



The PRINCE2® Foundation Examination

Sample Paper 1

Question Booklet

Multiple Choice

Exam Duration: 1 hour

Instructions

1. You should attempt all 60 questions. Each question is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 33 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 1 hour to complete this exam.
6. This is a 'closed book' exam. No material other than the exam paper is allowed.

1) What is the first step in the recommended risk management procedure?

- A. Assess
- B. Identify
- C. Implement
- D. Plan

2) Which statements about a project's stakeholders are CORRECT?

- 1. A stakeholder is anyone who thinks they will be affected by a project
- 2. Stakeholders require equal amounts of engagement by the project management team
- 3. Stakeholders remain unchanged throughout the project
- 4. A stakeholder may be internal or external to the corporate organization

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

3) Identify the missing word in the following sentence.

A purpose of the [?] theme is to control any unacceptable deviations from the project's objectives.

- A. change
- B. plans
- C. progress
- D. risk

4) Which is a minimum requirement for applying the organization theme?

- A. To define the project assurance role of team managers
- B. To combine roles, where possible, to simplify the organization
- C. To appoint a business change manager as senior user when the project is part of a programme
- D. To define the approach to engaging with stakeholders

- 5) What is defined when deciding how to tailor PRINCE2 to suit the project?
- A. When the project's progress will be reviewed
 - B. Which of the six tolerance areas will be included
 - C. Which primary stakeholder interests will be represented
 - D. When the project's outputs will be delivered
- 6) Which statement about the 'continued business justification' principle is CORRECT?
- A. The justification for compulsory projects does not need approval
 - B. There must be no change to the reasons for a project
 - C. A formal business case document is mandatory
 - D. The chosen option must provide value for money
- 7) Which regular report provides the project board with a summary of stage status?
- A. Lessons report
 - B. Product status account
 - C. Highlight report
 - D. Checkpoint report
- 8) Which statement about the project support role is CORRECT?
- A. It can be performed by the project manager
 - B. It is an optional role for a PRINCE2 project
 - C. It produces checkpoint reports for the project manager
 - D. It can be combined with the project assurance role

9) What must be produced, as a minimum requirement for applying the plans theme?

- A. A hierarchy of all the products to be produced during a plan
- B. A record of the issues that are being formally managed during a plan
- C. A diagram showing the sequence of production of the planned products
- D. A record of the major risks relating to the project plan

10) Which is a purpose of a project brief?

- A. To capture lessons from previous projects
- B. To document a common understanding of the starting point for the project
- C. To confirm that the project is able to deliver the detailed business case
- D. To define the quality techniques to be applied during the project

11) Which is an objective of the 'managing product delivery' process?

- A. To sign off completed work packages
- B. To ensure that the business case is kept under review
- C. To report progress to the project board
- D. To ensure that work on products is authorized

12) In which process are team plans produced?

- A. Initiating a project
- B. Controlling a stage
- C. Managing a stage boundary
- D. Managing product delivery

- 13) How is the 'learn from experience' principle applied?
- A. By reviewing the management of previous projects
 - B. By defining the customer's expectations of the project's products
 - C. By defining cost tolerances for project objectives
 - D. By delegating responsibilities to a different level of management
- 14) Which product is a time-driven control?
- A. End stage report
 - B. Exception report
 - C. Checkpoint report
 - D. Lessons report
- 15) When should the project board request a decision from corporate, programme management or customer?
- A. When the stage requires resources
 - B. If it is forecast that project level tolerance will be exceeded
 - C. If the senior supplier or senior user needs to be changed
 - D. When any request for change needs to be approved
- 16) Which is a reason why the 'defined roles and responsibilities' principle must be applied?
- A. Because each project will have unique outputs
 - B. Because more than one function may be involved in the project
 - C. Because projects may have duplicated or inconsistent objectives
 - D. Because stages provide senior management with control points

- 17) Which process is triggered by the project manager's request to initiate a project?
- A. Starting up a project
 - B. Initiating a project
 - C. Directing a project
 - D. Managing a stage boundary
- 18) Which is an objective of the 'starting up a project' process?
- A. To confirm that there are no known restrictions that would prevent the project from being delivered
 - B. To ensure that all team managers understand their responsibilities
 - C. To obtain approval for the project plan from corporate, programme management or customer
 - D. To prepare the project initiation documentation for authorization to initiate the project
- 19) Which principle is being applied when a project product description is produced?
- A. Continued business justification
 - B. Focus on products
 - C. Learn from experience
 - D. Manage by stages
- 20) Which is a minimum requirement for applying the risk theme?
- A. A risk breakdown structure must be created
 - B. A risk budget must be established for managing risks
 - C. Identified threats and opportunities must be documented
 - D. Risk checklists must be used to ensure risks are identified

21) Which statements apply to a stage plan?

1. It is produced for the project during the 'initiating a project' process
 2. It is produced close to the time when the planned events will take place
 3. It provides the basis for day-to-day control by the project manager
 4. It provides the basis for control by the project board
-
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4

22) Which is a purpose of the benefits management approach?

- A. To document the justification for undertaking a project
- B. To summarize project performance to date for the project board to decide what action to take next
- C. To provide a schedule for measuring the achievement of benefits
- D. To provide the reasons for the project, to put into the business case

23) Which is assumed to be the customer's responsibility in the PRINCE2 customer/supplier environment?

- A. To specify the desired result
- B. To provide the skills to deliver the desired result
- C. To ensure the technical integrity of a project
- D. To develop the project's products

24) Which is a purpose of the risk management approach?

- A. To define the techniques to be used when assessing project risks
- B. To summarize exposure to strategic, programme, project and operational risks
- C. To recommend responses for each of the project risks
- D. To identify suitable risk owners for each of the project risks

25) Which management product should always be updated when a product fails its quality check?

- A. Risk register
- B. Issue register
- C. Quality register
- D. Lessons log

26) Identify the missing words in the following sentence.

The purpose of the [?] process is to establish solid foundations for the project.

- A. initiating a project
- B. managing product delivery
- C. directing a project
- D. managing a stage boundary

27) Which two statements about tailoring are CORRECT?

1. Processes can be simplified or carried out in more detail.
2. Terminology can be changed to suit organizational standards.
3. Themes that are not relevant to the project can be excluded.
4. Project management team members can carry out any combination of roles.

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

28) Which type of issue should be raised if a new product is required after a team has started work?

- A. A request for change
- B. An off-specification
- C. A problem
- D. A concern

29) Which characteristic distinguishes a project from regular business operations?

- A. It produces benefits
- B. It introduces business change
- C. It manages stakeholders
- D. It incurs cost

30) Which process is used by a team manager to coordinate work on one or more of the project's products?

- A. Initiating a project
- B. Controlling a stage
- C. Managing a stage boundary
- D. Managing product delivery

31) Who does the senior user represent when making decisions?

- A. The people or organizations that design the project's products
- B. Corporate, programme management or customer
- C. Project delivery teams
- D. The people or organizations that benefit from using the project's product

32) What is an output?

- A. Any of the project's specialist products
- B. The result of the change derived from using the project's products
- C. The measurable improvement resulting from an outcome
- D. A negative outcome

- 33) What is established within the 'initiating a project' process?
- A. The different ways that the project product can be delivered
 - B. The formats for communicating project information to stakeholders
 - C. That all of the information to develop the project brief is available
 - D. That any constraints which could affect the project have been removed
- 34) Which roles CANNOT be combined with the role of project assurance?
- 1. Project manager
 - 2. Project support
 - 3. Senior user
 - 4. Executive
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4
- 35) What must the project board do, as a minimum requirement for applying the change theme?
- A. Establish a change budget
 - B. Request a product status account
 - C. Define a change authority
 - D. Agree acceptable corrective actions
- 36) Which statement describes a threat to a project?
- A. An uncertain event that could have a negative impact on objectives
 - B. An uncertain event that could have a favourable impact on objectives
 - C. An event that has occurred resulting in a negative impact on objectives
 - D. An event that has occurred resulting in a favourable impact on objectives

- 37) Which aspect of project performance must be managed in order to have a clear understanding of what the project is to deliver?
- A. Timescale
 - B. Scope
 - C. Risk
 - D. Costs
- 38) Which is one of the four integrated elements within PRINCE2?
- A. Quality
 - B. Role descriptions
 - C. Processes
 - D. Product descriptions
- 39) What should be provided by corporate, programme management or customer before the 'starting up a project' process commences?
- A. A project brief with details outlining the project approach
 - B. Sufficient information to identify the prospective executive
 - C. The project initiation documentation
 - D. Authority to initiate a project
- 40) How is the 'manage by exception' principle applied?
- A. By dividing the project into a minimum of two management stages
 - B. By setting controls to warn the higher level of management of potential problems
 - C. By ensuring that the project continues to be desirable, viable and achievable
 - D. By providing lessons so that mistakes made in previous projects do not happen

- 41) Which is a responsibility of the managing level within the project management team?
- A. To set project-level tolerances
 - B. To approve the stage completion of each stage
 - C. To ensure that the products are produced within the constraints agreed with the project board
 - D. To appoint the roles in project management team
- 42) What is a risk cause?
- A. A negative consequence of a threat occurring
 - B. An area of uncertainty that could create a problem
 - C. A positive consequence of an exploited opportunity
 - D. A known situation which creates uncertainty
- 43) Which is a purpose of the 'closing a project' process?
- A. To inform the project board that the final stage is about to start
 - B. To provide a fixed point at which acceptance of the project product is confirmed
 - C. To provide the project board with sufficient information to confirm continued business justification
 - D. To define the handover procedures for the project's products
- 44) Which is a benefit of applying the 'manage by stages' principle?
- A. The project management team will understand the tolerances allowed
 - B. The project management team will understand the customer's expectations
 - C. The project will have review and decision points so that progress can be assessed
 - D. The key stakeholders in the project will have representation on the project board

45) Which is a benefit of using PRINCE2?

- A. It provides established and proven best practice and governance for project management
- B. It includes techniques for critical path analysis and earned value analysis
- C. It enables a project manager to be accountable for the success of a project
- D. It prevents any changes after the scope of a project has been agreed

46) Which is an objective of the 'closing a project' process?

- A. To check that all the project's products have been accepted by the users
- B. To prepare for the final stage of the project
- C. To capture the customer's quality expectations
- D. To ensure that all benefits have been achieved

47) What must be used, as a minimum requirement for applying the progress theme?

- A. Stage authorization
- B. Highlight reporting
- C. Work package authorization
- D. Checkpoint reporting

48) What must be recorded in the quality management approach, as a minimum requirement for applying the quality theme?

- A. The quality tools and techniques to be used
- B. The project's approach to quality planning
- C. The approach to managing project assurance
- D. The definition of the quality records required

49) Which is a purpose of the 'directing a project' process?

- A. To provide the information required to initiate a project
- B. To enable overall control of a project by the project board
- C. To establish the level of control required after initiation
- D. To provide sufficient information to approve the next stage plan

50) Identify the missing words in the following sentence.

PRINCE2 requires that the business justification is formally verified by [?] at stage boundaries.

- A. corporate, programme management or customer
- B. the project board
- C. project support
- D. the change authority

51) Which is a purpose of the organization theme?

- A. To set the tolerance on the cost of resources
- B. To plan the training needed for the delivery of the project
- C. To define the structure of accountability and responsibilities on the project
- D. To implement the controls required to manage by exception

52) Which is a purpose of the change theme?

- A. To prevent changes to what was agreed in the project initiation documentation
- B. To ensure any potential changes to baselined products are controlled
- C. To assess and control a project's threats and opportunities
- D. To identify changes needed to the project as a result of acting on lessons

53) Identify the missing word in the following sentence.

Quality [?] defines the type of quality methods the project will use.

- A. assurance
- B. control
- C. planning
- D. tolerance

54) Which is a purpose of the 'starting up a project' process?

- A. To ensure that the prerequisites for initiating the project are in place
- B. To establish whether the project plan can meet the required target dates
- C. To assemble the project initiation documentation so the project can be initiated
- D. To confirm to corporate, programme management or customer that quality expectations will be met

55) Which statement about management stages is CORRECT?

- A. A project can be scheduled without management stages
- B. There can be more than one delivery step within a management stage
- C. Several management stages can be scheduled to run at the same time
- D. Delivery steps and management stages should end together

56) Which is a purpose of the quality theme?

