

**COURSEWARE**

# **PRINCE2® 2017 Edition Foundation**

## **Courseware - English**

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PRINCE2® 2017 Edition  
Foundation Courseware - English

## Colofon

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This material contains diagrams and tekst information based upon:  
The Managing Successful Projects with PRINCE2® manual 2017

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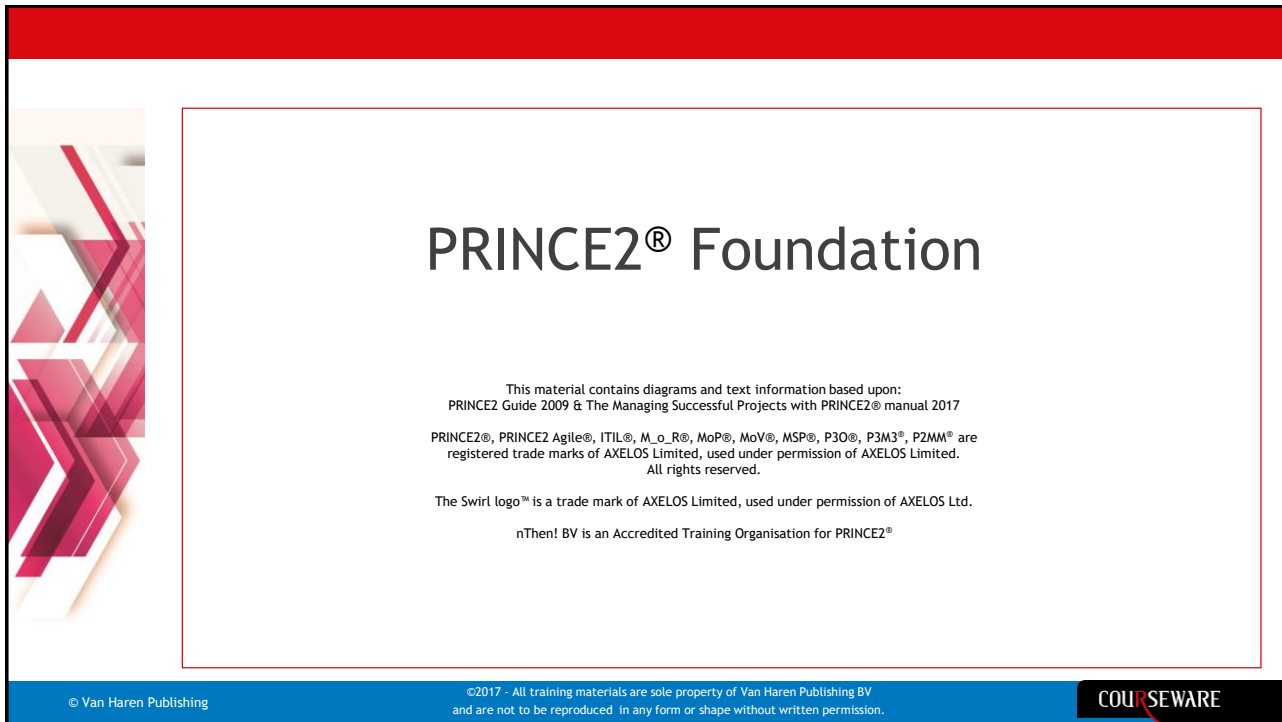
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# PRINCE2® Foundation

This material contains diagrams and text information based upon:  
PRINCE2 Guide 2009 & The Managing Successful Projects with PRINCE2® manual 2017

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## Program Day 1

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**Preparation**

- Read and make practice exams

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## Getting acquainted

This clipboard shows the paragraph ( § ) where info can be found in the handbook



- Introductions and learning objectives
- Way of working during the training course
- Agenda

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# Introduction to PRINCE2®

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§ 1.2

## Why do we need a project?

- It's a change
- It's temporary
- It's multi disciplinary
- It's unique
- It's uncertain

• *Definition: PRINCE2 project* = A **temporary organization** that is created for the purpose of delivering one or more **business products** according to an agreed **business case**.

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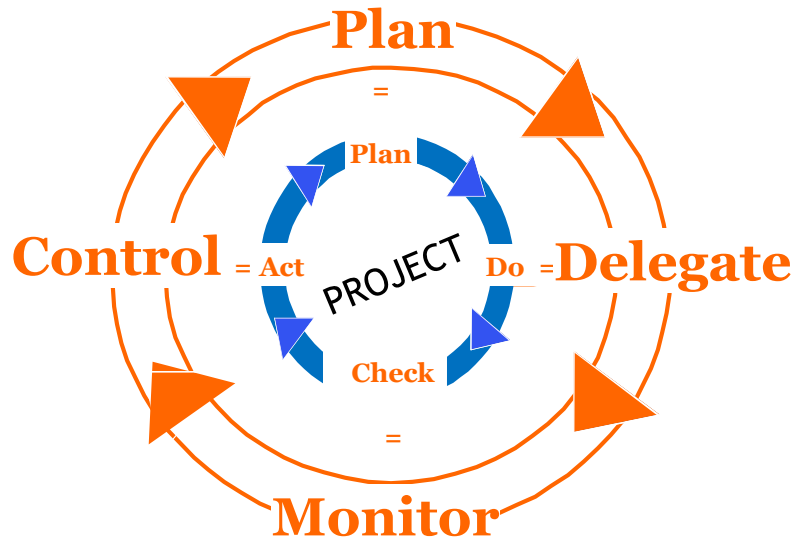
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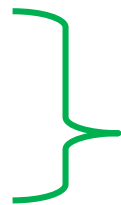
§ 1.3

### Deming Circle for Projectmanagers



### Aspects of Project performance

- Money / Costs
- Time
- Quality
- Scope
- Risk
- Benefits



**DEVILS QUADRANTS of Dr. NOTH**

Fig. 2.1

## AXELOS portfolio / Best Practices Family

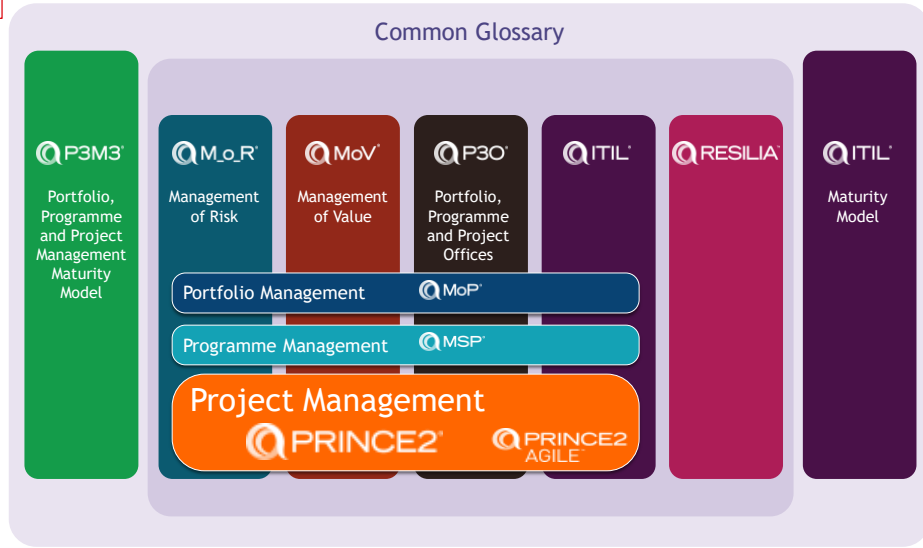
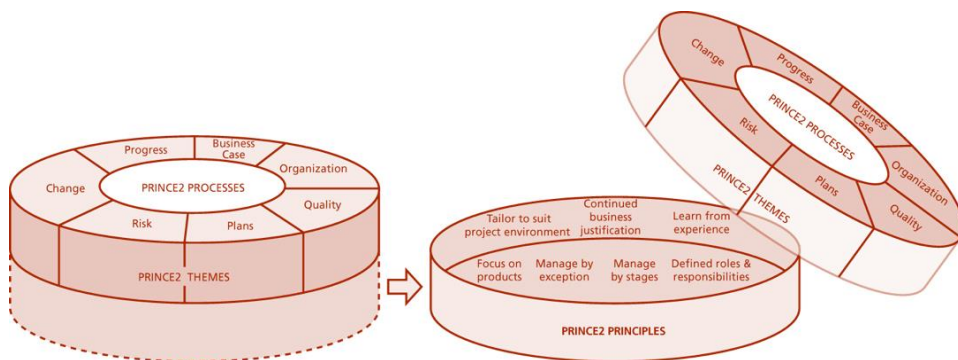


Fig. 2.2

## De Structure of PRINCE2




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Figure 2.2 Differences in PRINCE2™ v2009 versus V2005 (Based on OGC PRINCE2 material)

Source: Project management based on PRINCE2® 2009 Edition

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# Principles of PRINCE2®

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§ 3

## The 7 Principles

1. Continued Business Justification
2. Learn from experience
3. Defined roles and Responsibilities
4. Manage by Stage
5. Manage by Exception
6. Focus on products
7. Tailor to suit the project environment

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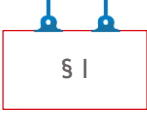
## The 7 Processes of PRINCE2

1. Starting Up a project
2. Initiating a Project
3. Directing a Project
4. Controlling a Stage
5. Managing Product delivery
6. managing Stage Boundaries
7. Closing a Project



