes
- C. No, because the business case is fixed once approved
- D. No, because benefit reviews only happen post-project

**14. The project manager schedules benefits reviews at every stage end. Which principle is being applied?**

- A. Ensure continued business justification
- B. Manage by stages
- C. Focus on products
- D. Tailor to suit the project

**15. A start-up runs a 4-week software prototype project using PRINCE2. They skip creating a full benefits management approach, instead documenting expected benefits in the business case. Why is this an acceptable tailoring decision?**

- A. Because the reduced scope does not require a full separate document
- B. Because PRINCE2 does not require documenting benefits
- C. Because benefits are only reviewed post-project
- D. Because short projects do not need any governance

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**16. Who is best placed to present key lessons about user adoption issues to the project board?**

- A. Senior user
- B. Executive
- C. Project manager
- D. Senior supplier

**17. Which management product outlines how and when post-project benefits will be measured?**

- A. Benefits management approach
- B. Business case
- C. Project plan
- D. Quality management approach



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**18. The project board decides to authorise the entire project in one go without stage boundaries. Is this aligned with PRINCE2, and why?**

- A. Yes, because it speeds up delivery
- B. Yes, because it avoids unnecessary review points
- C. No, because stages provide control points for review
- D. No, because stages are required to close the project

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**19. At project start-up, the team reviews a lessons log from a similar completed project. Is this an appropriate action, and why?**

- A. Yes, because previous experiences can improve current plans
- B. Yes, because it avoids the need for a business case
- C. No, because lessons are only reviewed at closure
- D. No, because lessons from other projects are irrelevant

**20. Midway through delivery, a competitor launches a cheaper product. The project board pauses work to re-evaluate benefits. Is this appropriate, and why?**

- A. Yes, because viability must be reviewed if benefits are threatened
- B. Yes, because all competitor activity must stop delivery
- C. No, because the business case cannot be changed mid-stage
- D. No, because the project should continue until closure

**21. In an airport security upgrade project, the team begins installing new scanning equipment before confirming the acceptance criteria with the relevant authorities. The project assurance team raises a concern. Which principle are they protecting?**

- A. Focus on products
- B. Manage by exception
- C. Ensure continued business justification
- D. Manage by stages

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**22. A national charity is delivering a new CRM system in three planned stages: design, build, and rollout. At each stage boundary, the business case is updated and risks are reassessed before the next stage is authorised. Which statement explains why this supports effective risk management?**

- A. It limits risk exposure to one stage at a time
- B. It transfers all risks to the supplier
- C. It removes risk from the business case
- D. It ensures all risks are reviewed post-project

**23. A project to upgrade office systems is running within time and cost tolerances, but product quality is consistently below specification. The project manager continues without escalation. Why is this incorrect under PRINCE2?**

- A. Because tolerances apply to quality as well as time and cost
- B. Because the senior supplier must be informed monthly
- C. Because all quality issues must be reported daily
- D. Because product descriptions must be rewritten

**24. The project board rejects a change request that would reduce benefits below the acceptable threshold. Which principle is this an example of?**

- A. Ensure continued business justification
- B. Focus on products
- C. Manage by exception
- D. Tailor to suit the project

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**25. The senior user decides to approve a change request without consulting the change authority. Is this aligned with PRINCE2, and why?**

- A. Yes, because user needs take priority over governance
- B. Yes, because the senior user owns benefits
- C. No, because all changes must follow the agreed change control process
- D. No, because only the senior supplier can approve changes



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**26. During the planning stage of an office fit-out, the project manager notices that one product description lacks clear quality methods. What is the correct action according to PRINCE2?**

- A. Update the product description before planning related work
- B. Proceed with planning and update later
- C. Remove the product from the plan
- D. Assign quality methods to the senior supplier

**27. A hospital IT project replaces the end stage report with a structured presentation that covers the same required content. Which PRINCE2 principle does this support?**

- A. Tailor to suit the project
- B. Focus on products
- C. Manage by exception
- D. Learn from experience

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**28. The senior supplier delegates quality review attendance to a junior engineer without informing the project manager. Is this appropriate, and why?**

- A. Yes, because supplier staff can attend reviews without approval
- B. Yes, because the supplier controls all review participation
- C. No, because review attendees must be agreed in the quality plan
- D. No, because only the project board can change review attendees

**29. The sponsor rejects a supplier's proposal because it lowers forecasted benefits below the acceptable threshold. Which principle is demonstrated?**

- A. Ensure continued business justification
- B. Manage by exception
- C. Focus on products
- D. Learn from experience

**30. A marketing campaign project has a benefits tolerance of  $\pm 5\%$  ROI for the final stage. The projected ROI drops by 7% due to competitor activity. What must the project manager do according to PRINCE2?**

- A. Escalate to the project board with options for recovery
- B. Continue work without informing the board
- C. Wait until the end of the stage to report
- D. Inform only the senior user



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## Answer Key & Explanations

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### 1. A — It ensures outputs meet agreed quality standards

Defining quality criteria before work starts ensures that outputs can be tested and accepted objectively. Why the other options are incorrect: • It avoids the need for supplier involvement: Suppliers may still be involved in delivery. • It prevents the project manager from delegating work: Delegation is still possible once criteria are set. • It removes the need for highlight reports: Highlight reports are still required for progress tracking. • It guarantees the project will finish early: Setting criteria supports quality, not guaranteed early delivery.