- A. To define how the project will ensure that its products are fit for purpose
- B. To define the procedures for the control and modification of project products
- C. To establish mechanisms to judge whether the project remains desirable and achievable
- D. To enable the assessment of continuing project viability

- 57) Which is an objective of the 'managing a stage boundary' process?
- A. To enable the project board to commit resources and expenditure required for the initiation stage
 - B. To review and, if necessary, update the project initiation documentation
 - C. To act as a break between those managing the project and those creating products
 - D. To ensure a periodic review is carried out to approve the products created within the completed stage
- 58) Which is a task of 'defining and analyzing products'?
- A. Design the plan
 - B. Create the product flow diagram
 - C. Analyze the risks
 - D. Prepare the schedule
- 59) Which activity can take place within the 'managing a stage boundary' process?
- A. Produce highlight reports
 - B. Take corrective action within stage tolerances
 - C. Produce an exception plan
 - D. Authorize a stage plan for the next stage
- 60) What does the 'initiating a project' process provide?
- A. Information for the project board to decide if the project is aligned to business objectives
 - B. Approval from the project board to proceed with the project, if it is worthwhile
 - C. Approval from the project manager for work to be started by delivery teams
 - D. Definition of the suppliers' obligations for controlling the work package delivery

END OF EXAMINATION

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Answers and rationales

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| Qu | Correct answer | Syll topic | Rationale |
|----|----------------|------------|--|
| 1 | B | 3.5.4 | <p>A. Incorrect. If the risk has not been identified, it cannot be assessed. ‘Assess’ is the second step. Ref 10.3.2, fig 10.1</p> <p>B. Correct. The risk must first be identified before it can be assessed, and responses planned and then implemented. Ref 10.3.2, fig 10.1</p> <p>C. Incorrect. If the risk has not been identified, it cannot be assessed. Therefore responses cannot be planned or implemented. ‘Implement’ is the fourth step. Ref 10.3.2, fig 10.1</p> <p>D. Incorrect. If the risk has not been identified, it cannot be assessed. Therefore responses cannot be planned or implemented. ‘Plan’ is the third step. Ref 10.3.2, fig 10.1</p> |
| 2 | D | 3.2.4a | <p>D. Correct.</p> <p>(1) Correct. There are likely to be individuals or groups who are not part of the project management team, but who may need to interact with the project or who may be affected by the project’s outcome. Ref 7.1, 7.2.2, 7.3.9</p> <p>(2) Incorrect. It is important to analyze who the stakeholders are and to engage with them appropriately. Ref 7.1, 7.3.9</p> <p>(3) Incorrect. It is important to review and possibly update the communication management approach at each stage boundary to ensure that it still includes all the key stakeholders. Ref 7.1, 7.2.2, 7.3.9</p> <p>(4) Correct. The communication management approach contains a description of the means and frequency of communication to parties both internal and external to the project. Ref 7.1, 7.2.2, 7.3.9</p> |
| 3 | C | 3.7.1a | <p>A. Incorrect. The purpose of the change theme is to identify, assess and control any potential and approved changes to the baseline. Ref 11.1</p> <p>B. Incorrect. The purpose of the plans theme is to facilitate communication and control by defining the means of delivering the products. Ref 9.1</p> <p>C. Correct. A purpose of the progress theme is to provide mechanisms to monitor progress against the allowed tolerances, and the controls to escalate to the next level should any forecast suggest that one or more tolerances will be exceeded. Ref 12.1</p> <p>D. Incorrect. The purpose of the risk theme is to identify, assess and control uncertainty. Ref 10.1</p> |

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| 4 | D | 3.2.2 | <p>A. Incorrect. A team manager must not be assigned a project assurance role. Therefore, defining the project assurance role of team managers is not a minimum requirement for applying the organization theme. Ref 7.2, 7.3.1, 7.2.1.10</p> <p>B. Incorrect. Combining roles is permissible, but not a minimum requirement for applying the organization theme. Ref 7.2, 7.2.1.1, 7.2.1.10</p> <p>C. Incorrect. Within a programme environment appointing a business change manager as senior user is permissible, but not a minimum requirement for applying the organization theme. Ref 7.2, 7.3.3</p> <p>D. Correct. To be following PRINCE2, a project must, as a minimum, define its approach to communicating and engaging with stakeholders. Ref 7.2</p> |
| 5 | A | 2.1g | <p>A. Correct. The purpose of tailoring is to ensure that project controls are appropriate to the project's scale, complexity, importance, team capability and risk (e.g. the reporting and reviewing frequency and formality). Ref 3.7</p> <p>B. Incorrect. The 'manage by exception' principle sets tolerances against six objectives. These six areas are not tailored. Ref 3.5, 4.3.1</p> <p>C. Incorrect. The 'defined roles and responsibilities' principle defines that all three primary stakeholder interests need to be represented; business, user and supplier. These three interests are not tailored. Ref 3.3, 4.3.1</p> <p>D. Incorrect. In PRINCE2, projects deliver outputs in the form of products. Tailoring is not on the specialist products but on the project management method and project controls. Ref 3.7, 6.1</p> |
| 6 | D | 2.1a | <p>A. Incorrect. The business justification for a project, compulsory or not, must be documented and approved. Ref 3.1</p> <p>B. Incorrect. Although the justification should remain valid, it may change. Ref 3.1</p> <p>C. Incorrect. The format and formality of documentation may vary depending on need and circumstance. Ref 3.1</p> <p>D. Correct. Even compulsory projects should be supported by business justification, even if only to demonstrate that the chosen option represents value for money. Ref 3.1</p> |
| 7 | C | 3.7.1b | <p>A. Incorrect. The lessons report is used to pass on any lessons that can be usefully applied to other projects. Ref 19.4.4, A.15.1</p> <p>B. Incorrect. The purpose of the product status account is to provide information about the state of the products within defined limits. Ref 11.1, A.18.1</p> <p>C. Correct. A highlight report is used to provide the project board with a summary of the stage status at intervals it has defined. The project board uses the report to monitor stage and project progress. Ref 12.2.2.4, A.11.1</p> <p>D. Incorrect. A checkpoint report is used by a team manager to report the status of a work package to the project manager. Ref 12.2.2.4, A.4.1</p> |

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|----|---|--------|---|
| 8 | A | 3.2.3i | <p>A. Correct. The project manager performs the project support role unless this is delegated to another person/other people. Ref 7.2.1.9</p> <p>B. Incorrect. The project support role is not an optional role for a PRINCE2 project. It must either be performed by the project manager or be delegated by the project manager. Ref 7.2.1.9</p> <p>C. Incorrect. The team manager produces checkpoint reports, not project support. Ref 7.2.1.8, 7.2.1.9, tab 12.2</p> <p>D. Incorrect. Project support cannot be combined with the project assurance role. The two roles should be separate in order to maintain the independence of project assurance. Ref 7.2.1.10</p> |
| 9 | A | 3.4.2 | <p>A. Correct. PRINCE2 requires that three products are produced and maintained. This includes the product breakdown structure: a hierarchy of all the products to be produced during a plan. Ref 9.2</p> <p>B. Incorrect. It is the issue register that captures and maintains information issues that are being managed formally. It is not a minimum requirement for applying the plans theme. Ref 9.2, 11.4.1</p> <p>C. Incorrect. It is the product flow diagram that provides a diagram showing the sequence of production and interdependencies of the planned products. Product flow diagrams are recommended but not required. Ref 9.2, 9.3.1.2</p> <p>D. Incorrect. It is the risk register which provides record of identified risks relating to the plan, including their status and history. It is not a minimum requirement for applying the plans theme. Ref 9.2, 10.2</p> |
| 10 | B | 4.1h | <p>A. Incorrect. It is the purpose of the lessons log to capture lessons from previous projects. Ref A.14.1</p> <p>B. Correct. An agreed project brief ensures that the project has a commonly understood and well-defined start point. Ref A.19.1, 14.4.5</p> <p>C. Incorrect. The detailed business case is produced in the 'initiating a project' process and the project brief is produced earlier in the 'starting up a project' process. Ref 16.4.8, 14.4.5</p> <p>D. Incorrect. A quality management approach is used to define the quality techniques and standards to be applied, and the various responsibilities for achieving the required quality levels during the project. Ref A.22.1</p> |
| 11 | D | 4.2e | <p>A. Incorrect. Completed work packages are signed-off in the 'controlling a stage' process. Ref 17.4</p> <p>B. Incorrect. It is an objective of the 'controlling a stage' process is to ensure that the business case is kept under review. The business case is not reviewed within the 'managing product delivery' process. Ref 17.2, 18.2</p> <p>C. Incorrect. Progress is reported to the project board by the project manager, via highlight reports, within the 'controlling a stage' process. The team manager would report progress to the project manager, via checkpoint reports, within the 'managing product delivery' process. Ref 17.4, 18.2</p> <p>D. Correct. It is an objective of the 'managing product delivery' process to ensure that work on products allocated to the team is authorized and agreed. Ref 18.2</p> |

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|----|---|--------|--|
| 12 | D | 4.3e | <p>A. Incorrect. Team plans are not produced by the team manager during the 'initiating a project' process. Ref 18.3</p> <p>B. Incorrect. Team plans are not produced by the team manager during the 'controlling a stage' process. Ref 18.3</p> <p>C. Incorrect. Team plans are not produced by the team manager during the 'managing a stage boundary' process. Ref 18.3</p> <p>D. Correct. Team plans are produced by the team manager during the 'managing product delivery' process. Ref 18.3</p> |
| 13 | A | 2.1b | <p>A. Correct. When starting a project, previous or similar projects should be reviewed to see if lessons could be applied. Ref 3.2</p> <p>B. Incorrect. A PRINCE2 project applies the principle 'focus on products'. It focuses on the definition and delivery of products, in particular the quality requirements. Ref 3.6</p> <p>C. Incorrect. A PRINCE2 project applies the principle 'manage by exception'. It has defined tolerances for project objectives, in order to establish limits of delegated authority. Ref 3.5</p> <p>D. Incorrect. A PRINCE2 project applies the principle 'manage by stages' principle. The project board delegates the authority for day-to-day control of a management stage, within agreed tolerances, to the project manager. Ref 3.4</p> |
| 14 | C | 3.7.3a | <p>A. Incorrect. The end of a stage is not a time-driven (periodic) control. For example, it does not occur weekly or monthly. Ref 12.2.2</p> <p>B. Incorrect. Exception situations are not a time-driven (periodic) control. You cannot plan for them. Ref 12.2.2</p> <p>C. Correct. Time-driven controls take place at predefined periodic intervals. The frequency and format of the checkpoint reports will be agreed in the work package. Ref 12.2.2</p> <p>D. Incorrect. Lessons reports are usually produced at the end of a stage and the end of the project. These are not time-driven (periodic) controls, for example they are not produced monthly, or weekly. Ref 12.2.2, 12.2.2.3</p> |
| 15 | B | 3.7.3b | <p>A. Incorrect. It is a project board responsibility to approve resources for the stage. Ref tab 7.1</p> <p>B. Correct. The project board should refer to corporate, programme management or customer if project level tolerance is forecast to be exceeded because this tolerance is set by corporate, programme management or customer. Ref 12.2.1</p> <p>C. Incorrect. The executive is responsible for a change in senior user or supplier. This does not require higher level approval. Ref tab 7.1</p> <p>D. Incorrect. Approval of a request for change is normally handled by the project board or the change authority. It would only be referred to corporate, programme management or customer if project tolerances would be exceeded. Ref 11.2, tab 11.2</p> |

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| 16 | B | 2.1c | <p>A. Incorrect. The fact that projects have unique outputs is a reason for the 'focus on products' principle. Ref 3.6</p> <p>B. Correct. A project is typically cross-functional and agreeing roles and responsibilities ensures that the people involved know what's expected of them and what to expect of others. Ref 3.3</p> <p>C. Incorrect. The need to avoid duplicated or inconsistent objectives is a reason for the 'continued business justification' principle. Ref 3.1.</p> <p>D. Incorrect. The need for control points is a reason for the 'manage by stages' principle. Ref 3.4</p> |
| 17 | C | 4.3b | <p>A. Incorrect. The 'starting up a project' process prepares for the authorization of the initiation stage. The request to initiate the project is an action carried out during the 'starting up a project' process. Ref 14.1</p> <p>B. Incorrect. The 'initiating a project' process prepares documentation to be submitted to the project board for project authorization, but the actual authorization comes from the 'directing a project' process. Ref 16.3</p> <p>C. Correct. Only the project board can authorize project initiation, and its activities are covered in the 'directing a project' process. Ref 15.3</p> <p>D. Incorrect. The 'managing a stage boundary' process prepares information, in order to request authorization of the next stage from the project board. Ref 19.1</p> |
| 18 | A | 4.2a | <p>A. Correct. An objective of the 'starting up a project' process is to ensure time is not wasted on initiating any projects that are based on unsound assumptions. Ref 14.2</p> <p>B. Incorrect. The project management team is designed during the 'starting up a project' process, but the actual team managers may not be appointed until the 'managing a stage boundary' process. Ref 14.4.3</p> <p>C. Incorrect. The project plan is created in the 'initiating a project' process and approved by the project board in the 'directing a project' process. Ref 16.4.7, 15.4.2</p> <p>D. Incorrect. The project initiation documentation is prepared in the 'initiating a project' process. Ref 16.4.9</p> |
| 19 | B | 2.1f | <p>A. Incorrect. The 'continued business justification' principle is applied through regular planned reviews of the business case during the life of the project to confirm its continued viability. Ref 3.1</p> <p>B. Correct. Producing the project product description applies the 'focus on products' principle by clearly defining the project's product, the customer's quality expectations and acceptance criteria. Ref 3.6, A.21.1</p> <p>C. Incorrect. The 'learn from experience' principle is applied to ensure that project teams learn from previous experience: lessons are sought, recorded and acted upon throughout the life of the project. Ref 3.2</p> <p>D. Incorrect. Applying the 'manage by stages' principle enables the extent of senior management control over projects to be varied according to the business priority, risk and complexity involved. Ref 3.4</p> |