## The Themes of PRINCE2

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## The 7 Themes

- Business Case
- Organization
- Quality
- Plans
- Risk
- Change
- Progress

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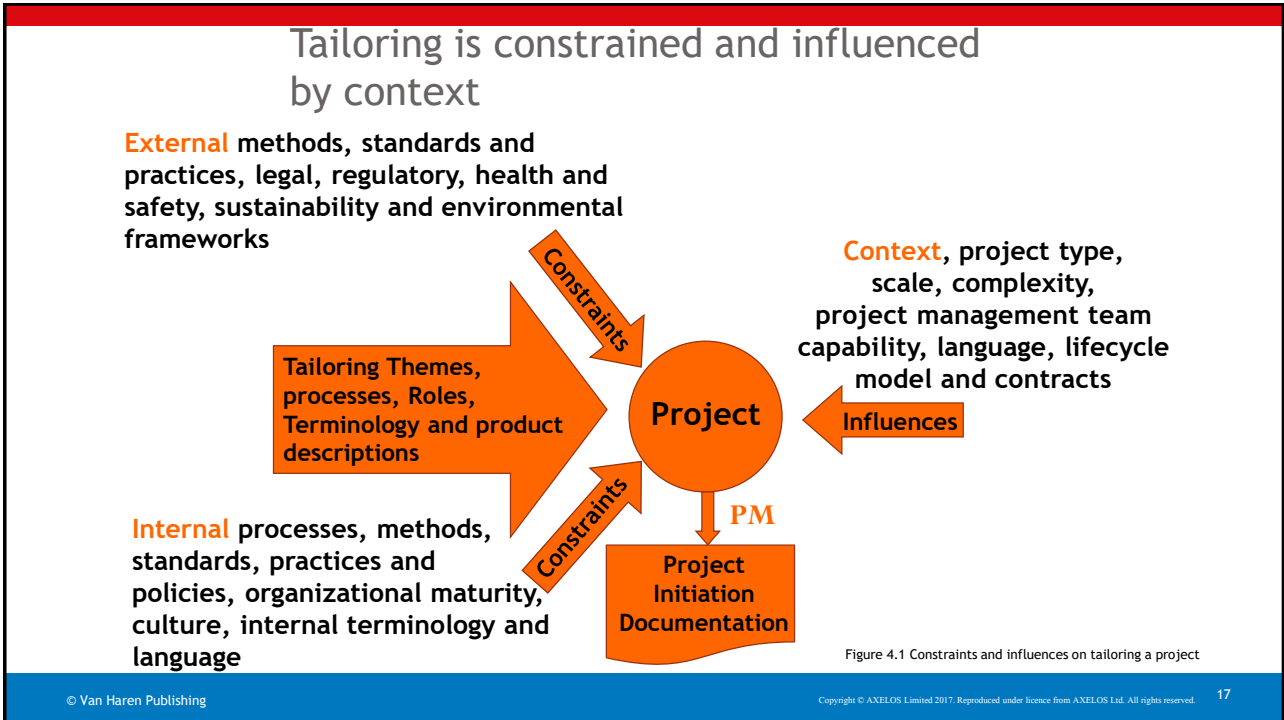
## Tailoring is concerned with the appropriate use of PRINCE2

The following aspects of PRINCE2® may be tailored:

- **Processes** may be combined or adapted (e.g. by adding or combining activities).
- **Themes** can be applied using techniques that are appropriate to the project.
- **Roles** may be combined or split, provided that accountability is maintained and there are **no conflicts of interest**. See section 7.2.1.10 for restrictions.
- **Management products** may be combined or split into any number of documents or data sources. They will often take the form of formal documents, or slide decks, wall charts or data held on IT systems.
- **Terminology** may be changed to suit other standards or policies, provided it is applied consistently

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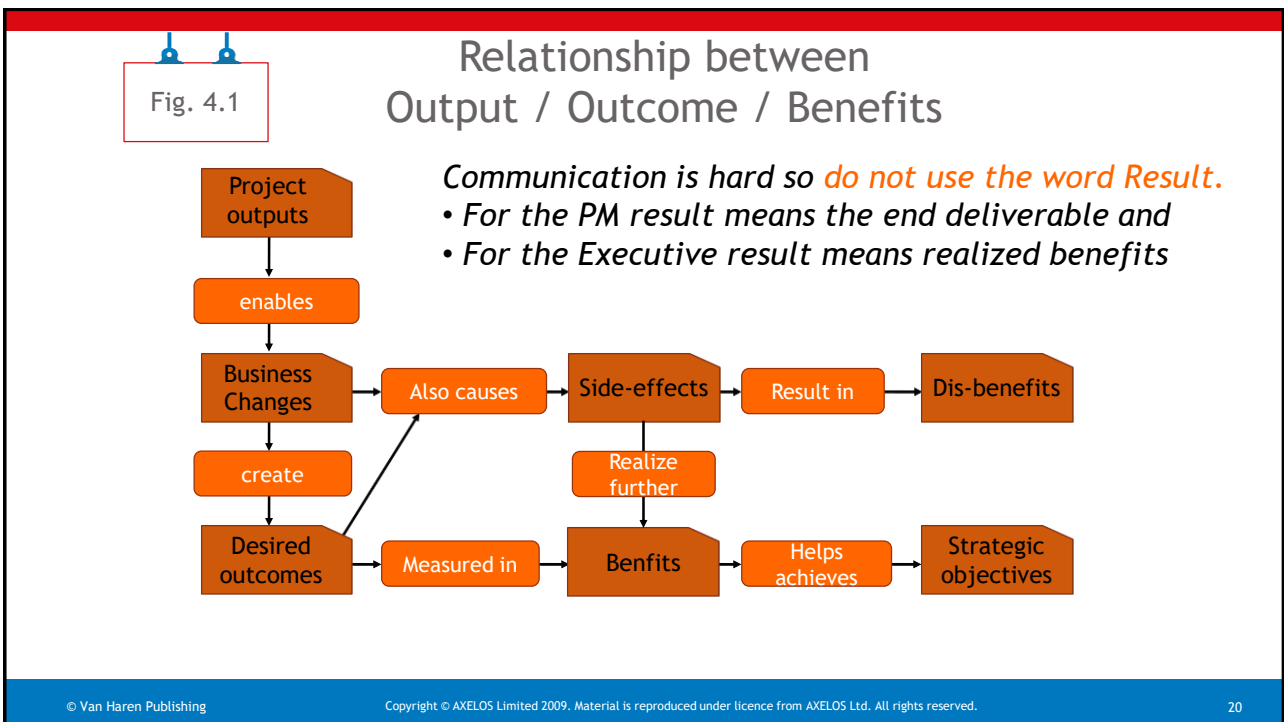
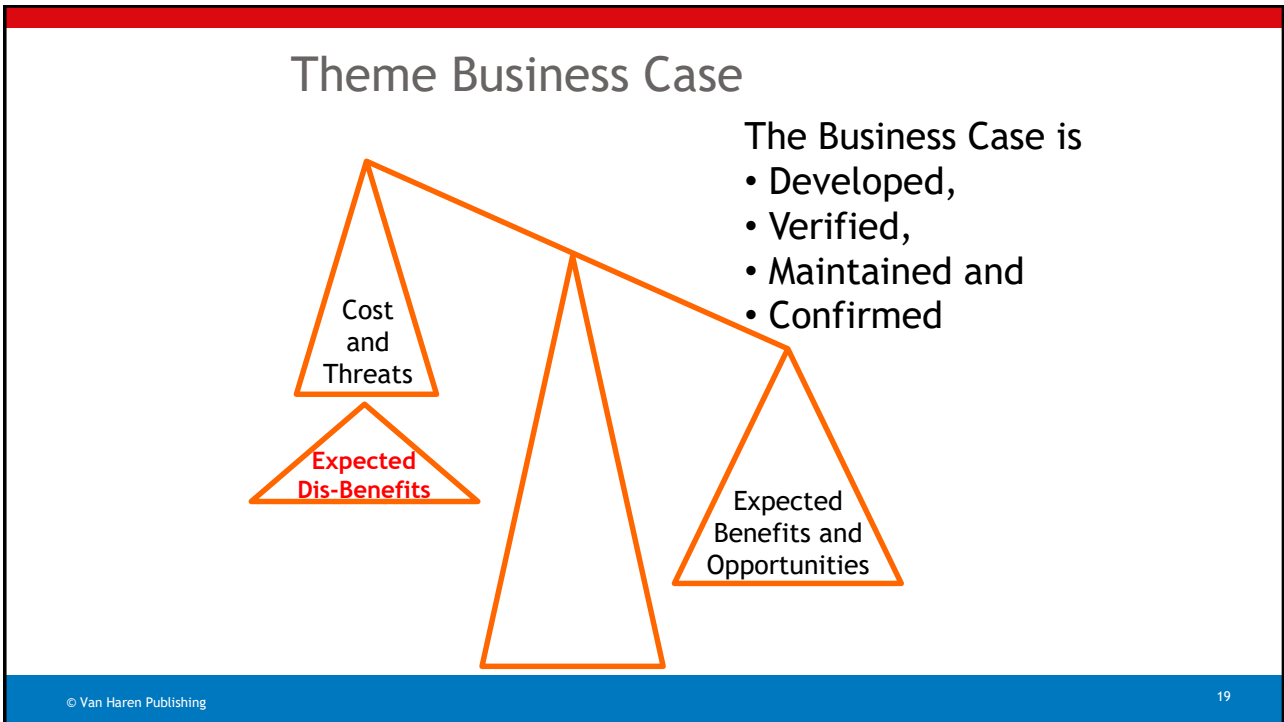
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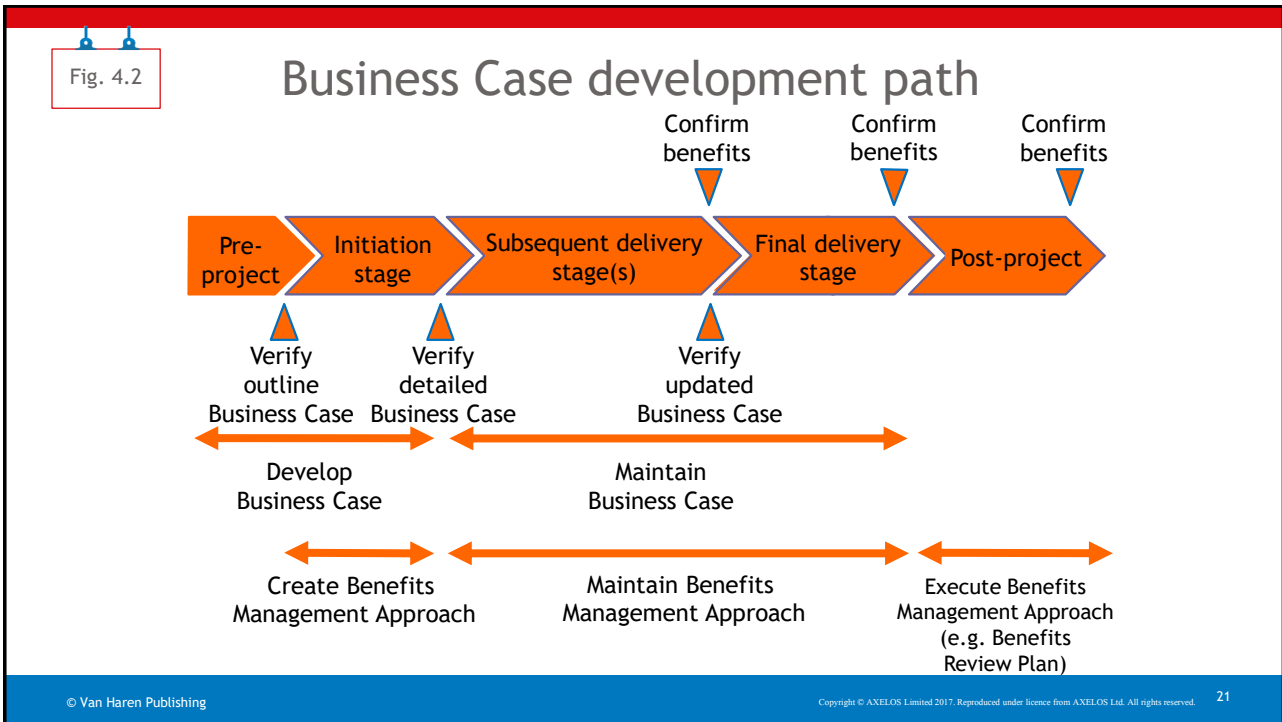
# Theme Business Case