### 2. A — Learn from experience

Capturing new techniques for future use demonstrates the 'learn from experience' principle. Why the other options are incorrect: • Focus on products: Product focus is about defining deliverables, not capturing techniques. • Tailor to suit the project: Tailoring is about adapting methods, not recording new ones for future. • Manage by exception: Exception management is about tolerances, not learning. • Ensure continued business justification: Business justification ensures viability, not recording lessons.

### 3. A — To confirm the project remains viable before authorising the next stage

Stage boundaries are key points to reassess viability and update the business case accordingly. Why the other options are incorrect: • To ensure product descriptions are up to date: Product descriptions may be updated, but the key point is viability review. • To meet the senior supplier's reporting needs: Supplier reporting needs are addressed in communication management, not business case updates. • To reduce the number of highlight reports: Highlight reports are unrelated to business case updates. • To comply with corporate budgeting cycles: Corporate budgeting cycles may influence timing but are not the primary reason.

### 4. A — Ensure continued business justification

The 'ensure continued business justification' principle requires that projects without valid justification should be stopped. Why the other options are incorrect: • Manage by stages: Manage by stages defines review points, not the decision to stop. • Learn from experience: Learning from experience is about applying lessons, not viability decisions. • Tailor to suit the project: Tailoring is about adapting processes, not stopping projects. • Focus on products: Focus on products is about defining deliverables, not continuation decisions.

### 5. A — Project manager

The project manager maintains the lessons log and ensures lessons are shared and acted upon. Why the other options are incorrect: • Executive: The executive provides overall direction, not day-to-day log maintenance. • Senior user: The senior user contributes lessons but does not maintain the log. • Senior supplier: The senior supplier contributes technical lessons, not the log upkeep. • Project assurance: Assurance checks the process; it does not own the log.

### 6. A — Yes, because tailoring can shorten stages when justified

Tailoring allows adjusting stage durations as long as governance requirements are met and justification is documented. Why the other options are incorrect: • Yes, because initiation can be skipped if sponsor work is complete: Initiation cannot be skipped entirely; tailoring must retain governance. • No, because the initiation stage length is fixed in PRINCE2: Stage length is not fixed; it can be adapted. • No, because shortening



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stages removes governance: Shortening does not remove governance if controls remain. • No, because the project manager cannot change initiation: The project manager can propose changes with approval.

**7. A — Learn from experience**

Sharing lessons during a project allows them to be applied immediately elsewhere, demonstrating the 'learn from experience' principle. Why the other options are incorrect: • Manage by exception: Exception management is about controlling deviations, not sharing lessons. • Tailor to suit the project: Tailoring is about adapting the method, not knowledge transfer. • Ensure continued business justification: Business justification relates to viability, not lessons. • Focus on products: Product focus is about deliverables, not lessons learned.

**8. A — To escalate as soon as a tolerance breach is forecast**

Manage by exception requires escalation when a tolerance breach is forecast, not only after it occurs. Why the other options are incorrect: • To give the board more regular updates: Regular updates are useful but not the primary reason for escalation. • To ensure the supplier receives instructions: Supplier instructions are managed through the project manager, not escalation triggers. • To avoid completing a checkpoint report: Checkpoint reports are separate from tolerance escalation. • To transfer accountability to the senior supplier: Escalation does not transfer accountability to the senior supplier.

**9. C — No, because stages provide control points for review and decision-making**

The 'manage by stages' principle provides control points where the project board can review progress and decide whether to continue, change, or stop the project. Why the other options are incorrect: • Yes, because it avoids delays caused by stage boundaries: Avoiding stage boundaries may reduce oversight and governance control. • Yes, because the project board has confidence in the plan: Confidence in the plan does not remove the need for stage reviews. • No, because all projects must have exactly three stages: PRINCE2 does not mandate an exact number of stages. • No, because stages are only required for projects longer than a year: Stage boundaries apply regardless of project length.

**10. A — No, because older lessons may still be relevant**

Lessons should be assessed for relevance; age alone is not a reason to ignore potentially useful insights. Why the other options are incorrect: • No, because lessons must never be archived: Outdated lessons can be archived after review; 'never' is incorrect. • Yes, because only current projects provide valid lessons: Past projects often provide valuable, transferable learning. • Yes, because reviewing old lessons risks bias: Bias is controlled by objective review, not avoidance. • Yes, because the log should only contain new content: The log should contain relevant content, new or old.