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| 20 | C | 3.5.2 | <p>A. Incorrect. A risk breakdown structure is a risk management technique. It is not a minimum requirement for applying the risk theme. Ref 10.4.1.2, 10.2</p> <p>B. Incorrect. It might be appropriate to identify an explicit risk budget within the project budget, however this is not a minimum requirement for applying the risk theme. Ref 10.3.7, 10.2</p> <p>C. Correct. PRINCE2 requires that a risk register is used to capture all identified threats and opportunities. Ref. 10.2</p> <p>D. Incorrect. A risk checklist is a risk management technique. It is not a minimum requirement for applying the risk theme. Ref 10.4.1.2, 10.2</p> |
| 21 | B | 3.4.1b | <p>B. Correct.</p> <p>(1) Incorrect. A stage plan is required for each management stage, not for the whole project. Ref 9.2.1.2</p> <p>(2) Correct. A stage plan is created towards the end of the preceding stage as part of the 'managing a stage boundary' process. It is produced close to the time when the planned events will take place. Ref 9.2.1.2</p> <p>(3) Correct. A stage plan is created at the level of detail needed to enable the day-to-day control by the project manager. Ref 9.2.1.2</p> <p>(4) Incorrect. The stage plan provides the basis for the project manager's control. The project board monitors against the project plan. Ref 9.2.1.2, 9.2.1.1</p> |
| 22 | C | 3.1.1b | <p>A. Incorrect. This is a purpose of the business case. Ref A.2.1</p> <p>B. Incorrect. This is the purpose of the end stage report. Ref A.9.1</p> <p>C. Correct. The benefits management approach is used to cover the assessment of benefits. Ref 6.2.2, A.1.1</p> <p>D. Incorrect. The reasons for the project are derived from the project mandate and documented in the outline business case during the 'starting up a project' process. Ref 14.4.4</p> |
| 23 | A | 1.2b | <p>A. Correct. It is assumed that there will be a customer who will specify the desired result and probably pay for the project. Ref 4.3.4.3</p> <p>B. Incorrect. It is assumed that the suppliers will provide the resources and skills to deliver the desired result, not the customer. Ref 4.3.4.3</p> <p>C. Incorrect. This is a supplier responsibility, not the responsibility of the customer. Ref 7.2.1.4</p> <p>D. Incorrect. This is a supplier responsibility, not the responsibility of the customer. Ref 7.2.1.4</p> |

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| 24 | A | 3.5.1b | <p>A. Correct. The risk management approach describes the specific risk management techniques and standards to be applied, and the responsibilities for achieving an effective risk management procedure. Ref A.24.1</p> <p>B. Incorrect. Exposure to risk is summarized in the risk profile. This procedure is defined in the risk management approach. Ref A.24.2</p> <p>C. Incorrect. The risk management approach defines the different categories of risk responses which can be used to identify suitable actions for each risk. It does not define the specific response actions appropriate for each risk. Ref A.24.2</p> <p>D. Incorrect. Risk owners are identified and recorded in the risk register. Ref A.25.2</p> |
| 25 | C | 3.3.1b | <p>A. Incorrect. This event has already happened. There is no uncertainty about its occurrence, therefore it is not a risk. Ref 10.1, A.25.1</p> <p>B. Incorrect. This may be raised as an issue (off-specification) and formally managed if, for example, the failure is likely to lead to an exception situation. However, the product that should always be updated with the result of the quality activities is the quality register. Ref 8.2, A.23.1</p> <p>C. Correct. The quality register records the results of all quality management activities. Ref 8.2, A.23.1</p> <p>D. Incorrect. There may be lessons to be learned, but this is not always the case. The product that should always be updated with the result of the quality activities is the quality register. Ref 8.2, 12.2.2.3, A14.1, A.23.1</p> |
| 26 | A | 4.1c | <p>A. Correct. The purpose of the 'initiating a project' process is to establish solid foundations for the project, enabling the organization to understand the work that needs to be done to deliver the project's products before committing to a significant spend. Ref 16.1</p> <p>B. Incorrect. The purpose of the 'managing product delivery' process is to control the link between the project manager and team manager(s). Ref 18.1</p> <p>C. Incorrect. The purpose of the 'directing a project' process is to enable the project board to be accountable for the project's success. The project board does this by making key decisions and exercising overall control while delegating day-to-day management of the project to the project manager. Ref 15.1</p> <p>D. Incorrect. The purpose of the 'managing a stage boundary' process is to enable the project board to be provided with sufficient information by the project manager so that it can review the success of the current stage, approve the next stage plan, review the updated project plan, and confirm continued business justification and acceptability of the risks. Ref 19.1</p> |

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| 27 | A | 2.2 | <p>A. Correct.</p> <p>(1) Correct. Processes can be combined or adapted. Ref. 4.3.1.</p> <p>(2) Correct. Terminology can be changed to suit other standards or policies. Ref. 4.3.1</p> <p>(3) Incorrect. All the themes must be applied in a project, however they should be tailored according to the complexity of the project. Ref 5.1</p> <p>(4) Incorrect. Some project roles cannot be shared or combined, such as the project manager and the executive. Ref 7.2.1.10</p> |
| 28 | A | 3.6.3a | <p>A. Correct. The product description should have been baselined before work began. Therefore this is a request for change to a baselined product. Ref tab 11.1</p> <p>B. Incorrect. An off-specification is something that should be provided by the project, but currently is not (or is forecast not to be). It might be a missing product or a product not meeting its specifications. Ref tab 11.1</p> <p>C. Incorrect. A problem, or concern, is a type of issue (other than a request for change or off-specification) that the project manager needs to resolve or escalate. Ref tab 11.1</p> <p>D. Incorrect. A concern, or problem, is a type of issue (other than a request for change or off-specification) that the project manager needs to resolve or escalate. Ref tab 11.1</p> |
| 29 | B | 1.1a | <p>A. Incorrect. Both projects and business as usual may produce benefits. This is not one of the characteristics that make projects different. Ref 2.1</p> <p>B. Correct. Projects are the means by which we introduce business change. When the change is implemented, business as usual resumes (in its new form). Ref 2.1</p> <p>C. Incorrect. Both projects and business as usual involve managing stakeholders. This is not one of the characteristics that make projects different. Ref 2.1</p> <p>D. Incorrect. Both projects and business as usual incur costs. This is not one of the characteristics that make projects different. Ref 2.1</p> |

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| 30 | D | 4.1e | <p>A. Incorrect. The purpose of the 'initiating a project' process is to enable the organization to understand the work that needs to be done to deliver the project's products before committing to a significant spend. The 'managing product delivery' process enables the team manager(s) is to coordinate an area of work that will deliver one or more of the project's products. Ref 16.1, 18.1</p> <p>B. Incorrect. The purpose of the 'controlling a stage' process is to assign work to be done. The 'managing product delivery' process enables the team manager(s) to coordinate an area of work that will deliver one or more of the project's products. Ref 17.1, 18.1</p> <p>C. Incorrect. The purpose of the 'managing a stage boundary' process is to plan the work of the next stage. The 'managing product delivery' process enables the team manager(s) is to coordinate an area of work that will deliver one or more of the project's products. Ref 19.1, 18.1</p> <p>D. Correct. The 'managing product delivery' process enables the team manager(s) to coordinate an area of work that will deliver one or more of the project's products. Ref 18.1</p> |
| 31 | D | 3.2.3c | <p>A. Incorrect. The senior supplier represents the designers of the project's products. Ref 7.2.1.4</p> <p>B. Incorrect. The senior user is appointed by the executive to represent the user needs and does not make decisions on behalf of corporate management. Ref 7.2.1.3</p> <p>C. Incorrect. The senior supplier represents the project development teams. Ref 7.2.1.4</p> <p>D. Correct. The senior user makes decisions on behalf of those who will benefit from the use of the project's products. Ref 7.2.1.3</p> |
| 32 | A | 3.1.3 | <p>A. Correct. This is an output - a specialist product that is handed over to a user (or users). Note that management products are not outputs but are created solely for the purpose of managing the project. Ref glossary, 6.1</p> <p>B. Incorrect. This is an outcome - the result of change, normally affecting real-world behaviour and/or circumstances. Outcomes are desired when a change is conceived. They are achieved as a result of the activities undertaken to effect the change. Ref glossary, 6.1</p> <p>C. Incorrect. This is a benefit - the measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders. Ref glossary, 6.1</p> <p>D. Incorrect. This is a dis-benefit - a measurable decline resulting from an outcome perceived as negative by one or more stakeholders, which reduces one or more organizational objective(s). Ref glossary, 6.1</p> |

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| 33 | B | 4.2c | <p>A. Incorrect. The available project approaches are evaluated in the 'starting up a project' process. Ref 14.2, 14.4.5</p> <p>B. Correct. An objective of the 'initiating a project' process is to ensure that there is common understanding of who needs information, in what format, and at what time. Ref 16.2, 16.4.5</p> <p>C. Incorrect. The project brief is developed in the 'starting up a project' process not the 'initiating a project' process. Ref 14.2</p> <p>D. Incorrect. A focus of the 'initiating a project' process is to understand and put strategies in place to manage constraints, not to remove them. Ref 16.2</p> |
| 34 | A | 3.2.3e | <p>A. Correct.</p> <p>(1) Correct. Project assurance must be independent of the project manager. Ref 7.2.1.10, tab 6.1</p> <p>(2) Correct. Project assurance must be independent of project support. Ref 7.2.1.10, tab 7.1</p> <p>(3) Incorrect. Project assurance is a responsibility of the project board. The senior user is a member of the project board. Ref 7.2.1.3, tab 6.1</p> <p>(4) Incorrect. Project assurance is a responsibility of the project board. The executive is a member of the project board. Ref 7.2.1.2, fig 5.4 tab 7.1</p> |
| 35 | C | 3.6.2 | <p>A. Incorrect. Unless the anticipated level of change on a project is low, it is advisable for a budget to be set up to pay for changes, but this is not a minimum requirement for applying the change theme. Ref 11.2, 11.3.6</p> <p>B. Incorrect. When reviewing management stage status, a product status account can be requested. However, this is not a minimum requirement for applying the change theme. Ref 17.4.4, 11.2</p> <p>C. Correct. To be following PRINCE2, a project must, as a minimum, define the roles and responsibilities for change control, including a defined change authority. Ref 11.2</p> <p>D. Incorrect. There is no minimum requirement to agree acceptable corrective actions. Ref 11.2</p> |
| 36 | A | 3.5.3a | <p>A. Correct. A threat may have a negative impact on the project objectives. Ref 10.1</p> <p>B. Incorrect. Events that may have favourable impacts on objectives are opportunities, not threats. Ref 10.1</p> <p>C. Incorrect. Threats are future uncertain events, not something that has already occurred; these events are called issues. Ref 10.1, 11.1</p> <p>D. Incorrect. Threats are future uncertain events, not something that has already occurred; these events are called issues. Ref 10.1, 11.1</p> |

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| 37 | B | 1.1b | <p>A. Incorrect. Failure to deliver on time may affect what products can be delivered, but does not affect the understanding of what the project is to deliver. Ref 2.3</p> <p>B. Correct. Clear agreement on scope will avoid users and suppliers making incorrect assumptions about what is to be delivered. Ref 2.3</p> <p>C. Incorrect. Risk is one of the six aspects, but does not affect understanding of the deliverables required. Ref 2.3</p> <p>D. Incorrect. Project costs need to be managed to avoid overspending, but this will not clarify understanding of what the project is to deliver. Ref 2.3</p> |
| 38 | C | 1.1d | <p>A. Incorrect. Quality is an aspect of project performance that needs to be managed. The integrated elements are the principles, themes, processes and the project environment. Ref 1.1</p> <p>B. Incorrect. Role descriptions help to agree and communicate project management team roles and responsibilities. The integrated elements are the principles, themes, processes and the project environment. Ref 1.1</p> <p>C. Correct. The integrated elements are the principles, themes, processes and the project environment. Ref 1.1</p> <p>D. Incorrect. Product descriptions support the focus on products but the integrated elements are the principles, themes, processes and the project environment. Ref 1.1</p> |
| 39 | B | 4.3a | <p>A. Incorrect. The project mandate is refined to produce a project brief. Corporate, programme management or customer provides a project mandate, but the assembly of a project brief is the responsibility of the project management team. Ref 16.4.9</p> <p>B. Correct. The project mandate, provided by corporate, programme management or customer, should include sufficient information to identify at least the prospective executive of the project board. Ref 14.3</p> <p>C. Incorrect. The project initiation documentation is developed by the project management team during the 'initiating a project' process. Ref 16.4.9</p> <p>D. Incorrect. The project board provides the authority to initiate a project after it has reviewed and is satisfied with the outputs from the 'starting up a project' process. Ref 15.4.1</p> |
| 40 | B | 2.1e | <p>A. Incorrect. To apply the 'manage by stages' principle, a project must have at least two management stages. Ref 3.4</p> <p>B. Correct. Accountability is established by setting up controls so that if tolerances are forecast to be exceeded, the next higher management layer can be consulted and decide how to proceed. Ref 3.4</p> <p>C. Incorrect. By applying the 'continued business justification' principle, project management can ensure that the project is desirable, viable and achievable. Ref 3.1</p> <p>D. Incorrect. By applying the 'learn from experience' principle, lessons can be found that can be applied in the project. Ref 3.2</p> |