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- App. A2
- ### Business Case
- Product description
    - Executive summary
    - Reasons
    - Business Options
    - Expected benefits
    - Expected dis-benefits
    - Timescale
    - Costs
    - Investment appraisal
    - Major risks
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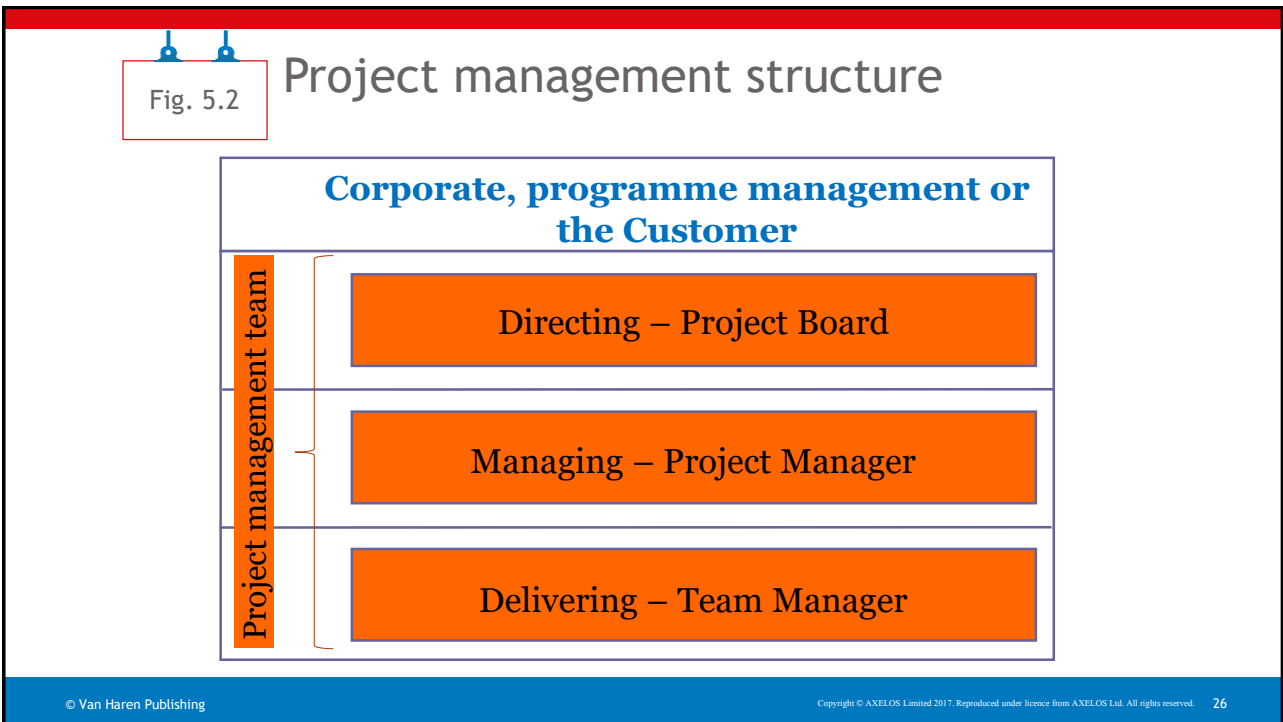
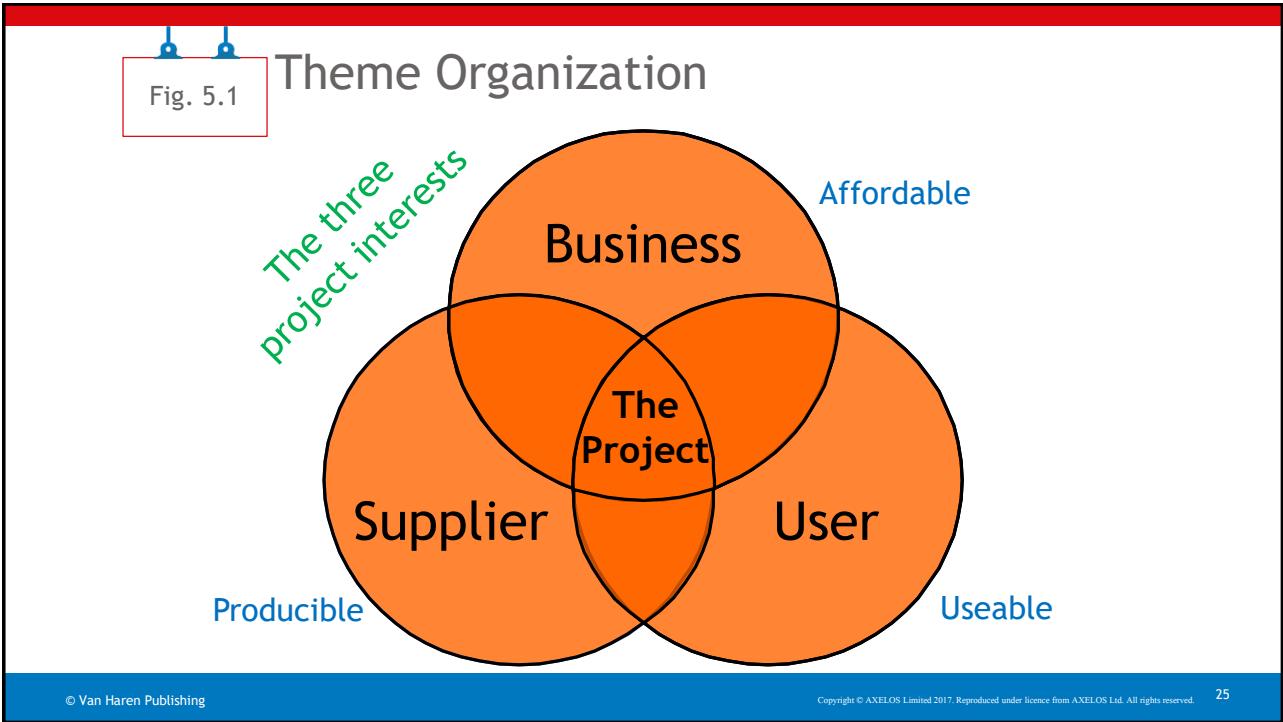
## Minimum Requirement of using the BC

To be following PRINCE2, a project must, as a minimum:

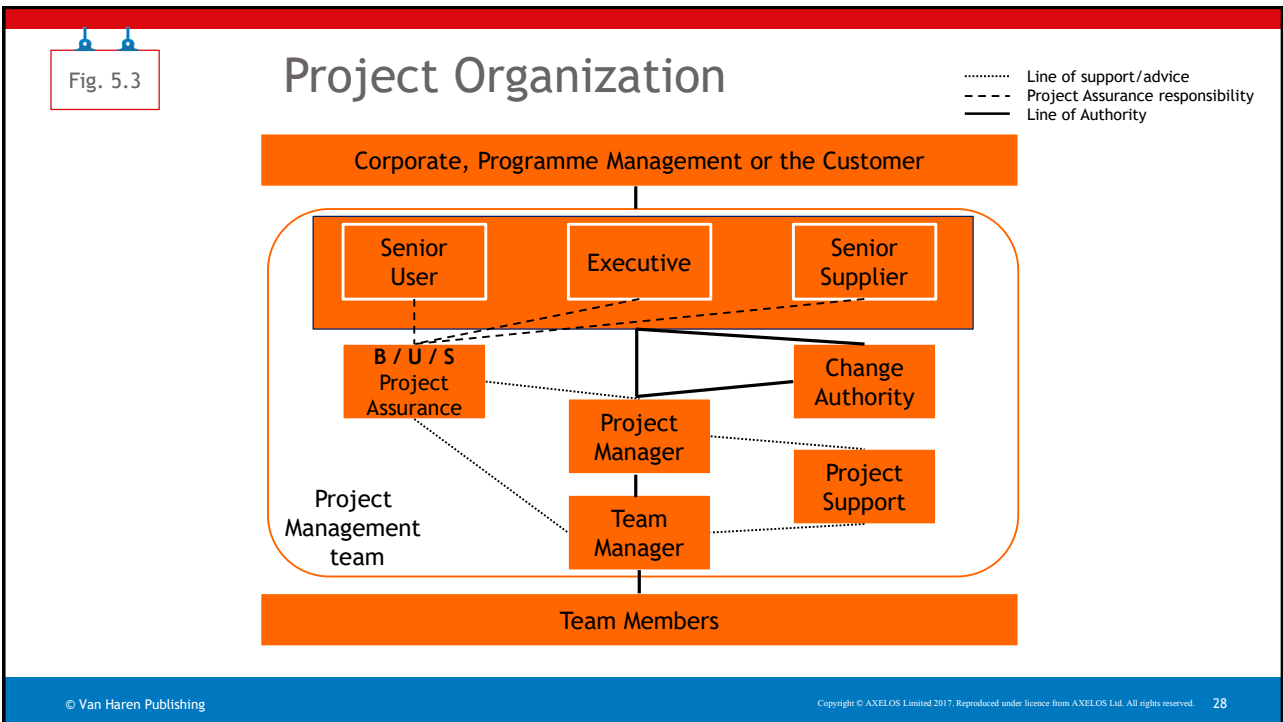
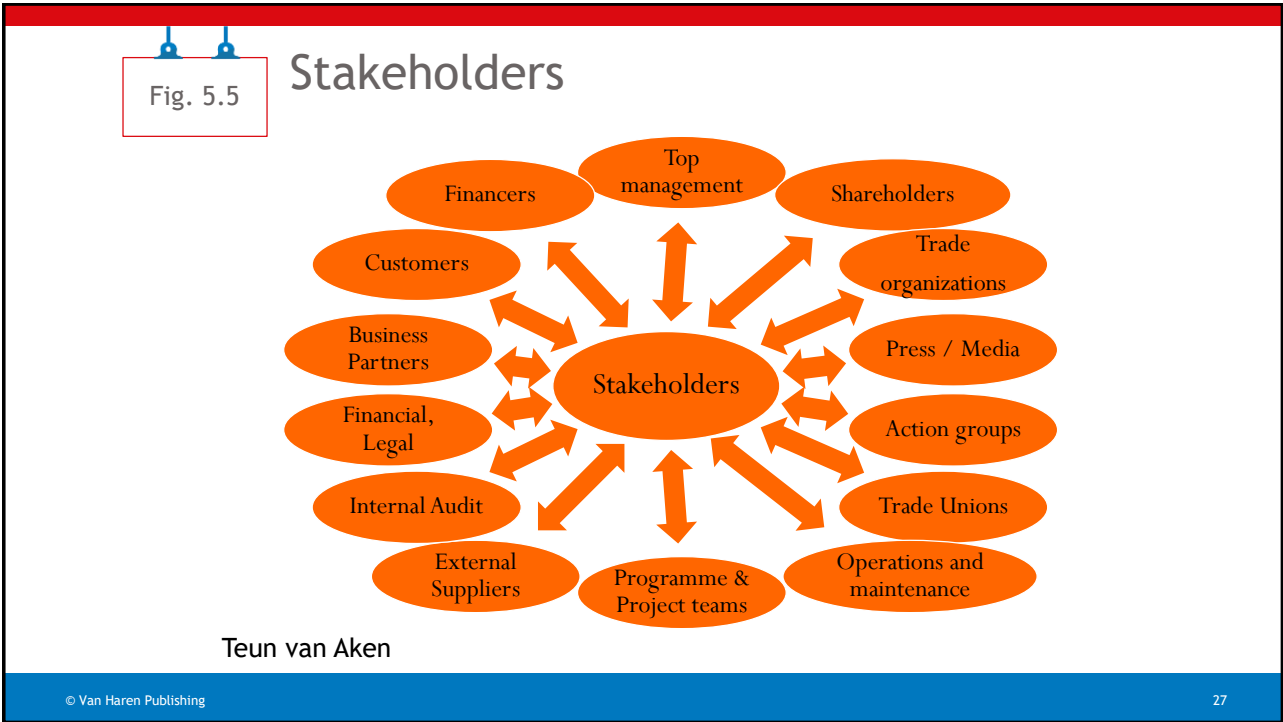
- Create and maintain a business justification for the project; usually a business case
- Review and update the business justification in response to decisions and events that might impact desirability, viability or achievability of the project
- Define the management actions that will be put in place to ensure that the project's outcomes are achieved and confirm that the project's benefits are realized
- Define and document the roles and responsibilities for the business case and benefits management