**11. A — Quality**

The quality theme works closely with 'focus on products' to ensure deliverables meet agreed standards. Why the other options are incorrect: • Plans: Plans are important, but the main link here is to quality criteria definition. • Change: Change deals with managing scope adjustments, not defining products. • Progress: Progress tracks performance, not product definition. • Risk: Risk management is separate from defining product criteria.

**12. A — Adapting PRINCE2 to suit the project's environment while retaining its principles**

Tailoring means adjusting PRINCE2 to fit the project's environment, size, complexity, and risk while keeping the principles intact. Why the other options are incorrect: • Removing any elements of PRINCE2 to speed up delivery: Elements can only be removed if their purpose is still fulfilled. • Using PRINCE2 only for large projects: PRINCE2 can be applied to projects of any size. • Replacing PRINCE2 entirely with another method:



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PRINCE2 may integrate with other methods but is not usually replaced entirely. • Keeping PRINCE2 unchanged regardless of context: Not tailoring at all may make PRINCE2 inefficient for some projects.

**13. A — Yes, because benefits must be reassessed when circumstances change**

The 'ensure continued business justification' principle requires reassessing the business case if changes may affect viability. Why the other options are incorrect: • Yes, because the executive approves all product changes: Product change approval is not the same as reviewing viability. • No, because the business case is fixed once approved: The business case is a live document and can be updated. • No, because benefit reviews only happen post-project: Benefit reviews occur during the project, not only afterwards. • No, because legislation is not part of the business case: Legislation changes can impact viability, so they must be assessed.

**14. A — Ensure continued business justification**

Reviewing benefits at each stage end ensures the project remains viable throughout its life. Why the other options are incorrect: • Manage by stages: Stage management defines review points but not necessarily benefit reviews. • Focus on products: Product focus is about deliverable clarity, not viability reviews. • Tailor to suit the project: Tailoring is about process adaptation, not benefit review scheduling. • Learn from experience: Learning from experience is about applying lessons, not stage-end reviews.

**15. A — Because the reduced scope does not require a full separate document**

Tailoring allows combining products when appropriate, as long as the required information is captured. Why the other options are incorrect: • Because PRINCE2 does not require documenting benefits: PRINCE2 does require benefits to be documented. • Because benefits are only reviewed post-project: Benefits should be reviewed during the project as well as after. • Because short projects do not need any governance: All projects need governance, even short ones. • Because the project manager can remove any products: Removing products must be justified and not lose required information.

**16. A — Senior user**

The senior user represents end-user interests and can explain adoption challenges and required changes. Why the other options are incorrect: • Executive: The executive ensures overall justification, not detailed user adoption insights. • Project manager: The project manager coordinates learning but is not the user advocate. • Senior supplier: The senior supplier focuses on delivery capability, not user adoption. • Project support: Project support provides admin support, not stakeholder advocacy.

**17. A — Benefits management approach**

The benefits management approach describes the measurement plan for benefits after project completion. Why the other options are incorrect: • Business case: The business case provides justification, not a measurement plan. • Project plan: The project plan defines work over the project, not benefits measurement. • Quality management approach: The quality management approach deals with quality, not benefits measurement. • Project product description: The project product description defines the final deliverable, not benefit measurement.

**18. C — No, because stages provide control points for review**

Stages give the project board control points to review progress and make decisions before committing further resources. Why the other options are incorrect: • Yes, because it speeds up delivery: Faster delivery is not the priority over governance control. • Yes, because it avoids unnecessary review points: Review points are vital for control, not unnecessary. • No, because stages are required to close the project: Stages are for control



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during delivery, not just closure. • No, because stages prevent any tailoring of PRINCE2: Stages do not prevent tailoring; they are part of core governance.

**19. A — Yes, because previous experiences can improve current plans**

The 'learn from experience' principle encourages using relevant lessons at all stages to improve project performance. Why the other options are incorrect: • Yes, because it avoids the need for a business case: Lessons do not replace the need for a business case. • No, because lessons are only reviewed at closure: Lessons are reviewed throughout the project, not only at closure. • No, because lessons from other projects are irrelevant: Lessons from other projects can be highly relevant. • No, because learning is the project manager's role alone: Learning is a team responsibility, not solely the project manager's.

**20. A — Yes, because viability must be reviewed if benefits are threatened**

The 'ensure continued business justification' principle requires viability checks when market changes threaten benefits. Why the other options are incorrect: • Yes, because all competitor activity must stop delivery: Competitor activity alone does not always justify stopping; viability must be assessed. • No, because the business case cannot be changed mid-stage: The business case can be updated during the project. • No, because the project should continue until closure: Continuing without reassessment risks delivering no value. • No, because market changes are not a PRINCE2 consideration: Market changes are relevant if they affect justification.