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| 41 | C | 3.2.3g | <p>A. Incorrect. This is a corporate level responsibility. Ref 7.1, fig 7.2</p> <p>B. Incorrect. This is a project board (directing level) responsibility and not a managing (project manager) responsibility. Ref 7.1, fig 7.2</p> <p>C. Correct. The managing layer of the project is the project manager and the project manager has to ensure that the project produces the required products in accordance with the tolerance levels set by the project board. Ref 7.1, fig 7.2</p> <p>D. Incorrect. This is an executive (directing level) responsibility. Ref 7.1, fig 7.2</p> |
| 42 | D | 3.5.3d | <p>A. Incorrect. This is describing a risk effect. The risk effect is the impact(s) that the risk would have on the project objectives if the risk materializes. Ref 10.4.1.2</p> <p>B. Incorrect. This is describing a risk event. The risk event is the area of uncertainty in terms of the threat or the opportunity. Ref 10.4.1.2</p> <p>C. Incorrect. This is describing a risk effect. The risk effect is the impact(s) that the risk would have on the project objectives if the risk materializes. Ref 10.4.1.2</p> <p>D. Correct. This is describing a risk cause. The risk cause should describe the source of the risk, i.e. the situation that gives rise to the risk. These are often referred to as risk drivers. Ref 10.4.1.2</p> |
| 43 | B | 4.1g | <p>A. Incorrect. The 'closing a project' process is carried out within the final stage of the project. The notification to the project board that the final (or any) stage is about to start comes from the 'managing a stage boundary' process. Ref 19.4</p> <p>B. Correct. A purpose of the 'closing a project' process is to provide a fixed point at which acceptance of the project product is confirmed. Ref 20.1</p> <p>C. Incorrect. A purpose of the 'managing a stage boundary' process is to provide the project board with sufficient information to confirm continued business justification for the project. Ref 19.1</p> <p>D. Incorrect. The handover procedures for the project's products are defined in the 'initiating a project' process as part of defining the change control approach. Ref 11.2, A.3, 20.4.3</p> |
| 44 | C | 2.1d | <p>A. Incorrect. Understanding delegated authority and established tolerances is a benefit of applying the 'manage by exception' principle. Ref 3.5</p> <p>B. Incorrect. Understanding the customer's expectations and acceptance criteria is a benefit of applying the 'focus on products' principle. Ref 3.6</p> <p>C. Correct. The 'manage by stages' principle provides review and decision points so the project board can assess the viability of the project. Ref 3.4</p> <p>D. Incorrect. The business, user and supplier stakeholders being represented on the project is a benefit of applying the 'defined roles and responsibilities' principle. Ref 3.3</p> |

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| 45 | A | 1.2a | <p>A. Correct. PRINCE2 is based on established and proven best practice and governance for project management. Ref 1</p> <p>B. Incorrect. There are many proven planning and control techniques that can be used in support of the PRINCE2 themes, for example, critical path analysis (in planning) and earned value analysis (in progress control). Some techniques are described within the guidance, however alternative, equivalent techniques can be substituted, provided they meet the minimum requirements for applying the theme. Ref 1.2</p> <p>C. Incorrect. Whilst it is a benefit to have a single person accountable for a project, in the case of PRINCE2, this person is the executive, not a project manager. Ref 7.2.1.2</p> <p>D. Incorrect. Projects are all about change, even after the products have been baselined. 2.1</p> |
| 46 | A | 4.2g | <p>A. Correct. A purpose of the 'closing a project' process is to verify user acceptance of a project's products. Ref 20.2</p> <p>B. Incorrect. The 'closing a project' process occurs during the final stage, which is prepared during the 'managing a stage boundary' process, as is any other stage, except for the initiation stage. Ref 20.3</p> <p>C. Incorrect. The customer's quality expectations are defined and agreed early in the 'starting up a project' process. The expectations are captured in discussions with the customer (business and user stakeholders) and then refined for inclusion in the project product description. Ref 14.4.4</p> <p>D. Incorrect. It is likely that not all benefits will be achieved before the project closes. Some will be measured post-project as part of a benefits review. Ref 20.4.3</p> |
| 47 | A | 3.7.2 | <p>A. Correct. To be following PRINCE2, a project must, as a minimum, be managed by stages (PRINCE2's 'manage by stages' principle). Ref 12.2</p> <p>B. Incorrect. There are no reports specified in the minimum requirements for applying the progress theme. Ref 12.2</p> <p>C. Incorrect. Authorization of work packages is not specified as a minimum requirement for applying the progress theme. Ref 12.2</p> <p>D. Incorrect. There are no reports specified in the minimum requirements for applying the progress theme. Ref 12.2</p> |

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| 48 | C | 3.3.2 | <p>A. Incorrect. The particular quality tools and techniques to be used do not need to be defined as a minimum requirement for applying the quality theme, although the overall approach to quality control must be defined. Ref 8.2</p> <p>B. Incorrect. The project's approach to quality planning does not need to be defined as a minimum requirement for applying the quality theme, although the overall approach to quality control must be defined. Ref 8.2</p> <p>C. Correct. To be following PRINCE2, a project must, as a minimum, define its quality management approach. This approach must minimally cover: the project's approach to quality control; the project's approach to project assurance; how the management of quality is communicated throughout the project lifecycle; and the roles and responsibilities for quality management. Ref 8.2.</p> <p>D. Incorrect. The quality records to be used do not have to be defined as a minimum requirement for applying the quality theme. However, the approach to quality control, how quality is communicated, and the roles/responsibilities related to managing quality must be defined. Ref 8.2</p> |
| 49 | B | 4.1b | <p>A. Incorrect. A purpose of the 'starting up a project' process is to provide the information required to confirm whether it is worthwhile to initiate a project. Ref 14.1</p> <p>B. Correct. A purpose of the 'directing a project' process is to establish the level of control required by the project board after initiation. Ref 15.1</p> <p>C. Incorrect. The project controls are set up during the 'initiating a project' process. Ref 16.4.6</p> <p>D. Incorrect. A purpose of the 'managing a stage boundary' process is to provide sufficient information to review the current stage and approve the next stage plan. Ref 19.1</p> |
| 50 | B | 3.1.2 | <p>A. Incorrect. Corporate, programme management or customer sets the overall requirements and tolerance levels for the project, but is not directly involved in its management. It is the project board that formally verifies the business justification at stage boundaries and only refers to corporate, programme management or the customer if the project is no longer justified. Ref 7.2, 12.2.4</p> <p>B. Correct. In PRINCE2, the business justification is developed at the beginning of the project and reviewed and updated throughout the life of the project. It is formally verified by the project board at each key decision point, such as at stage boundaries, and is confirmed throughout the period that the benefits are realized. Ref 6.2</p> <p>C. Incorrect. Project support advises on events that may impact the business case but does not formally verify it at stage boundaries. Ref tab 6.1</p> <p>D. Incorrect. The project board may delegate the authority to approve responses to requests for change or off-specifications to a separate individual or group, called a change authority. They cannot delegate their responsibility for verifying the business justification at stage boundaries. Ref 7.2.1.6, 6.2</p> |

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| 51 | C | 3.2.1a | <p>A. Incorrect. The setting of tolerances is part of the progress theme. Ref 12.1</p> <p>B. Incorrect. The purpose of the plans theme is to plans how the products will be achieved and by whom and to estimate timescales and cost. Ref 9.1, 9.1.1.</p> <p>C. Correct. The purpose of the organization theme is to define and establish the project's structure of accountability and responsibilities (the who?). Ref 7.1</p> <p>D. Incorrect. To apply the principle 'manage by exception', targets and tolerances must be set against the six aspects of project performance to be managed. This is part of the application of the progress theme. Ref 12.1</p> |
| 52 | B | 3.6.1a | <p>A. Incorrect. Change is not prevented, it is controlled. Ref 11.1</p> <p>B. Correct. The aim of change control is not to prevent change, it is to ensure that every change is agreed by the relevant authority before it takes place. Ref 11.1</p> <p>C. Incorrect. This is a purpose of the risk theme, which is to identify, assess and control uncertainty and, thus, improve the ability of the project to succeed. Ref 11.1, 10.1, 10.4.1.2</p> <p>D. Incorrect. It is a purpose of the quality theme to implement continuous improvement during the project by capturing and learning lessons. Ref 8.2</p> |
| 53 | C | 3.3.3a | <p>A. Incorrect. Quality assurance may define the type of quality methods the corporate organization uses, as part of the quality management system, but quality assurance is independent from the project. It is a project responsibility, as part of quality planning, to define the type of quality methods the project will use and include this in the project's quality management approach, (although this may refer back to the corporate organization's quality management system). Ref 8.3.5, 8.1.1</p> <p>B. Incorrect. Quality planning, not quality control, defines the type of quality methods the project will use. This information is included in the project's quality management approach. Ref 8.1.1</p> <p>C. Correct. It is a project responsibility, as part of quality planning, to define the type of quality methods the project will use and include this in the project's quality management approach, (although this may refer back to the corporate organization's quality management system). Ref 8.1.1</p> <p>D. Incorrect. Quality planning defines the type of quality methods the project will use. This information is included in the project's quality management approach. Quality tolerances are defined as part of quality planning. Ref 8.1.1</p> |

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| 54 | A | 4.1a | <p>A. Correct. The purpose of the 'starting up a project' process is to ensure that the question “do we have a viable and worthwhile project?” can be answered. This is achieved by ensuring that the prerequisites for initiating the project are in place. Ref 14.1</p> <p>B. Incorrect. The project plan is assembled in the 'initiating a project' process not the 'starting up a project' process. Ref 16.4.7</p> <p>C. Incorrect. The project initiation documentation is created in the 'initiating a project' process not the 'starting up a project' process. Ref 16.4.9</p> <p>D. Incorrect. The customer's quality expectations are captured and documented in the project product description during the 'starting up a project' process. There is no confirmation that these will be met at this point in time as they are a target objective. Ref 14.4.4</p> |
| 55 | B | 3.4.3c | <p>A. Incorrect. PRINCE2 mandates at least two management stages; an initiation stage and at least one further management stage. Ref 9.2</p> <p>B. Correct. There may be more than one delivery step per management stage. Ref 9.3.1.1</p> <p>C. Incorrect. Delivery steps often overlap but management stages do not. Management stages equate to commitment of resources and authority to spend. Ref 9.3.1.1</p> <p>D. Incorrect. The end of a management stage does not necessarily need to occur at the same time as the end of a delivery step. Ref 9.3.1.1</p> |
| 56 | A | 3.3.1a | <p>A. Correct. The quality theme defines the PRINCE2 approach to ensuring that the project's products meet business expectations. Ref 8.1</p> <p>B. Incorrect. This is covered by the change theme. The purpose of the change theme is to identify, assess and control any potential and approved changes to the project baselines. Ref 11.1</p> <p>C. Incorrect. This is covered by the business case theme. The purpose of the business case theme is to establish mechanisms to judge whether the project is (and remains) desirable, viable and achievable. Ref 6.1</p> <p>D. Incorrect. This is a purpose of the progress theme. The purpose of the progress theme is to establish mechanisms to monitor and compare actual achievements against those planned, to provide a forecast for the project objectives and the project's continued viability, and control any unacceptable deviations. Ref 12.1</p> |

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| 57 | B | 4.2f | <p>A. Incorrect. Commencement of the initiation stage is approved by the project board during the 'directing a project' process, at the end of start-up. This is not a stage boundary. Ref 15.4.1</p> <p>B. Correct. Reviewing and, if necessary, updating the project initiation documentation (in particular the business case, project plan, project approach, strategies, project management team structure and role descriptions) is an objective of the 'managing a stage boundary' process. Ref 19.2</p> <p>C. Incorrect. It is the 'managing product delivery' process that controls the link between the project manager and the teams delivering the products. Ref 18.1</p> <p>D. Incorrect. Products are assessed and approved when they are completed, during the 'managing product delivery' process. These quality checks are not left until the end of the stage. Ref 18.4.2</p> |
| 58 | B | 3.4.3b | <p>A. Incorrect. This is the first step in the planning procedure and is a prerequisite for planning. It is not part of 'defining and analyzing products'. Ref 9.3.1.2</p> <p>B. Correct. This is a task of 'defining and analyzing products'. Ref 9.3.1.2</p> <p>C. Incorrect. This is a step in the planning procedure and it is not part of 'defining and analyzing products'. Ref 9.3.1.2</p> <p>D. Incorrect. This is a step in the planning procedure and it is not part of 'defining and analyzing products'. Ref 9.3.1.2</p> |
| 59 | C | 4.3f | <p>A. Incorrect. Highlight reports are produced within the 'controlling a stage' process. Ref 17.4.5, 17.3, fig 17.1</p> <p>B. Incorrect. The project manager can take corrective action provided the action does not exceed any of the stage tolerances, or unless authority has been given by the project board. However, this is done within the 'controlling a stage' process. Ref 17.3, fig 17.1</p> <p>C. Correct. In response to an exception report, the project board may request that the current stage (and possibly the project) is replanned. The output from re-planning is an exception plan which is produced within the 'managing a stage boundary' process. Ref 19.3, fig 19.1, 19.4.5, 9.2.1.3</p> <p>D. Incorrect. Stage plans are authorized by the project board within the 'directing a project' process. Ref 15.4.3</p> |
| 60 | A | 4.3c | <p>A. Correct. The 'initiating a project' process enables the project board to decide whether the project is aligned to customer objectives. Ref. 16.3</p> <p>B. Incorrect. The 'directing a project' process, not the 'initiating a project' process, gives the project board the authority to approve the project. Ref. 15.3</p> <p>C. Incorrect. The 'controlling a stage' process, not the 'initiating a project' process, gives the project manager the authority to approve the work to be done by the teams. Ref. 17.3</p> <p>D. Incorrect. The 'controlling a stage' process, not the 'initiating a project' process, defines the suppliers' obligations for the delivery of the work package. Ref. 17.3</p> |

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The PRINCE2[®] Foundation Examination

Sample Paper 2

Question Booklet

Multiple Choice

Exam Duration: 1 hour

Instructions

- 1. You should attempt all 60 questions. Each question is worth one mark.**
- 2. There is only one correct answer per question.**
- 3. You need to answer 33 questions correctly to pass the exam.**
- 4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).**
- 5. You have 1 hour to complete this exam.**
- 6. This is a 'closed book' exam. No material other than the exam paper is allowed**

- 1) Which statement about controls is CORRECT?
- A. A highlight report is an event-driven control
 - B. An exception report is a time-driven control
 - C. A daily log is an event-driven control
 - D. A checkpoint report is a time-driven control
- 2) Which document is used to identify interested parties that need to be informed of project closure?
- A. Change control approach
 - B. End project report
 - C. Communication management approach
 - D. Project brief

- 3) Identify the missing words in the following sentence.