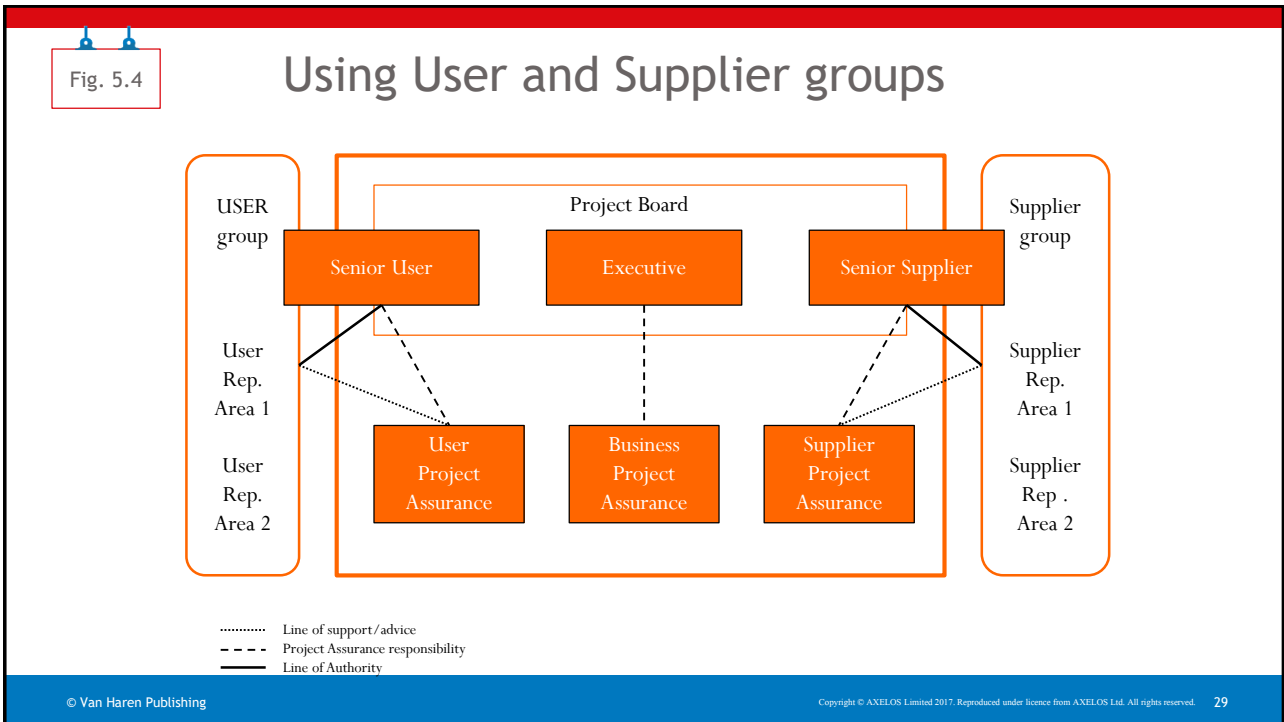
## Theme Organization



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## Project Board

Key characteristics

- Authority (**decision power**)
- Credibility
- Ability to delegate
- Availability

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## Minimum Requirement of using the PRINCE2® Organization

To be following PRINCE2, a project must, as a minimum:

- Define its organization structure and roles. ensure that all responsibilities in PRINCE2's role descriptions are fulfilled
- Document the rules for delegating **change authority** responsibilities, if required
- Define its approach to **communicating** and **engaging with stakeholders**.

## PRINCE2® requires two products

- **PID** In the context of the organization theme, this provides the single source of reference for how the project is to be managed. The PID sets out the project management team structure and roles. Appendix A (sections A.20)
- **Communication management approach** This describes the means and frequency of communication to stakeholders both internal and external to the project. Appendix A (sections A.5)

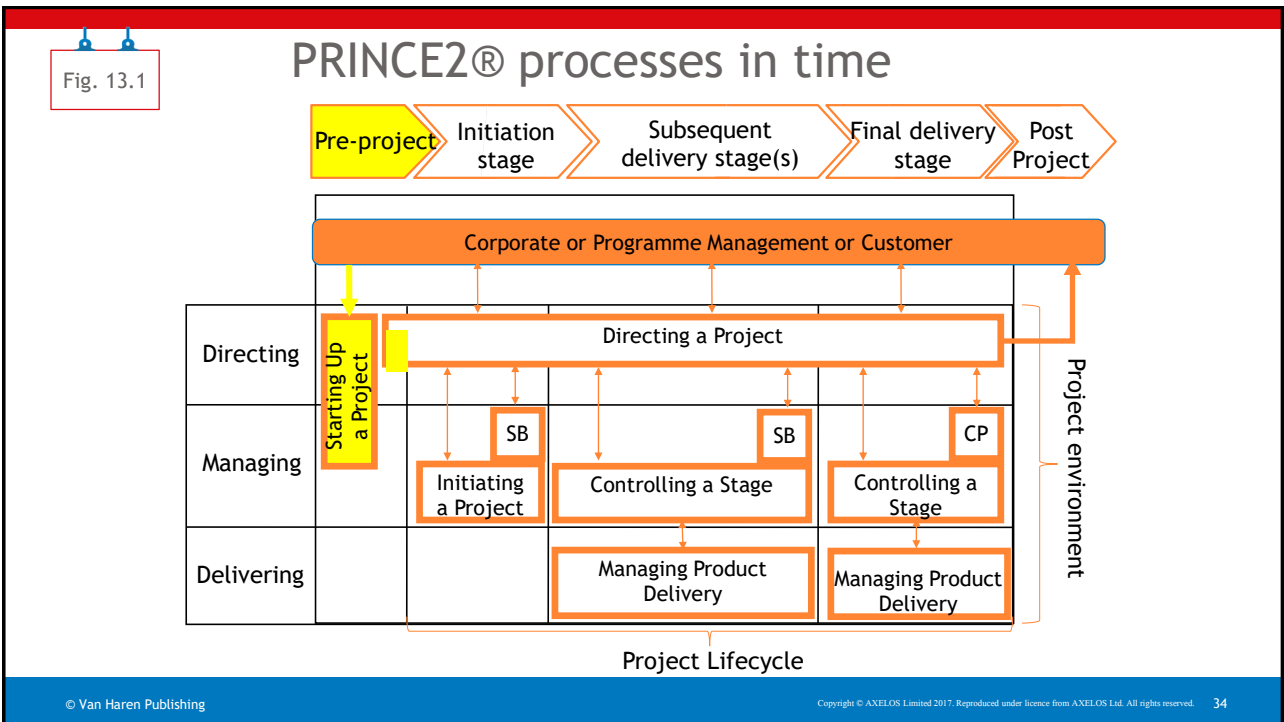
Both these products should be created during the Initiating a Project process

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## Pre-project stage: Starting Up and Initiating a Project

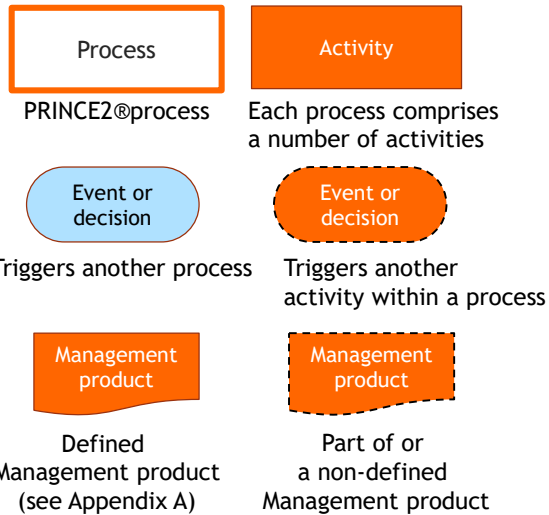
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## Process Diagrams