**21. A — Focus on products**

PRINCE2's 'focus on products' principle requires agreement on acceptance criteria before work begins to ensure quality and compliance. Why the other options are incorrect: • Manage by exception: Manage by exception is about tolerances, not acceptance criteria definition. • Ensure continued business justification: Business justification is important but not the main point here. • Manage by stages: Stage management is about phased control, not defining acceptance criteria. • Learn from experience: Learning from experience is about using lessons, not product definition timing.

**22. A — It limits risk exposure to one stage at a time**

Managing by stages limits risk exposure and allows the board to reassess and address risks before committing further resources. Why the other options are incorrect: • It transfers all risks to the supplier: Risks are managed jointly, not simply transferred. • It removes risk from the business case: Risks remain part of the business case for the whole project. • It ensures all risks are reviewed post-project: Risks are reviewed throughout, not just after the project. • It eliminates the need for a risk register: A risk register is still required for tracking.

**23. A — Because tolerances apply to quality as well as time and cost**

Manage by exception applies tolerances to all six performance targets, including quality. Why the other options are incorrect: • Because the senior supplier must be informed monthly: Escalation is based on tolerance breaches, not fixed reporting periods. • Because all quality issues must be reported daily: Daily reporting is not a PRINCE2 requirement. • Because product descriptions must be rewritten: Product descriptions may need review, but escalation is the priority. • Because project assurance must replan the stage: Project assurance monitors compliance but does not replan stages.

**24. A — Ensure continued business justification**

Protecting the viability of the business case demonstrates continued business justification. Why the other options are incorrect: • Focus on products: Product focus is about deliverable definitions, not benefit



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thresholds. • Manage by exception: Manage by exception is about tolerances, not viability protection. • Tailor to suit the project: Tailoring is about process adaptation, not justification. • Learn from experience: Learning from experience is about applying lessons, not rejecting changes.

**25. C — No, because all changes must follow the agreed change control process**

All changes must be reviewed through the agreed change control process to maintain governance integrity. Why the other options are incorrect: • Yes, because user needs take priority over governance: User needs are important but do not override governance. • Yes, because the senior user owns benefits: Owning benefits does not grant unilateral change approval. • No, because only the senior supplier can approve changes: The senior supplier is not the sole approver of changes. • No, because the project manager must approve all changes: The project manager implements change control, not approves all changes personally.

**26. A — Update the product description before planning related work**

PRINCE2 requires complete product descriptions before related work is planned to ensure clarity and quality control. Why the other options are incorrect: • Proceed with planning and update later: Starting planning without agreed quality methods risks rework. • Remove the product from the plan: Removing the product may compromise scope and is not the solution. • Assign quality methods to the senior supplier: The senior supplier may help define methods, but agreement is required first. • Request the project board to define methods: The board may be consulted, but product definition is a planning responsibility.

**27. A — Tailor to suit the project**

Tailoring permits changing the format of products as long as their purpose is fulfilled. Why the other options are incorrect: • Focus on products: Focus on products is about deliverable definition, not format changes. • Manage by exception: Manage by exception concerns delegating authority. • Learn from experience: Learning from experience is not the primary principle here. • Ensure continued business justification: Business justification is unrelated to report formats.

**28. C — No, because review attendees must be agreed in the quality plan**

Quality plan agreements ensure the right people attend reviews; changes should be communicated and agreed. Why the other options are incorrect: • Yes, because supplier staff can attend reviews without approval: Review attendance should be agreed, not assumed. • Yes, because the supplier controls all review participation: The supplier does not have sole control over review participation. • No, because only the project board can change review attendees: The project board does not decide individual review attendees. • No, because engineers cannot attend reviews: Engineers can attend if agreed in the plan.

**29. A — Ensure continued business justification**

Protecting the viability of the business case by rejecting detrimental changes demonstrates continued business justification. Why the other options are incorrect: • Manage by exception: Exception management controls deviations, but this is about viability. • Focus on products: Product focus relates to deliverables, not benefits thresholds. • Learn from experience: Learning from experience is about lessons, not rejecting changes. • Tailor to suit the project: Tailoring is about method adaptation, not viability protection.

**30. A — Escalate to the project board with options for recovery**

Exceeding the agreed tolerance for any performance target requires escalation to the project board. Why the other options are incorrect: • Continue work without informing the board: Continuing without escalation breaches the manage by exception principle. • Wait until the end of the stage to report: Reporting must happen when a breach is forecast, not after. • Inform only the senior user: The senior user is involved but



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escalation is to the board. • Increase campaign spending without approval: Spending changes require approval if they affect tolerances.



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