Any change to the products agreed at the start of a stage is monitored as part of the [?] process, on a day-to-day basis.

- A. directing a project
- B. controlling a stage
- C. managing a stage boundary
- D. closing a project

- 4) Which two statements about the 'continued business justification' principle are CORRECT?
1. The business justification for a project should be documented
 2. The project manager should be responsible for the business justification
 3. A project must be stopped if the business justification changes
 4. Compulsory projects still require business justification
- A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4
- 5) PRINCE2 mandates that the project board represents the primary stakeholder interests. Which principle does this follow?
- A. Manage by stages
B. Focus on products
C. Defined roles and responsibilities
D. Learn from experience
- 6) When is it confirmed whether a project's objectives have been achieved?
- A. During the 'closing a project' process
B. During the final end stage assessment
C. During the 'controlling a stage' process
D. During the 'managing product delivery' process

- 7) Which statement correctly describes project assurance and quality assurance?
- A. Project assurance provides assurance to the project's stakeholders whereas quality assurance provides assurance to the wider corporate, programme or customer organization
 - B. They are both the responsibility of the project board, but project assurance may be delegated
 - C. They are both independent of the project management team
 - D. Project assurance and quality assurance are both the responsibility of corporate, programme management or the customer

- 8) Identify the missing words in the following sentence.

If a baselined product requires modification, the recommended [?] procedure, or equivalent procedure should be used.

- A. risk management
 - B. exception management
 - C. issue and change control
 - D. quality control
- 9) According to the 'manage by exception' principle, what should be defined to establish limits of delegated authority?
- A. Scope of the project
 - B. Costs of the project
 - C. Timescales for the project
 - D. Tolerances for the project

- 10) Which two statements are CORRECT about the minimum requirements for applying the change theme?
1. Identified issues must be assessed for their impact on the business justification for the project.
 2. Project issues must be captured, examined and managed throughout the project lifecycle.
 3. The actual status of products must be verified to ensure that this matches the authorized state.
 4. A budget must be established to pay for requests for change and their analysis.
- A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4
- 11) Which is a purpose of the 'controlling a stage' process?
- A. To agree, perform and deliver project work
B. To draft a plan for the next stage
C. To agree tolerances for the stage
D. To take action so that the stage remains within tolerance
- 12) What is likely to be avoided by applying the 'tailor to suit the project' principle?
- A. Unnecessary management effort
B. Project risks
C. Training
D. Procurement procedures
- 13) Which is a responsibility of the team manager role?
- A. To accept authorized work packages from the project manager
B. To review the highlight report for the previous reporting period
C. To review the tailoring approach and its implications for project controls
D. To examine and escalate issues, taking necessary corrective actions

- 14) In which situation might the 'controlling a stage' process be used?
- A. To manage a long initiation stage of a complex project
 - B. To manage the activities of a complex programme
 - C. To organize support activities following the handover of products to operations
 - D. To create an exception plan to replace the current stage plan
- 15) Which is a step in PRINCE2's recommended approach to planning?
- A. Identify activities and dependencies
 - B. Describe the means of communication for the project
 - C. Implement responses for opportunities
 - D. Baseline the project deliverables
- 16) What is an advantage of applying the 'learn from experience' principle?
- A. It allows the project board to delegate cost tolerances to the project manager
 - B. It allows the project team to fully understand their roles and responsibilities
 - C. It allows the project manager to delegate time tolerances to the team managers
 - D. It allows the project team to identify improvements to be made during the project
- 17) Which is a responsibility of the business representative on the project board?
- A. To set tolerance levels for the project
 - B. To ensure the project represents value for money
 - C. To confirm the project delivers the required functionality
 - D. To check the required quality levels are achieved by the project's products

18) What makes a project a PRINCE2 project?

- A. It has project processes that satisfy the objectives of PRINCE2 processes
- B. It has a permanent project organization to deliver a long-term result
- C. It has established technology to improve business as usual
- D. It applies some of the PRINCE2 principles

19) What is risk probability?

- A. The scale of the risk should it occur
- B. The probable effect on the project being able to deliver its objectives
- C. A probable timeframe within which the risk may occur
- D. A measure of the likelihood of the risk occurring

20) Which describes the 'implement' step within the recommended risk management procedure?

- A. Project support allocates the risk budget to fund the selected risk responses
- B. The risk owner decides the best response to control the risk
- C. The risk owner and the risk actionee carry out activities to control and deal with the risk
- D. The project manager formulates the risk management approach

21) Which is an objective of the 'initiating a project' process?

- A. To ensure that there is authority to initiate the project
- B. To prepare the plans for the subsequent delivery stages
- C. To summarize how the organization's project management method will be tailored for the project
- D. To request authority from programme, corporate management or the customer to deliver the project

- 22) Which is a minimum requirement for applying the risk theme?
- A. To assign risk actionees to undertake planned risk responses
 - B. To escalate identified threats to the project board
 - C. To record identified threats in a risk register
 - D. To establish a risk budget to fund responses to risks
- 23) If a work package is forecast to exceed its tolerances, how should a team manager inform the project manager?
- A. By submitting an exception report
 - B. By submitting an exception plan
 - C. By raising an issue
 - D. By raising a risk
- 24) Who is responsible for documenting any tailoring of work packages?
- A. Executive
 - B. Project manager
 - C. Team manager
 - D. Project support
- 25) Which is a minimum requirement for applying the quality theme?
- A. To define the use and format of quality records
 - B. To define the project's approach to quality assurance
 - C. To define proxy measures that indicate achievable benefits
 - D. To define the project's approach to project assurance

26) Which is a purpose of the quality theme?

- A. To establish the mechanisms to judge whether a project is desirable and achievable
- B. To look for ways to improve the effectiveness of the management of the project
- C. To control uncertainty to improve the ability of the project to succeed
- D. To establish mechanisms to control any unacceptable deviation

27) Which is a purpose of the business case theme?

- A. To establish mechanisms for managing issues that may impact the baseline
- B. To establish methods to judge whether the ongoing project is justified
- C. To assess and control uncertain events or situations
- D. To describe how products will be delivered that are fit for purpose

28) Which process provides the project board with the information it requires in order to commit resources to the project?

- A. Managing product delivery
- B. Initiating a project
- C. Controlling a stage
- D. Directing a project

29) Which two statements describe a highlight report?

- 1. It provides a summary of the stage status
 - 2. It is used by the project board to monitor the progress of the stage and project
 - 3. It is produced by the project manager when a new risk is identified
 - 4. It is used by the project manager to escalate an exception
-
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4

30) Which product provides the version number of all products in a particular stage?

- A. Issue register
- B. Product status account
- C. Product description
- D. Configuration item record

31) Which two statements about the risk theme are CORRECT?

- 1. It identifies how to manage risks at the corporate programme management or customer level of an organization.
- 2. It aims to support better decision-making through a good understanding of threats and opportunities.
- 3. It explains the risk management activities to use to improve the chances of a project delivering its objectives.
- 4. It identifies, assesses and controls approved changes to the baseline

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

32) What must be recorded in the project initiation documentation to meet the minimum requirements for applying the progress theme?

- A. The overall approach to managing by exception
- B. The tailoring required for progress reports
- C. The tolerance areas that will not be controlled
- D. The levels of management control that will be used

33) Which theme establishes mechanisms to monitor and compare actual achievements against those planned?

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

34) Which role is responsible for the management of a risk assigned to it?

- A. Project support
- B. Risk owner
- C. Risk actionee
- D. Project assurance

35) Which is a responsibility of the change authority?

- A. To ensure an acceptable solution is being developed
- B. To prepare a team plan and agree it with the project manager
- C. To maintain project files according to document control procedures
- D. To approve or reject requests for change within the delegated limits

36) What does applying the 'manage by stages' principle ensure?

- A. That the customer's quality expectations and acceptance criteria are captured and agreed
- B. That the project is properly initiated before work begins on delivery of the project's outputs
- C. That the project management team understands what they are accountable for
- D. That the project is only started and continued if it is desirable, viable and achievable

37) Identify the missing word in the following sentence.

A management stage can be longer when risk is [?], typically in the middle of projects.

- A. complex
- B. understood
- C. lower
- D. higher

38) What takes place during the 'closing a project' process?

- A. The post-project benefits reviews are performed
- B. Ownership of the project's products is transferred to the customer
- C. An end stage report is prepared for the final stage
- D. The project closure notification is reviewed and approved

39) Which is a purpose of the 'starting up a project' process?

- A. To understand the resources and costs to deliver the project's products
- B. To ensure that there is authority to deliver the project's products
- C. To do the minimum to decide whether it is worthwhile initiating the project
- D. To create the management products required to control the project

40) In a customer/supplier context, which is a responsibility of a supplier?

- A. To deliver the benefits of the project
- B. To provide the project mandate
- C. To deliver the outputs of the project
- D. To provide the requirements for the products

- 41) Which is a minimum requirement for applying the organization theme?
- A. To ensure the senior user verifies user requirements
 - B. To ensure that the change authority is delegated
 - C. To ensure that all the responsibilities of the project board are fulfilled
 - D. To ensure that the supplier resources are available
- 42) When should the team manager produce a checkpoint report?
- A. When a work package is being negotiated
 - B. At the frequency agreed in the work package
 - C. On completion of the quality-checking activities for each product
 - D. When reviewing how a stage is progressing
- 43) Which statement describes the 'directing a project' process?
- A. It enables the project board to assure that there is continued business justification
 - B. It covers the day-to-day activities of the project manager
 - C. It ensures there are regular progress meetings
 - D. It begins on completion of the 'initiating a project' process
- 44) Which is a purpose of the plans theme?
- A. To identify, assess and control uncertainty within the project
 - B. To establish a coding system for all components of the project's products
 - C. To define the means of delivering the products
 - D. To produce a benefits management approach

- 45) Which is a purpose of a quality management approach?
- A. To define the customer's quality expectations for the project
 - B. To define the quality standards to be applied to a project
 - C. To identify the level of quality required for each of the project's products
 - D. To summarize the planned quality management activities
- 46) How does defining a product's quality requirements support the 'focus on products' principle?
- A. By providing the project's tolerances so that authority can be delegated
 - B. By providing the responsibilities for the project management team
 - C. By providing the justification for the project to be initiated
 - D. By providing an explicit understanding of what the project must deliver
- 47) Which is a feature of PRINCE2?
- A. It is a method specifically designed for technical projects
 - B. It promotes continual learning in organizations
 - C. It includes many motivational techniques
 - D. It is designed to manage both projects and programmes
- 48) Which roles should NOT be combined?
- A. Project board and change authority
 - B. Project manager and team manager
 - C. Executive and project manager
 - D. Project manager and project support

49) Which is a characteristic of a project?

- A. It is considered low risk
- B. It avoids stresses and strains between organizations
- C. It maintains business as usual
- D. It involves cross-functional teams

50) Which is an objective of the 'managing a stage boundary' process?

- A. To request authorization to start the next stage
- B. To ensure that all threats and opportunities for the current stage have been closed
- C. To ensure that work on products allocated to the team for the next stage is authorized
- D. To implement actions to resolve tolerance deviations from the stage plan

51) In which process is authorization given to deliver the project's products?

- A. Starting up a project
- B. Initiating a project
- C. Managing a stage boundary
- D. Directing a project

52) Which is a minimum requirement for applying the business case theme?

- A. To document the responsibility for defining the standards for the business case
- B. To appoint a senior user from an area of the business impacted by the project
- C. To have the benefits management approach approved by the participants of benefits reviews
- D. To delegate the development of the business justification to the project manager

- 53) How is the project initiation documentation used during the 'closing a project' process?
- A. It is used as the basis for comparing the original aim of the project against what was actually achieved
 - B. It provides the controls for the final stage of the project
 - C. It is updated to include relevant lessons from previous projects
 - D. It provides the project product description for approval by the project board
- 54) Which process aims to ensure that during the project all parties understand the project objectives?
- A. Starting up a project
 - B. Directing a project
 - C. Initiating a project
 - D. Managing product delivery
- 55) When should the 'managing a stage boundary' process be undertaken?
- A. Close to the end of each management stage
 - B. Close to the start of each management stage
 - C. At the end of the final stage
 - D. At the end of the 'starting up a project' process
- 56) What is a project outcome?
- A. A measurable improvement that is perceived as an advantage by one or more stakeholders
 - B. The reason for the project
 - C. The result of the change derived from using the project's outputs
 - D. The project's specialist products

57) Identify the missing words in the following sentence.

The six aspects of project performance to be managed are [?], costs, timescales and scope.

- A. benefits, change, risk
- B. benefits, quality, risk
- C. change, quality, risk
- D. benefits, change, quality

58) Which management stages must a PRINCE2 project consist of, as a minimum?

- A. Starting up, initiation, and at least one other stage for the rest of the project
- B. At least one stage for developing products, and a closing stage
- C. Initiation, and at least one other stage for the rest of the project
- D. Initiation, at least one stage for developing products, and a closing stage

59) Which statement about project stakeholders is CORRECT?

- A. All stakeholders must be identified at the start of the project
- B. All stakeholders are members of the project board
- C. All stakeholders are external to the corporate organization
- D. All three principle categories of stakeholder have their interests represented by the project board

60) What should be provided by a project mandate?