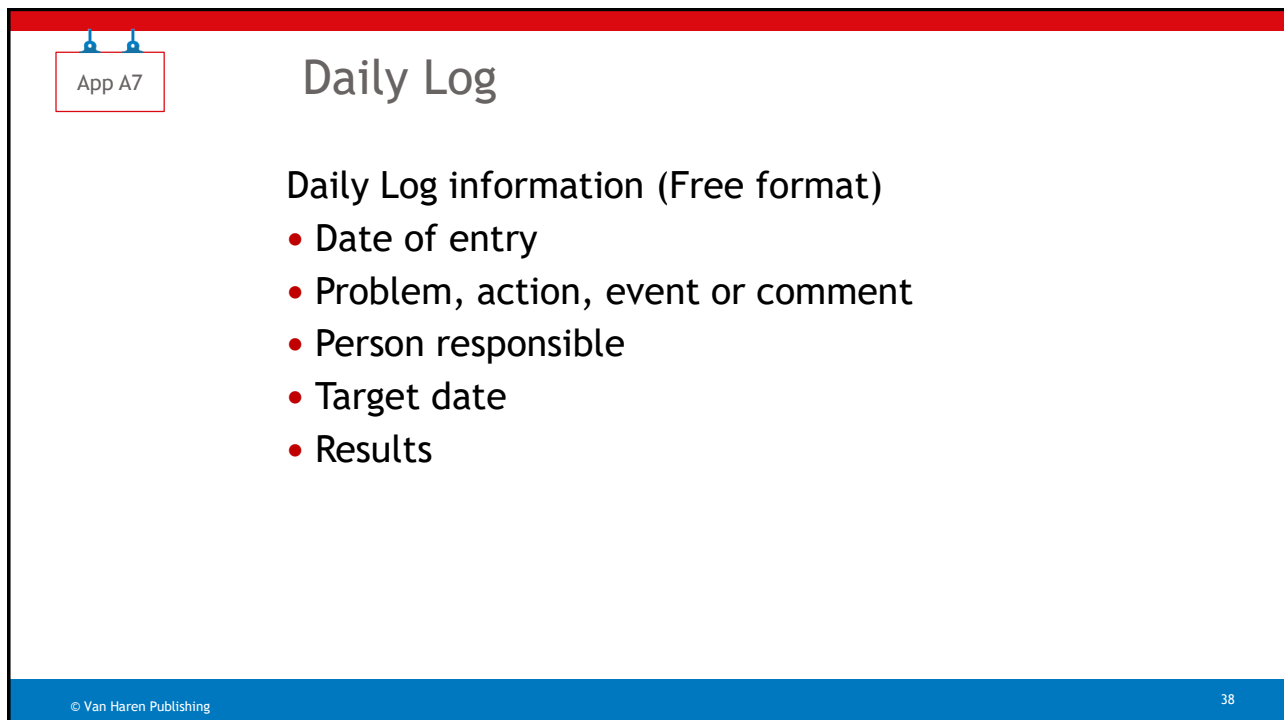
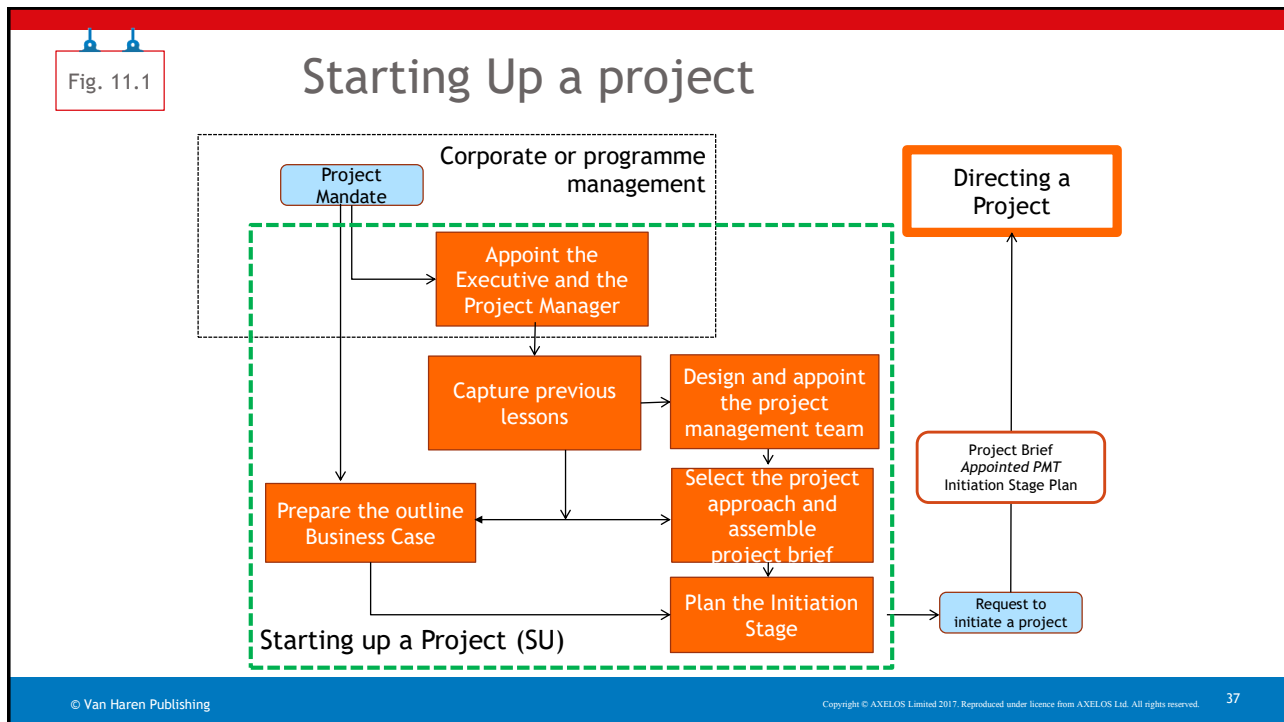
## Starting Up a project

### Purpose:

1. Do we have a viable and worthwhile project?  
Ensure prerequisites for IP are in place
2. Prevent poorly conceived projects!  
Do the minimal necessary to decide to initiate a project

### Objective:

- There is a Business Justification for IP
- All necessary authorities exist
- Info is available to define scope
- Delivery options are evaluated and Approach is chosen
- Individuals are appointed to do the work in IP
- The work in IP is planned (Initiation stage plan)



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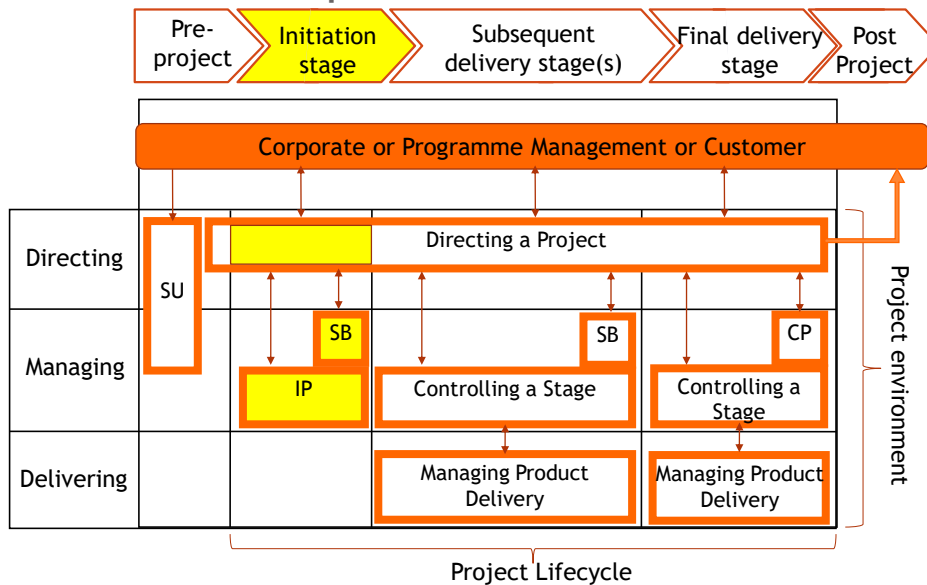
App A19

## Project Brief

- **Project Definition**  
Background / Project objectives / Desired Outcomes / Project scope + **exclusions** / Constraints + assumptions / Project tolerance / User(s) + interested parties / Interfaces
- **Outline Business Case**
- **Project Product Description**
- **Project Approach**
- **Project Management Team Structure (org)**
- **Role description**
- **References**

Fig. 13.1

## PRINCE2® processes in time



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## Initiating a Project

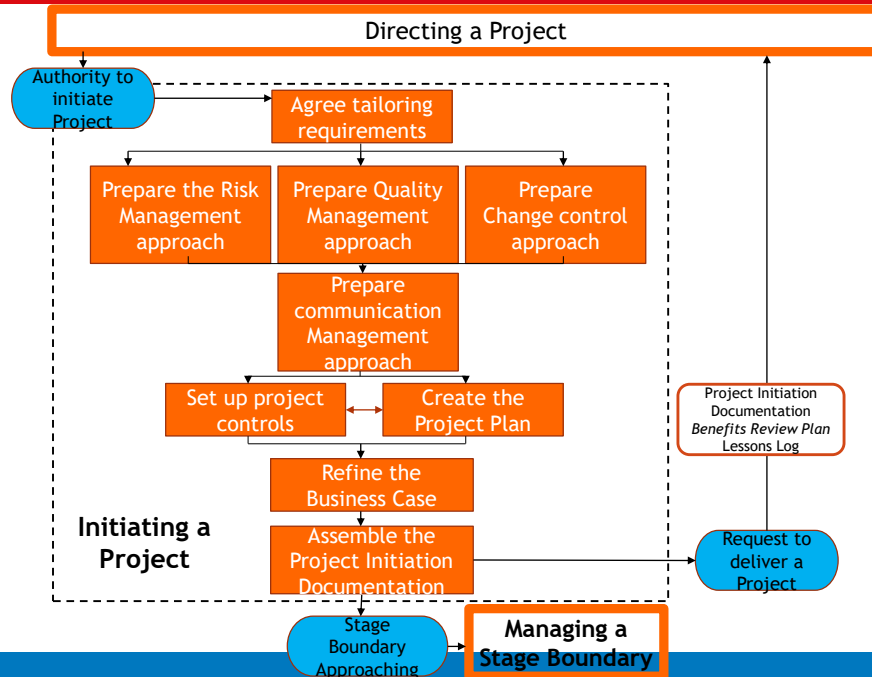
### Purpose:

1. Establish a solid foundation
2. Understand the amount of work to be done before investing.

### Objective

- Reasons for doing the project (Benefits & Risks, **Business Case**)
- **Scope** of work
- How, When at What cost (**Plan**)
- Who decides (**PMT / Organization**)
- How required **Quality** is achieved
- How to use baselines, **Risks, Issues and Changes**
- Who needs information (**Communication**)
- How the project management method is **tailored** to suite this project

Fig. 12.1



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A.20

## Documentation of Project Initiation

- Project Definition
  - Background / Project objectives / Desired Outcomes / Project scope + exclusions / Constraints + assumptions / Project tolerance / User(s) + interested parties / Interfaces
- Project Approach
  - Business Case
  - Project Management Team Structure (org)
  - Role descriptions
  - Management Approach
    - (Quality- / Risk- / Change control- / Communication-)
  - Projectplan
  - Project controls
  - Tailoring of PRINCE2

App A24

## Risk Management Approach

- Introduction
- Risk management process or procedure
- Tools and techniques
- Records
- Reporting
- Timing of risk management
- Roles and responsibilities
- Scales
- Proximity
- Risk categories
- Risk response
- Early warning indicators
- Risk tolerance
- Risk budget

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App A22

## Quality Management approach

- Introduction
- Quality management process or procedure should cover:
  - quality planning
  - quality control:
  - quality standards (**product description(s)**, quality register)
  - project assurance:
- Tools and techniques
- Records (quality register)
- Reporting
- Timing of quality management activities
- Roles and responsibilities

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App A3

## Change control approach

- Introduction
- Issue management and change control procedure
- Tools and techniques
- Records (**issue register**)
- Reporting
- Timing of issue management and change control and issue activities
- Roles and responsibilities
- Scales for priority and severity

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App A5

## Communication Management Approach

- Introduction
- Communication procedure
- Tools and techniques
- Records
- Reporting
- **Timing** of communication activities
- Roles and responsibilities
- **Stakeholder analysis**
- Information needs for each interested party



## Theme Quality

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## Quality

Purpose: Define and implement the means by which the project will create and verify products that are **fit for purpose**

Quality theme is the PRINCE2® approach to ensure that the project's products

- Meet **business expectations**
- Enable the **desired benefits** to be achieved

## Scope of Quality theme

- Using the principle of **Focus on Products**
- Addressing quality methods and responsibilities for
  - Specification
  - Development
  - Approval of project products
  - + the management of the project
  - + implementation of continuous improvement during the project (**lessons learned**)

*How you 'deal' with quality in your project, we can find this in the Quality Management Approach*

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# Quality Planning

Purpose: Provide a basis for

- **Project Board Agreement** on overall quality expectations, scope, means to ensure quality, acceptance criteria project product
- **Communicating** so al stakeholders have of the projects achievements
- **Control** establish effective baseline

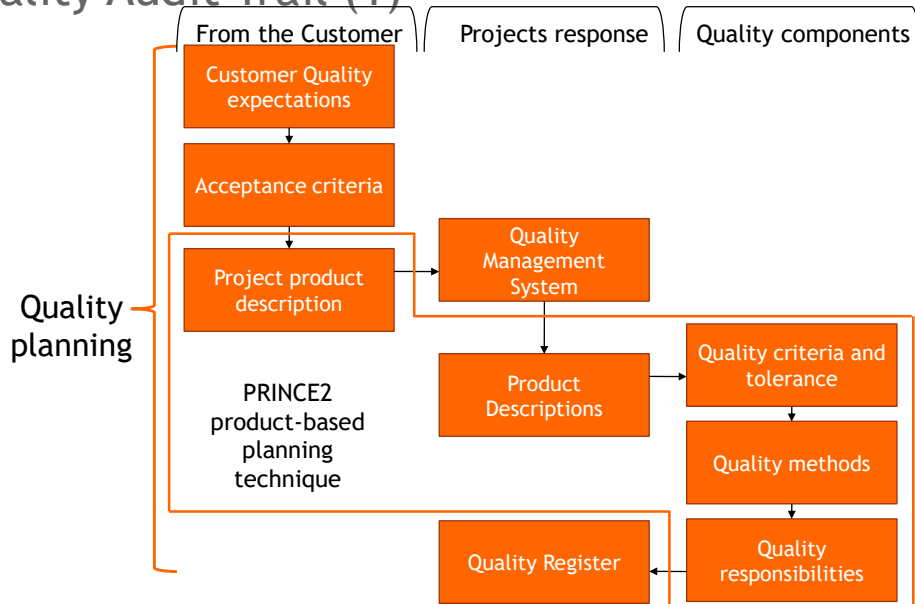
WHY?

So people have **no conflicting views** on the scope, what is a successful result, the approach, the work required, who should be involved and for what role(s).

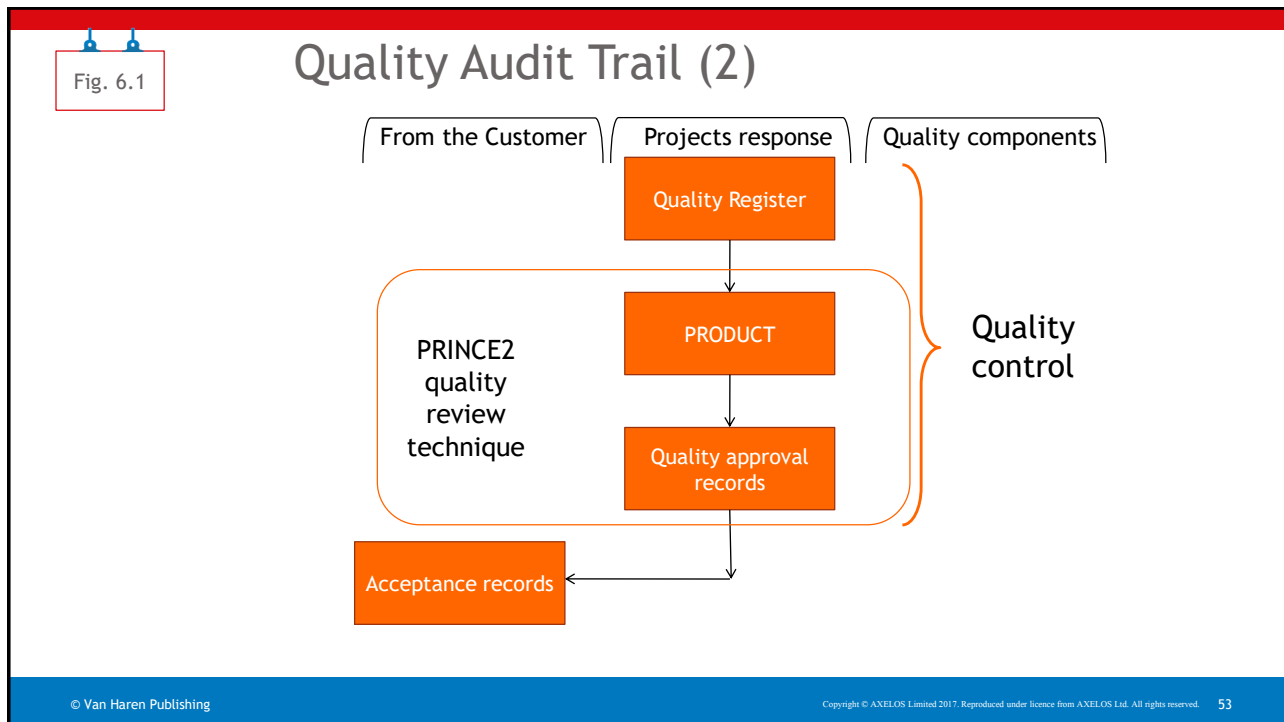
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Fig. 6.1

# Quality Audit Trail (1)



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## Project Assurance and Quality Assurance

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Provide assurance to the stakeholders (BUS) that the project is conducted appropriate and properly</li> <li>2. Independent of the PM, PSO and TM</li> <li>3. Responsibility of the Project Board</li> <li>4. Use QA as part of project assurance (e.g. for peer review)</li> </ol> | <ol style="list-style-type: none"> <li>1. Provide assurance to corporate or programme mgt that the project is conducted appropriate and proper and complies with relevant corporate and programme standards and policies</li> <li>2. Independent of the project not a member of the PMT</li> <li>3. Responsibility of corporate or programme mgt</li> <li>4. QA looks for effective PA as a indicator that the project is conducted properly</li> </ol> |
|--|---|



Fig. 6.7

## Quality Review Technique

A generic technique

- To assess a product against criteria (set in product description)
- To involve key interested parties (stakeholders)
- To confirm product completion
- To baseline the product

Review preparation	Review Meeting	Review Follow-up
Perform the review Distribute findings (question list)	Discuss findings, conclusion 1. Complete 2. Conditionally complete, 3. Incomplete	Decide and register follow-up 1. Sign-off, 2. Repair actions 3. Redo/Finish + new Q-review

Quality Review roles

- Chair
- Administrator
- Presenter (producer/supplier)
- Reviewer (user)

## Minimum Requirement of using PRINCE2®Quality

- Define its quality management approach.  
This must minimally cover the project's approach to :
  - **Quality control**
  - **Project assurance**
  - How the management of quality is **communicated** throughout the project lifecycle
  - Roles and **responsibilities** for quality management
- Specify **explicit quality criteria for products** in their product descriptions
- Maintain records to **provide evidence** that the planned quality activities have been carried out, and
- Summarize those activities that are planned or have taken place in some form of quality register

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## Minimum Requirement of using PRINCE2®Quality


- Specify the customer's quality expectations and **prioritized acceptance criteria** for the project in the project product description (see Appendix A, section A.21)
- **Use lessons** to inform
  - Quality planning,
  - The definition of quality expectations and
  - Quality criteria

## PRINCE2 requires two products

- 1. Quality management approach** A quality management approach describes how quality will be managed on the project.  
This includes the specific processes, procedures, techniques, standards and responsibilities.
- 2. Quality register** A quality register is used to summarize all the quality management activities that are planned or have taken place, and provides information for the end stage reports and end project report.