- A. Terms of reference for a project
- B. A detailed business case
- C. Tolerances for each management stage
- D. A plan for the initiation stage

END OF EXAMINATION

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Sample Paper 2

Answers and rationales

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For exam paper: EN_P2_FND_2017_SamplePaper2_QuestionBk_V1.0

| Q | A | Syllabus Ref | Rationale |
|----------|----------|---------------------|--|
| 1 | D | 3.7.3a | <p>A. Incorrect. A highlight report is a time-driven control, produced at a predefined frequency. Ref 12.2.2</p> <p>B. Incorrect. An exception report is an event-driven control, produced when a tolerance is forecast to be exceeded. Ref 12.2.2</p> <p>C. Incorrect. A daily log is a useful tool for recording actions when reviewing progress, but it is not defined as a PRINCE2 control. Ref 12.2.2, A.7.1</p> <p>D. Correct. A team manager prepares a checkpoint report for the project manager at a predefined frequency. Therefore, checkpoint reports are a time-driven control. Ref 12.2.2</p> |
| 2 | C | 3.2.1b | <p>A. Incorrect. A change control approach is used to identify how, and by whom, the project's products will be controlled and protected. Ref A.3.1</p> <p>B. Incorrect. An end project report is used during project closure to review how the project performed against the version of the project initiation documentation (PID) used to authorize it. A.8.1</p> <p>C. Correct. A communication management approach contains a description of the means and frequency of communication to parties both internal and external to the project. A.5.1</p> <p>D. Incorrect. A project brief is used to provide a full and firm foundation for the initiation of the project and is created in the 'starting up a project' process. It is not used in the 'closing a project' process. Ref A.19.1</p> |
| 3 | B | 4.2d | <p>A. Incorrect. The purpose of the 'directing a project' process is to enable the project board to be accountable for the project's success by making key decisions and exercising overall control while delegating day-to-day management of the project to the project manager. Ref 15.1</p> <p>B. Correct. An objective of the 'controlling a stage' process is to ensure attention is focused on delivery of the stage's products. Any movement away from the direction and products agreed at the start of the stage is monitored to avoid uncontrolled change and loss of focus. The 'controlling a stage' process describes the work of the project manager in handling the day-to-day management of the stage. Ref 17.2, 17.3</p> <p>C. Incorrect. The purpose of the 'managing a stage boundary' process is to enable the project manager to provide the project board with sufficient information to be able to confirm continued business justification and acceptability of the risks. Ref 19.1</p> <p>D. Incorrect. The purpose of the 'closing a project' process is to provide a fixed point at which acceptance for the project product is confirmed, and to recognize that objectives set out in the original project initiation documentation (PID) have been achieved. Ref 20.1</p> |

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| 4 | D | 2.1a | <p>D. Correct.</p> <p>(1) Correct. PRINCE2 requires that, for all projects, the business justification is recorded and approved. Ref 3.1</p> <p>(2) Incorrect. The business justification is the responsibility of the executive, not the project manager. Ref 6.2.1</p> <p>(3) Incorrect. A project should be stopped if the justification disappears. However even though the justification should remain valid, it may still change. It is important for the evolving justification to be valid. Ref 3.1</p> <p>(4) Correct. Even compulsory projects should be supported by a business justification that demonstrates value for money. Ref 3.1</p> |
| 5 | C | 2.1c | <p>A. Incorrect. Application of the 'manage by stages' principle ensures that a PRINCE2 project is planned, monitored and controlled on a stage-by-stage basis. Ref 3.4</p> <p>B. Incorrect. Application of the 'focus on products' principle ensures that a PRINCE2 project focuses on the definition and delivery of products, in particular their quality requirements. This principle does not represent the primary stakeholders. Ref 3.6</p> <p>C. Correct. Application of the 'defined roles and responsibilities' principle ensures that a PRINCE2 project has defined and agreed roles and responsibilities within an organization structure that engages the business, user and supplier stakeholder interests. Ref 3.3</p> <p>D. Incorrect. Application of the 'learn from experience' principle ensures that PRINCE2 project teams learn from previous experience: lessons are sought, recorded and acted upon throughout the life of the project. Ref 3.2</p> |
| 6 | A | 4.1g | <p>A. Correct. The purpose of the 'closing a project' process is to provide a fixed point at which acceptance of the project product is confirmed, and to recognize that objectives set out in the original project initiation documentation have been achieved, or that the project has nothing more to contribute. Ref 20.1</p> <p>B. Incorrect. There is not an end stage assessment at the end of the final stage. A purpose of the 'closing a project' process is to recognize that objectives set out in the original project initiation documentation have been achieved. Ref 20.1, Ref 12.2.2.4</p> <p>C. Incorrect. The 'controlling a stage' process describes the work of the project manager in handling the day-to-day management of the stage. The achievement of a project's objectives is measured and confirmed during the 'closing a project' process. Ref 17.3, 20.1</p> <p>D. Incorrect. The 'managing product delivery' process is used to control delivery of the project's products at work package level and interfaces with the 'controlling a stage' process. A purpose of the 'closing a project' process is to recognize that objectives set out in the original project initiation documentation have been achieved. Ref 20.1, 18.2</p> |

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| 7 | A | 3.3.3b | <p>A. Correct. Quality assurance provides assurance to corporate, programme management or customer on the project's compliance with relevant corporate, programme management or customer standards and policies. Project assurance provides assurance to the project's stakeholders that the project is being conducted properly. Ref tab 8.1, 8.1.1</p> <p>B. Incorrect. Quality assurance is the responsibility of the programme or corporate organization. Ref tab 8.1, 8.1.1</p> <p>C. Incorrect. Quality assurance is independent of the project. Project assurance is independent of the project manager, but not the project. Ref tab 8.1, 8.1.1</p> <p>D. Incorrect. Project assurance is the responsibility of the project board. Quality assurance is the responsibility of corporate, programme management or customer. Ref tab 8.1, 8.1.1</p> |
| 8 | C | 3.6.3b | <p>A. Incorrect. This procedure assesses and controls uncertainty, not change. Ref 10.4</p> <p>B. Incorrect. When there is an exception situation, this must be raised to the next level of management. This is part of the progress theme rather than a defined procedure. Ref 12.2.3</p> <p>C. Correct. This procedure identifies and controls changes to baselined products. The PRINCE2 recommended issue and change control procedure can be used, or an equivalent procedure. Ref 11.4.1-4</p> <p>D. Incorrect. This activity defines and implements methods to check that products will meet their quality criteria. Ref 8.1.1</p> |
| 9 | D | 2.1e | <p>A. Incorrect. Project scope must be defined, but it is the tolerances that define limits of delegated authority. Ref 3.5</p> <p>B. Incorrect. Project cost must be defined, but it is the tolerances that define limits of delegated authority. Ref 3.5</p> <p>C. Incorrect. Timescales must be defined, but it is the tolerances that define limits of delegated authority. Ref 3.5</p> <p>D. Correct. A PRINCE2 project has defined tolerances for each project objective to establish limits of delegated authority. Ref 3.5</p> |

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| 10 | A | 3.6.2 | <p>A. Correct.</p> <p>(1) Correct. To be following PRINCE2, a project must, as a minimum, assess whether identified issues might have a material impact on the business justification of the project (PRINCE2's 'continued business justification' principle). Ref 11.2.</p> <p>(2) Correct. To be following PRINCE2, a project must, as a minimum, ensure that project issues are captured, examined, managed and reviewed throughout the project lifecycle. Ref 11.2</p> <p>(3) Incorrect. As part of the change theme, verification of the actual status of products can be considered, however this is not a minimum requirement. Ref. 11.2, 11.3.3</p> <p>(4) Incorrect. Unless the anticipated level of change on a project is low, it is advisable for a budget to be set up to pay for changes. However, this is not a minimum requirement for applying the change theme. Ref 11.2, 11.3.6</p> |
| 11 | D | 4.1d | <p>A. Incorrect. To agree, perform and deliver project work is a purpose of the 'managing product delivery' process. Ref 18.1</p> <p>B. Incorrect. To draft a plan for the next stage is a purpose of the 'managing a stage boundary' process. Ref 19.1</p> <p>C. Incorrect. The stage plan for the next stage is created in the 'managing a stage boundary' process and approved in the 'directing a project' process. During the 'authorize a stage or exception plan activity', tolerances will be set for the stage plan being approved. Ref 19.1, 15.4.3</p> <p>D. Correct. The purpose of the 'controlling a stage' process is to assign work, monitor it, deal with issues, report progress and take corrective action to ensure that the stage remains within tolerance. Ref 17.1</p> |
| 12 | A | 2.1g | <p>A. Correct. If PRINCE2 is not tailored, it is unlikely that the project management effort and approach would be appropriate for the needs of the project. Tailoring ensures the project management method used is appropriate to the project's environment. Ref 3.7</p> <p>B. Incorrect. Tailoring is done according to the project's risk. It does not avoid risk. Ref 3.7</p> <p>C. Incorrect. Tailoring does not avoid the need for training. It does ensure that the project management method and controls are appropriate to the project's environment. Training may still be necessary. Ref 3.7</p> <p>D. Incorrect. Tailoring will align the project method to the business processes that may govern and support the project, such as human resources, finance and procurement. It does not avoid the need for these processes. Ref 3.7</p> |

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| 13 | A | 3.2.3h | <p>A. Correct. The team manager's primary responsibility is to ensure production of those products allocated by the project manager. PRINCE2 uses work packages to allocate work to team managers. Ref 7.2.1.8</p> <p>B. Incorrect. Reviewing the highlight report for the previous reporting period is a responsibility of the project manager in the 'controlling a stage' process. Ref 7.2.1.7, 17.4.5</p> <p>C. Incorrect. Reviewing the tailoring approach and its implications for project controls is a responsibility of the project manager in the 'initiating a project' process. Ref 7.2.1.7, 16.4.6</p> <p>D. Incorrect. Capturing, examining and escalating issues and risks, and taking corrective actions are responsibilities of the project manager in the 'controlling a stage' process. Ref 7.2.1.7, 17.4</p> |
| 14 | A | 4.3d | <p>A. Correct. For complex projects with a large initiation stage, the 'controlling a stage' process can be used to control the activities. Ref 17.3</p> <p>B. Incorrect. The 'controlling a stage' process is used by the project manager to manage the day-to-day activities of a stage, not a programme. Ref 17.3</p> <p>C. Incorrect. Support activities are business as usual. 'Controlling a stage' is a project process. Ref 17.3</p> <p>D. Incorrect. Creating an exception plan is an activity within the 'managing a stage boundary' process. Ref 19.4.5</p> |
| 15 | A | 3.4.3a | <p>A. Correct. 'Identifying activities and dependencies' is a step in PRINCE2's recommended approach to planning. The step identifies the activities required to deliver a planned product. Ref fig 9.2, 9.3.1.3</p> <p>B. Incorrect. Describing the means of communication in the project is done as part of creating the communication management approach. Ref 7.2.2</p> <p>C. Incorrect. Implementing responses for risks is part of the recommended risk management process. Ref 10.3.2</p> <p>D. Incorrect. The 'baselining project deliverables' activity takes place whenever a product is either ready for review or has been approved. Ref 11.1</p> |

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| 16 | D | 2.1b | <p>A. Incorrect. A PRINCE2 project has defined tolerances for each project objective to establish limits of delegated authority. This is an advantage of applying the 'manage by exception' principle. Ref 3.5</p> <p>B. Incorrect. A PRINCE2 project has defined and agreed roles and responsibilities within an organization structure that engages the business, user and supplier stakeholder interests. This is an advantage of applying the 'defined roles and responsibilities' principle. Ref 3.3</p> <p>C. Incorrect. A PRINCE2 project has defined tolerances for each project objective to establish limits of delegated authority. This is an advantage of applying the 'manage by exception' principle. Ref 3.5</p> <p>D. Correct. As the project progresses the project should continue to learn. Lessons should be included in relevant reports and reviews. The goal is to seek opportunities to implement improvements during the life of the project. Ref 3.2</p> |
| 17 | B | 3.2.3b | <p>A. Incorrect. Project tolerance levels are set by corporate or programme management. The project board sets stage tolerance levels. Ref 12.2.1</p> <p>B. Correct. The executive (who represents the business interest) is appointed to ensure that the project is focused on achieving and delivering a product that will achieve the forecast benefits and will deliver value for money. Ref 7.2.1.2</p> <p>C. Incorrect. Confirming the project delivers the required functionality is part of the responsibilities/focus of the senior user who is appointed by the executive. Ref 7.2.1.3, C.3.1</p> <p>D. Incorrect. Checking the required quality levels are achieved by the project's products is part of the responsibilities/focus of the senior supplier who is appointed by the executive. Ref 7.2.1.4</p> |
| 18 | A | 1.1d | <p>A. Correct. As one of the minimum requirements, a PRINCE2 project must demonstrate that the project has processes that satisfy the purpose and objectives of the PRINCE2 processes. Ref 1.3</p> <p>B. Incorrect. A project organization is always temporary. For this reason having a permanent structure is not a minimum requirement. Ref 2.1</p> <p>C. Incorrect. A project is a means to change an existing business as usual. However, PRINCE2 does not define how this change is going to take place. Technology to improve the business as usual will be an output for the project, and PRINCE2 will be tailored to manage the delivery of that output. Ref 2.1</p> <p>D. Incorrect. Application of all of the PRINCE2 principles is mandatory. Ref 1.3</p> |