See Appendix A, sections A.22 and A.23, for more details about the suggested content for these management products.

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# The Theme Plans and the Product based Planning technique

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## Plans

Purpose:

- To **facilitate communication** and control
- By defining the means of delivering the products

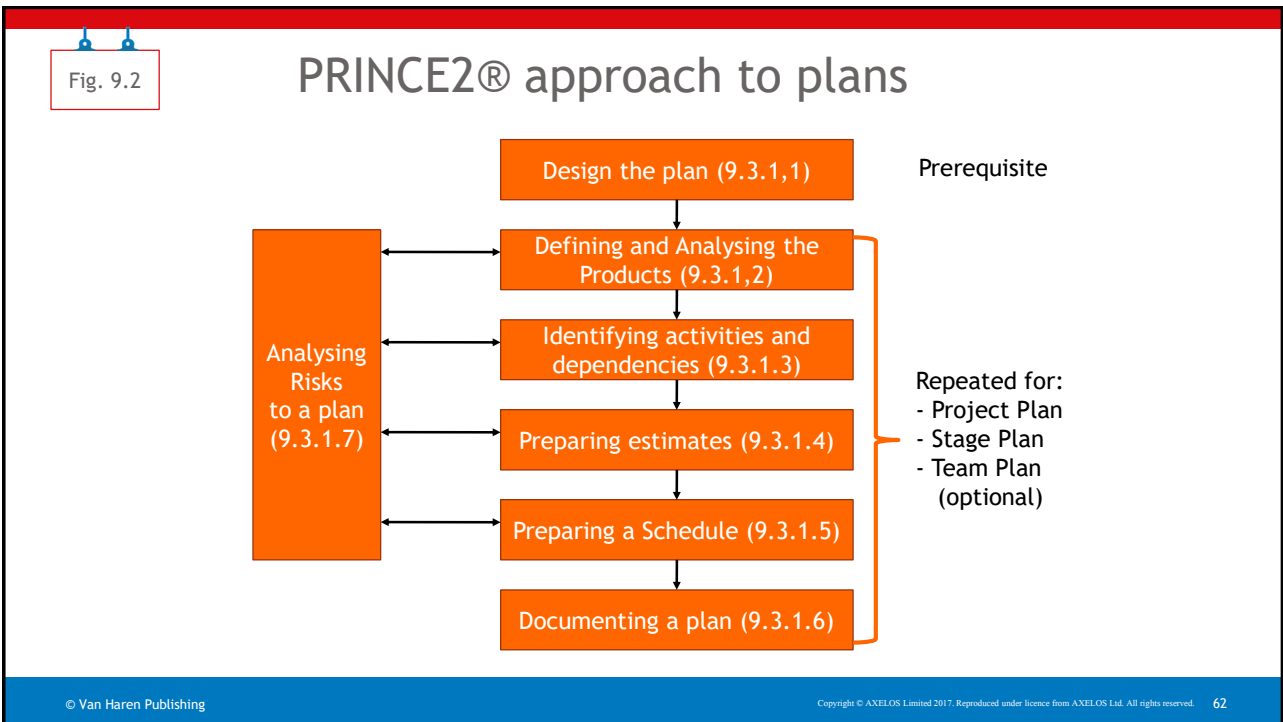
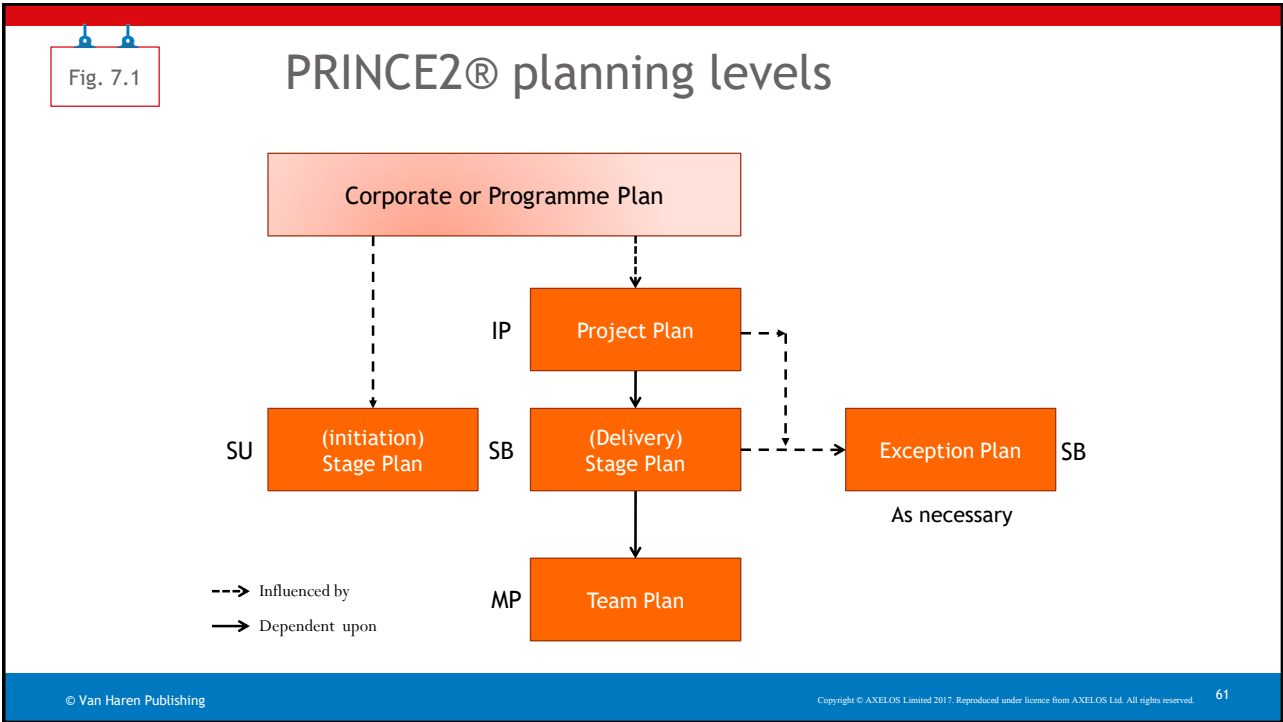
A Plan:

- More than just a chart showing timescales,
- Describes What, When, How and by Whom

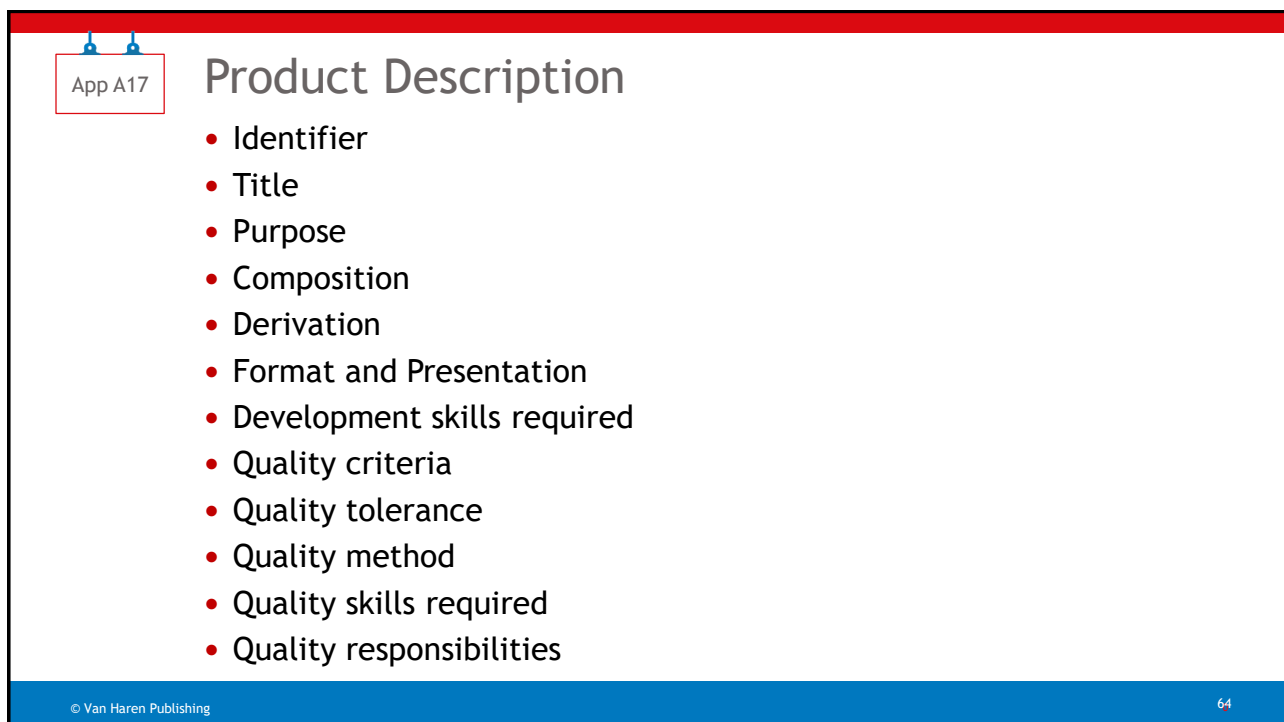
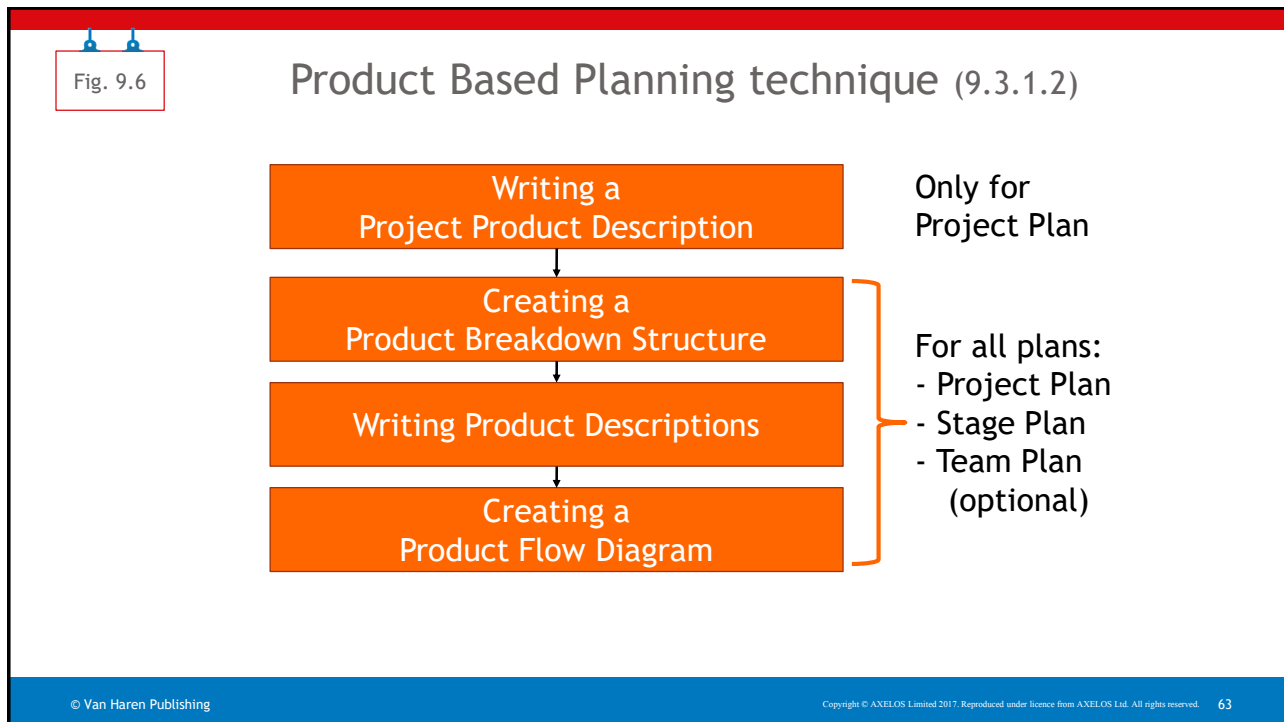
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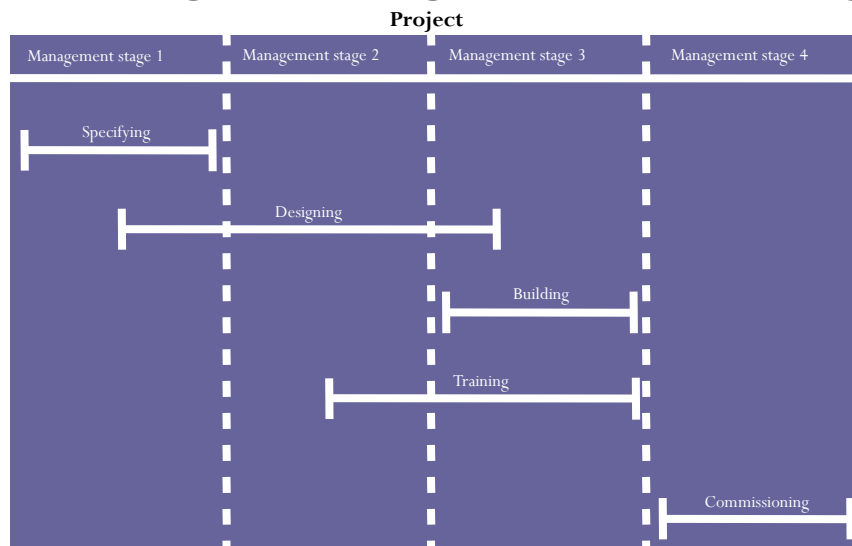
## Prepare the schedule