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| 19 | D | 3.5.3e | <p>A. Incorrect. The scale or probable effect of the risk is referred to as its impact. Ref 10.4.2.1</p> <p>B. Incorrect. The scale or probable effect of the risk is referred to as its impact. Ref 10.4.2.1</p> <p>C. Incorrect. A probable timeframe within which the risk may occur is a definition of the risk proximity. Ref 10.4.2.1</p> <p>D. Correct. Probability measures the likelihood of the risk occurring. Ref 10.4.2.1</p> |
| 20 | C | 3.5.4 | <p>A. Incorrect. Project support is not responsible for allocating the risk budget- they provide administrative duties to the project by maintaining the risk register. Ref tab 10.1</p> <p>B. Incorrect. Risk responses are decided by the project team during the 'plan' step. Ref 10.4.3</p> <p>C. Correct. The risk owner manages and controls all aspects of a risk and the risk actionee implements specific responses to a risk as part of the 'implement' step. Ref 10.4.4</p> <p>D. Incorrect. The risk management approach is formulated during the 'identify context' step. Ref 10.4.1.1</p> |
| 21 | C | 4.2c | <p>A. Incorrect. An objective of the 'directing a project' process is to ensure that there is authority to initiate the project. Ref 15.2</p> <p>B. Incorrect. Preparation may begin for the next stage (which triggers the 'managing a stage boundary' process), but subsequent stages are planned towards the end of each stage. Ref 19.2</p> <p>C. Correct. The project initiation documentation should include or reference the project controls and summarize how the project intends to tailor PRINCE2. Ref 16.2</p> <p>D. Incorrect. Authority to deliver the project is sought from the project board, not programme, corporate management or the customer. Ref 16.3</p> |

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| 22 | C | 3.5.2 | <p>A. Incorrect. As part of the 'implement' step in the risk management procedure, risk actionees should be assigned to carry out risk responses. However, this is not a minimum requirement for applying the risk theme. Ref 10.2, 10.4.4</p> <p>B. Incorrect. Risks will be raised to the project board if they exceed tolerance however, not all risks are raised to the project board. However, this is not a minimum requirement for applying the progress theme. Ref 12.2</p> <p>C. Correct. As a minimum, the project should maintain some form of risk register to record identified risks and decisions relating to their analysis, management and review. Ref 10.2</p> <p>D. Incorrect. A risk budget can be established as part of managing risk, however this is not a minimum requirement for applying the risk theme. Ref 10.2, 10.3.7</p> |
| 23 | C | 3.7.3b | <p>A. Incorrect. An exception report is created by the project manager in the 'controlling a stage' process when issues and risks are escalated to the project board. Ref 17.4.7</p> <p>B. Incorrect. An exception plan is produced by the project manager in the 'managing a stage boundary' process. Ref 19.4.5</p> <p>C. Correct. If a work package is forecast to exceed tolerances agreed in a work package, the team manager should inform the project manager by raising an issue. The project manager will then advise on corrective actions required. Ref 12.2.3</p> <p>D. Incorrect. A risk is an uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. A forecast to exceed work package tolerances is an issue. Ref 10.1, 12.2.1</p> |
| 24 | B | 2.2 | <p>A. Incorrect. The executive, as a member of the project board, has responsibility for approving any tailoring, but it is the project manager who is responsible for identifying and documenting the level of tailoring for the project. Ref 4.3.2</p> <p>B. Correct. The project manager is responsible for identifying and documenting the level of tailoring for the project. Ref 4.3.2</p> <p>C. Incorrect. The team manager may propose to the project manager any tailoring which would help them manage their work packages more effectively, but it is the project manager who is responsible for identifying and documenting the level of tailoring for the project. Ref 4.3.2</p> <p>D. Incorrect. It is the project manager who is responsible for identifying and documenting the level of tailoring for the project, not project support. Ref 4.3.2</p> |

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| 25 | D | 3.3.2 | <p>A. Incorrect. Where there is already an established quality management system for projects, for example in a programme or portfolio, only the project-specific approaches will need to be documented, but this is not a minimum requirement. Ref 8.3.5</p> <p>B. Incorrect. Although PRINCE2 does not address quality assurance, and it is good practice to include it in the project's quality management approach, it is defining project assurance that is the minimum requirement. Ref 8.2, 8.3.5</p> <p>C. Incorrect. In considering acceptance criteria, it can be useful to select proxy measures that will be accurate and reliable indicators of whether benefits will subsequently be achieved, but this is not a minimum requirement. Ref 8.3.10</p> <p>D. Correct. To be following PRINCE2, a project must, as a minimum, define the project's approach to project assurance. Ref 8.2</p> |
| 26 | B | 3.3.1a | <p>A. Incorrect. Establishing the mechanisms to judge whether a project is desirable and achievable is a purpose of the business case theme. Ref 6.1</p> <p>B. Correct. A purpose of the quality theme is to use the lessons identified during the project to introduce more efficiency and effectiveness into the management of the project and the project's products. Ref 8.1</p> <p>C. Incorrect. Controlling uncertainty to improve the ability of the project to succeed is a purpose of the risk theme. Ref 10.1</p> <p>D. Incorrect. Establishing mechanisms to control any unacceptable deviation is a purpose of the progress theme. Ref 12.1</p> |
| 27 | B | 3.1.1a | <p>A. Incorrect. Establishing mechanisms for managing issues that may impact the baseline is a purpose of the change theme. Ref 11.1</p> <p>B. Correct. A purpose of the business case theme is to allow decisions to be made regarding continued project investment and benefit achievement. Ref 6.1</p> <p>C. Incorrect. Assessing and controlling uncertain events or situations is a purpose of the risk theme. Ref 10.1</p> <p>D. Incorrect. Describing how products will be delivered that are fit for purpose is a purpose of the quality theme. Ref 8.1</p> |

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| 28 | B | 4.1c | <p>A. Incorrect. The 'managing product delivery' process provides accurate progress information to the project manager at an agreed frequency to ensure that expectations are managed. Ref 18.2</p> <p>B. Correct. The 'initiating a project' process establishes solid foundations for the project, enabling the organization to understand the work that needs to be done to deliver the project's products before committing to a significant spend. Ref 16.1</p> <p>C. Incorrect. The 'controlling a stage' process monitors the work of the stage and reports progress to the project board at regular intervals defined by them. Ref 17.1</p> <p>D. Incorrect. The 'directing a project' process is where the project board will make decisions to commit resources, but it can only do so if provided with the appropriate information from the 'initiating a project' process or the 'managing a stage boundary' process. Ref 15.4.2</p> |
| 29 | A | 3.7.1b | <p>A. Correct.</p> <p>(1) Correct. A highlight report is used to provide the project board (and possibly other stakeholders) with a summary of the stage and project status at intervals defined by them. Ref A.11.1.</p> <p>(2) Correct. The project board uses the highlight report to monitor stage and project progress. Ref A.11.1.</p> <p>(3) Incorrect. A highlight report is time-driven so is only produced on set intervals. A highlight report is not used when an event occurs, such as a new risk being identified. Ref 12.2.2.4, A.11.1.</p> <p>(4) Incorrect. An exception report is produced when a stage plan or project plan is forecast to exceed tolerance levels set. It is prepared by the project manager in order to inform the project board of the exception situation. Ref A.10.1</p> |
| 30 | B | 3.6.1b | <p>A. Incorrect. The issue register holds details of all issues which are to be formally managed and which will have issue reports created. Ref A.12.1</p> <p>B. Correct. The product status account should provide details of all the products of a stage, including the version numbers. Ref A.18.1</p> <p>C. Incorrect. The product description defines purpose and function of each product. Ref A.17.1</p> <p>D. Incorrect. The configuration item record product holds the version number of one specific configuration item. Ref A.6.1</p> |

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| 31 | B | 3.5.1a | <p>B. Correct.</p> <p>(1) Incorrect. The purpose of the risk theme is to manage project risks, not at the corporate, programme management or customer level. Ref 10.1</p> <p>(2) Correct. The risk theme aims to support better decision making through a good understanding of risks. Ref 10.1</p> <p>(3) Correct. Management of risk should be systematic and proactive, and is implemented by the risk management approach which defines activities that should be implemented to control risks on a project. Ref 10.1</p> <p>(4) Incorrect. It is the change theme that identifies, assesses and controls any potential and approved changes to the baseline. Ref 11.1</p> |
| 32 | A | 3.7.2 | <p>A. Correct. To be following PRINCE2, a project must, as a minimum, define its approach to controlling progress in the project initiation documentation. The 'manage by exception' principle is particularly important when controlling progress. Ref 12.2</p> <p>B. Incorrect. Only the overall approach to controlling progress needs to be recorded, as a minimum, not the detail of how reports are to be amended. Ref 12.2</p> <p>C. Incorrect. To be following PRINCE2, a project must, as a minimum, set tolerances. All six tolerance areas must be used, as given in the 'manage by exception' principle. Ref 12.2, 3.5</p> <p>D. Incorrect. The levels of control will remain the same even if the project management team structure and roles are tailored. Ref 7.1, 12.2</p> |
| 33 | C | 3.7.1a | <p>A. Incorrect. The purpose of the plans theme is to facilitate communication and control by defining the means of delivering the products (the where and how, by whom, and estimating the when and how much). Ref 9.1</p> <p>B. Incorrect. The purpose of the change theme is to identify, assess and control any potential and approved changes to the baseline. Ref 11.1</p> <p>C. Correct. The purpose of the progress theme is to establish mechanisms to monitor and compare actual achievements against those planned, provide a forecast for the project objectives and the project's continued viability, and control any unacceptable deviations. Ref 12.1</p> <p>D. Incorrect. The purpose of the quality theme is to define and implement the means by which the project will verify that products are fit for purpose. Ref 8.1</p> |

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| 34 | B | 3.5.3c | <p>A. Incorrect. A risk owner is responsible for the management, monitoring and control of all aspects of a particular risk allocated to them. Project support assists the project manager in maintaining the risk register. Ref tab 10.1, 10.4.4</p> <p>B. Correct. A risk owner is responsible for the management, monitoring and control of all aspects of a particular risk allocated to them. Ref 10.4.4</p> <p>C. Incorrect. A risk owner is responsible for the management, monitoring and control of all aspects of a particular risk allocated to them. The risk actionee is an individual assigned to carry out a risk response action, taking direction from the risk owner. Ref 10.4.4</p> <p>D. Incorrect. A risk owner is responsible for the management, monitoring and control of all aspects of a particular risk allocated to them. Project assurance reviews risk management practices to check that they are in line with the risk management approach. Ref 10.4.4, tab 10.1</p> |
| 35 | D | 3.2.3f | <p>A. Incorrect. It is a responsibility of project assurance to ensure an acceptable solution is being developed. Ref 7.2.1.5</p> <p>B. Incorrect. It is a responsibility of the team manager to prepare a team plan and agree it with the project manager. Ref 7.2.1.8</p> <p>C. Incorrect. It is a responsibility of project support to maintain project files according to document control procedures. Ref 7.2.1.9</p> <p>D. Correct. It is the project board's responsibility to agree to each change before it's implemented. The project board may delegate some authority for approving or rejecting requests for change to the change authority. Ref 7.2.1.6</p> |
| 36 | B | 2.1d | <p>A. Incorrect. The 'focus on products' principle ensures that the project focuses on the definition and delivery of products, in particular their quality requirements. Ref 3.6</p> <p>B. Correct. The focus on managing by stages ensures that the project is properly initiated before work starts on delivery of the project's outputs. Ref 3.4</p> <p>C. Incorrect. The 'defined roles and responsibilities' principle defines an organization structure that engages the business, user and supplier stakeholder interests, setting out who is accountable. Ref 3.3</p> <p>D. Incorrect. The 'continued business justification' principle defines that a project must be desirable, viable and achievable. Ref 3.1</p> |

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| 37 | C | 3.4.3c | <p>A. Incorrect. The length of management stages can be longer when risk is lower- a complex risk is unlikely to be lower risk. Ref 9.3.1.1</p> <p>B. Incorrect. The length of management stages can be longer when risk is lower- understanding risk does not make a risk lower. Ref 9.3.1.1</p> <p>C. Correct. The length of management stages can be longer when risk is lower, typically in the middle of projects. Ref 9.3.1.1</p> <p>D. Incorrect. The length of management stages can be shorter when risk is higher. Ref 9.3.1.1</p> |
| 38 | B | 4.3g | <p>A. Incorrect. When handing over products, the benefits management approach is checked to ensure that post-project benefits reviews are planned. However, these are performed after the project, not within the 'closing a project process'. Ref 20.4.3</p> <p>B. Correct. During the 'closing a project' process, ownership of the products is transferred to the customer and the responsibility of the project management team is then terminated. Ref 20.3, 20.4.3</p> <p>C. Incorrect. At the end of the final stage an end project report is created. Ref 20.4.4</p> <p>D. Incorrect. The project closure notification is sent to the project board for review and approval in the 'directing a project' process. Ref 20.4.5, 15.4.5</p> |
| 39 | C | 4.1a | <p>A. Incorrect. To understand the resources and costs to deliver the project's products is an objective of the 'initiating a project' process. Ref 16.1</p> <p>B. Incorrect. To ensure that there is authority to deliver the project's products is an objective of the 'directing a project' process. Ref 15.1</p> <p>C. Correct. The 'starting up a project' process is a lighter process compared to the more detailed and thorough 'initiating a project' process. Ref 14.1</p> <p>D. Incorrect. The suite of management products make up the project initiation documentation which is created during the 'initiating a project' process. Ref 16.3</p> |
| 40 | C | 1.2b | <p>A. Incorrect. PRINCE2 refers to the organization that commissions a project as 'corporate, programme management or the customer'. This organization is responsible for providing the project's mandate, governing the project, and for realizing any benefits that the project might deliver. Ref 2.5</p> <p>B. Incorrect. PRINCE2 refers to the organization that commissions a project as 'corporate, programme management or the customer'. This organization is responsible for providing the project's mandate. Ref 2.5</p> <p>C. Correct. PRINCE2 refers to a supplier as the person, group or groups responsible for the supply of the project's specialist products. Ref 2.5</p> <p>D. Incorrect. The senior user provides the customer's quality expectations and defines acceptance criteria for the project. The senior user will define and verify user requirements and expectations. Ref C.3.1, tab 7.1</p> |

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| 41 | C | 3.2.2 | <p>A. Incorrect. It is the responsibility of the senior user to verify user requirements, but it is not a minimum requirement. Ref 7.2, tab 7.1</p> <p>B. Incorrect. A delegated change authority is optional not a minimum, requirement. Ref 7.2</p> <p>C. Correct. To be following PRINCE2, a project must, as a minimum, define its organization structure and roles. This must minimally ensure that all of the responsibilities in PRINCE2's role descriptions are fulfilled. Ref 7.2.</p> <p>D. Incorrect. It is the responsibility of the senior supplier to provide supplier resources, but it is not a minimum requirement to ensure they are available. Ref 7.2, tab 7.1</p> |
| 42 | B | 4.2e | <p>A. Incorrect. When a work package is being negotiated is when the project manager and team manager agree the timing of checkpoint reports. Ref 12.2.2.4, 18.4.1</p> <p>B. Correct. A team manager is required to provide checkpoint reports at the frequency agreed with the project manager in the relevant work package. Ref 18.2, 12.2.2.4, 18.4.2</p> <p>C. Incorrect. Checkpoints are a time-driven control and done at a frequency agreed in the work package, not driven by such events as completing quality-checking activities. Ref 12.2.2.4, 18.4.2</p> <p>D. Incorrect. The team manager is not involved in reviewing how a stage is progressing. Ref 12.2.2.2, 17.4.4, tab 17.4</p> |
| 43 | A | 4.1b | <p>A. Correct. The 'directing a project' process provides a mechanism for the project board to achieve such assurance without being overburdened by project activity. Ref 15.3</p> <p>B. Incorrect. The 'directing a project' process covers the activities of those at the level of management above the project manager. Ref 15.3</p> <p>C. Incorrect. The project board manage by exception. It monitors via reports and controls through a small number of decision points. There should be no need for other 'progress meetings' for the project board. Ref 15.3</p> <p>D. Incorrect. The 'directing a project' process starts on completion of the 'starting up a project' process. Ref 15.1</p> |
| 44 | C | 3.4.1a | <p>A. Incorrect. The purpose of the risk theme is to identify, assess and control uncertainty within the project. Ref 10.1</p> <p>B. Incorrect. The identification of project products involves configuration management, part of the change theme. Ref 11.3.3.</p> <p>C. Correct. The purpose of the plans theme is to define the means of delivering the products. Ref 9.1</p> <p>D. Incorrect. A benefits management approach is associated with the business case theme, not the plans theme. Ref 6.2, A.1.1</p> |

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| 45 | B | 3.3.1b | <p>A. Incorrect. The customer's quality requirements are defined in a project product description. Ref A.21.1</p> <p>B. Correct. The quality management approach is used to define the quality techniques and standards to be applied during a project. Ref A.22.1</p> <p>C. Incorrect. The level of quality required for each of a project's products is the quality specification that is recorded as the quality criteria in the associated product description. Ref A.17.1</p> <p>D. Incorrect. The quality register is used to summarize all of the quality management activities that are planned. Ref A.23.1</p> |
| 46 | D | 2.1f | <p>A. Incorrect. A product's quality criteria describe the criteria against which a product will be approved. The setting of tolerances supports the 'manage by exception' principle. Ref 3.5, A.17.5</p> <p>B. Incorrect. A product's quality criteria describe the criteria against which a product will be approved. The defining of responsibilities supports the 'defined roles and responsibilities' principle. Ref 3.3, A.17.5</p> <p>C. Incorrect. A product's quality criteria describe the criteria against which a product will be approved. The justification of the project supports the 'continued business justification' principle. Ref 3.1, A.17.5</p> <p>D. Correct. A PRINCE2 project uses product descriptions to provide such clarity by defining each product's purpose, composition, derivation, format, quality criteria and quality method. Ref 3.6</p> |
| 47 | B | 1.2a | <p>A. Incorrect. PRINCE2's strength is in its wide applicability - it is entirely generic. Consequently, industry-specific or type-specific activity is excluded. Specific techniques can readily be used alongside PRINCE2. Ref 1.2</p> <p>B. Correct. PRINCE2 promotes learning from project experience and continual improvement in organizations. Ref 1</p> <p>C. Incorrect. Leadership styles and motivational skill vary greatly from one project environment to another. Hence, to keep the generic nature of PRINCE2 intact, such styles and skills are excluded. Ref 1.2</p> <p>D. Incorrect. PRINCE2 is intended to be used to manage only projects, not programmes. Ref 1</p> |

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| 48 | C | 3.2.3j | <p>A. Incorrect. It is the project board’s responsibility to agree to each potential change before it is implemented. In a project where few changes are envisaged, it may be reasonable to leave this authority in the hands of the project board. Ref 7.2.1.6</p> <p>B. Incorrect. The team manager role may be assigned to the project manager or a separate person. Ref 7.2.1.8</p> <p>C. Correct. The executive and project manager roles cannot be combined. The executive’s accountability for project success cannot be delegated. Ref 7.2.1.10</p> <p>D. Incorrect. Project support is the responsibility of the project manager. The role defaults to the project manager if it is not otherwise allocated. Ref 7.2.1.9</p> |
| 49 | D | 1.1a | <p>A. Incorrect. Projects introduce threats and opportunities over and above those typically encountered in the course of business as usual. Ref 2.1</p> <p>B. Incorrect. Projects often cross the normal functional divisions within an organization and sometimes span entirely different organizations. This frequently causes stresses and strains. Ref 2.1</p> <p>C. Incorrect. A project is a temporary organization that is created for the purpose of delivering one or more business products. There are a number of characteristics of project work that distinguishes it from business as usual. Ref 2.1</p> <p>D. Correct. Projects involve a team of people with different skills working together to introduce a change that will impact others outside the team. Ref 2.1</p> |
| 50 | A | 4.2f | <p>A. Correct. An objective of the 'managing a stage boundary' process is for the project manager to request authorization from the project board to start the next stage. Ref 19.2</p> <p>B. Incorrect. Risks do not have to be closed at the end of a stage. During each of the activities within the 'managing a stage boundary' process, the issue register and risk register are updated as necessary. Ref 17.4, 17.4.1-8</p> <p>C. Incorrect. Ensuring that work on products allocated to the team for the next stage is authorized is an objective of the 'managing product delivery' process, which ensures that work on products allocated to a team is authorized and agreed in a work package. Ref 18.2</p> <p>D. Incorrect. An exception plan may be prepared during the 'managing a stage boundary' process to show how to recover from a tolerance deviation, but selecting and implementing actions to resolve the deviation would occur as part of the 'take corrective action' activity in the 'controlling a stage' process. Ref 17.4.8</p> |

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| 51 | D | 4.2b | <p>A. Incorrect. The 'starting up a project' process only requests authorization to initiate a project. Ref fig 14.1</p> <p>B. Incorrect. The 'initiating a project' process only requests authorization to deliver a project; it is the 'directing a project' process that provides the authority. Ref 16.3, 15.2</p> <p>C. Incorrect. The 'managing a stage boundary' process only requests authorization to start the next stage; it is the 'directing a project' process that provides the authority. Ref 19.2, 15.2</p> <p>D. Correct. An objective of the 'directing a project' process is to ensure that there is authority to deliver the project's products. Ref 15.2</p> |
| 52 | A | 3.1.2 | <p>A. Correct. It is a minimum requirement that the roles and responsibilities for the business case and benefits management are defined and documented. Therefore this includes responsibility for defining any standards to which the business case needs to be developed. Ref 6.2, tab 6.1</p> <p>B. Incorrect. It is usually advisable that the senior user comes from an area of the business impacted by the change, but it is not a minimum requirement. Ref 6.2.3, 6.2</p> <p>C. Incorrect. If corporate, programme management or the customer are to manage or participate in the benefits reviews, the project board may need to seek their approval but it is not a minimum requirement to obtain such approval. Ref 6.2.3, 6.2</p> <p>D. Incorrect. Development of the business justification may be delegated, for example to the project manager. However, this is not a minimum requirement. Ref 6.2.1, 14.4.4, 6.2</p> |
| 53 | A | 4.1i | <p>A. Correct. The project initiation documentation, baselined in the 'initiating a project' process, is used during the 'closing a project' process as the benchmark to review how the project actually performed against its planned targets and tolerances. Ref 20.2, 20.4.4</p> <p>B. Incorrect. The controls for the final stage are contained in the stage plan rather than the project initiation documentation. Ref 19.4.1</p> <p>C. Incorrect. The lessons log and lesson report are not part of the project initiation documentation. Ref A.20.2</p> <p>D. Incorrect. The project product description, which first forms part of the project brief and is then incorporated into the project initiation documentation, is approved during the 'initiating a project' process and at the end of each stage. It is not approved as part of the 'closing a project' process. Ref fig 15.3, tab 15.3, A.19.2</p> |

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| 54 | C | 4.3c | <p>A. Incorrect. The 'starting up a project' process aims to ensure that there is a clear project mandate that provides the terms of reference for the project and should contain sufficient information to identify at least the prospective executive of the project board. Ref 14.3</p> <p>B. Incorrect. The 'directing a project' process provides a mechanism for the project board to meet its responsibility for ensuring that there is continued business justification without being overburdened by project activity. Ref 15.3</p> <p>C. Correct. It is the 'initiating a project' process that aims to ensure that all parties are clear on what the project is intended to achieve, why it is needed and how the outcome is to be achieved. Ref 16.3</p> <p>D. Incorrect. The 'managing product delivery' process views the project from the team manager's perspective and aims to ensure that products are created and delivered by the team to the project. Ref 18.3</p> |
| 55 | A | 4.3f | <p>A. Correct. The 'managing a stage boundary' process should be executed at, or close to the end of, each management stage. The process is used to enable the project board to receive sufficient information to review the current stage before starting the next. Ref 19.1</p> <p>B. Incorrect. The activities to manage a stage boundary should be planned to take place at, or close to the end of, each management stage, not at the start. Ref 19.1</p> <p>C. Incorrect. The activities to manage a stage boundary should be planned to take place at, or close to the end of, each management stage. However, the 'closing a project' process occurs at the end of the final management stage. Ref 19.1, fig 13.1</p> <p>D. Incorrect. The 'starting up a project' process is not a management stage and therefore does not use the 'managing a stage boundary' process. The 'managing a stage boundary' process is not used at the end of the 'starting up a project' process. Ref 14.3, fig 13.1</p> |
| 56 | C | 3.1.3 | <p>A. Incorrect. A measurable improvement that is perceived as an advantage by one or more stakeholders is a project's benefit. Ref 6.1, glossary</p> <p>B. Incorrect. The reason for the project is why the project is required not the result of a change derived from using the project's outputs. Ref 6.1, 6.2, 6.2.1</p> <p>C. Correct. A project outcome is the result of a change derived from using the project's outputs. Ref 6.1</p> <p>D. Incorrect. The specialist products are defined as the project's outputs. Ref 6.1, glossary</p> |

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| 57 | B | 1.1b | <p>B. Correct. The six aspects of project performance to be managed are costs, timescales, scope, quality, risk and benefits. Ref 2.3</p> <p>A, C, D - Incorrect. The six aspects of project performance to be managed are costs, timescales, scope, quality, risk and benefits. Change is a theme. Ref 2.3, 11.1</p> |
| 58 | C | 3.4.2 | <p>A. Incorrect. 'Starting up a project' is a PRINCE2 process, not a stage. A process is a structured set of activities designed to accomplish a specific objective. Ref 14.1, 13.1, fig 13.1</p> <p>B. Incorrect. To be following PRINCE2, a project must, as a minimum, have an initiation stage and at least one further management stage. 'Closing a project' is a process, not a stage. Ref 9.2, fig 13.1</p> <p>C. Correct. To be following PRINCE2, a project must, as a minimum, have an initiation stage and at least one further management stage. Ref 9.2</p> <p>D. Incorrect. 'Closing a project' is a process, not a stage. Ref 20.1, fig 13.1</p> |
| 59 | D | 3.2.4b | <p>A. Incorrect. It is important to review the communication management approach at each stage boundary, not just at the start of the project, to ensure that it includes all the key stakeholders. Ref 7.2.2</p> <p>B. Incorrect. Project board members are stakeholders representing the three primary categories: business, user and supplier. Ref 7.1</p> <p>C. Incorrect. Stakeholders may be internal or external to the corporate organization. Ref 7.1</p> <p>D. Correct. The three principle categories of stakeholders: business, user and supplier, are represented by the executive, senior user(s) and senior supplier(s). Ref 7.1</p> |
| 60 | A | 4.3a | <p>A. Correct. The project mandate should provide the terms of reference for a project. Ref 14.3</p> <p>B. Incorrect. The detailed business case is produced during the 'initiating a project' process when the outline business case is updated. Ref 16.4.8</p> <p>C. Incorrect. The project mandate may include the project tolerances but it is the project board's responsibility to identify stage tolerances. Ref 12.2.1</p> <p>D. Incorrect. The creation of the plan for the initiation stage is the last activity during the 'starting up a project' process and is the responsibility of the project manager. Information from the project mandate may be contained in the plan but the actual plan itself is not included in the project mandate. Ref 14.4.6</p> |

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