### Critical path

Earliest Start ES	Duration D	Earliest Finish EF
<b>Activity / Task</b> <b>Product / Work Package</b>		
Latest Start LS	Float F = ES- LS	Latest Finish LF

Fig. 9.3

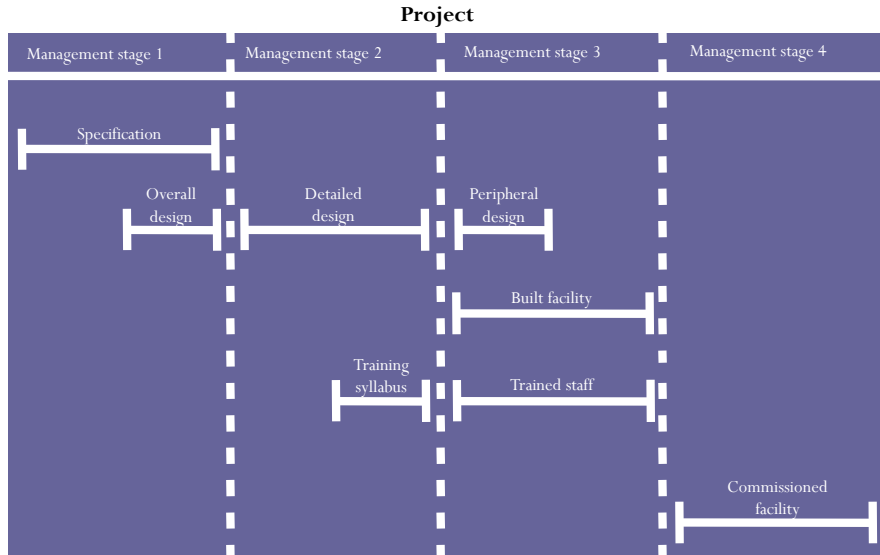
## Management stages vs Technical stages



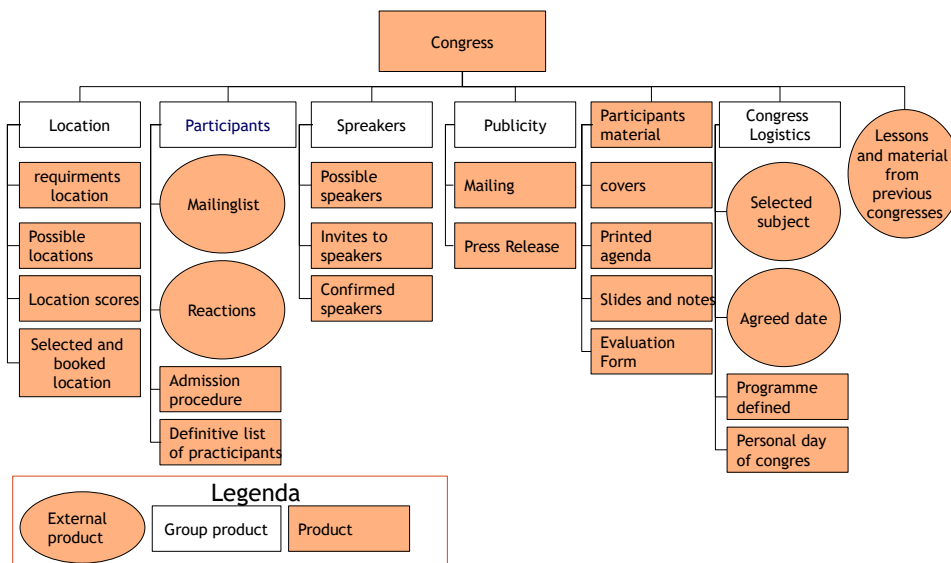
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Fig. 9.4

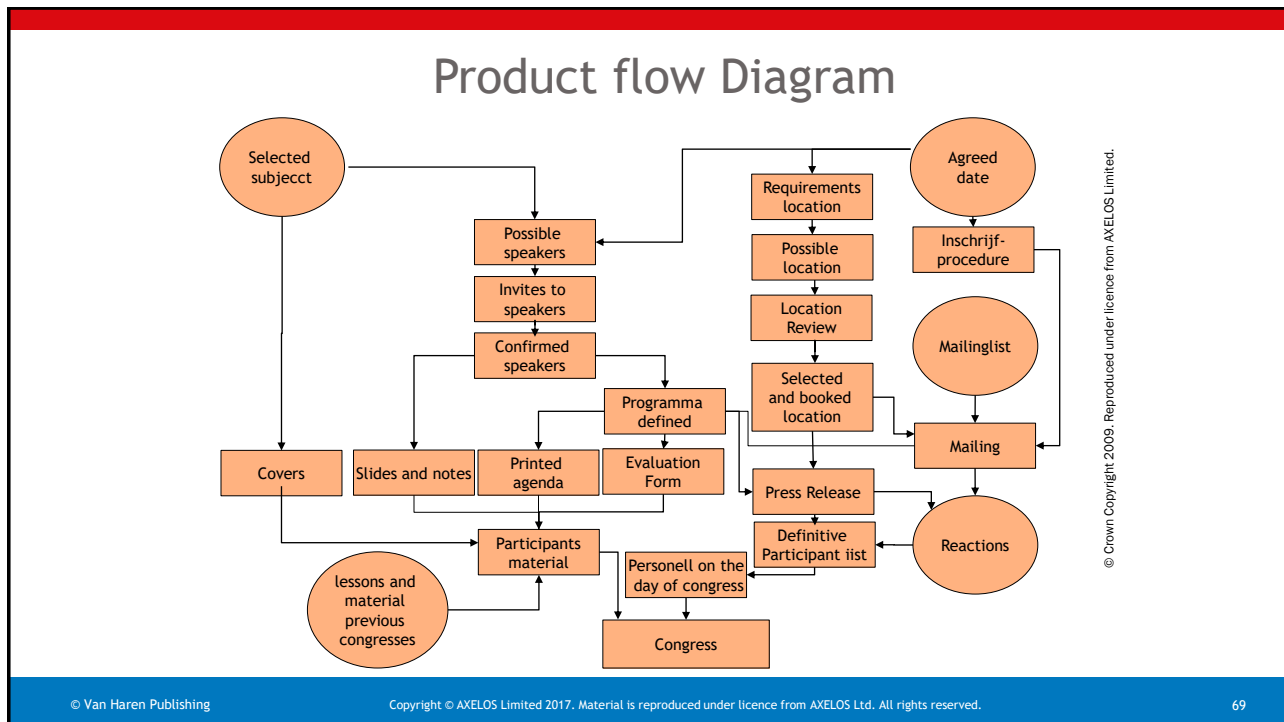
## Management + technical Stages + products



## Product Breakdown Structure



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## Minimum Requirement of using PRINCE2 planning

- Ensure that plans **enable the business case** to be realized
- Have **at least two management stages**:
  - an initiation stage and
  - at least one further management stage.

*The more complex and risky a project, the more management stages that will be required*
- Produce a **project plan for the project** as a whole and
- Produce a **stage plan for each management stage**



## Minimum Requirement of using PRINCE2 planning

- produce specific plans for managing exceptions
- define the roles and responsibilities for planning
- use lessons to inform planning


### PRINCE2® recommends

- the steps shown in Figure 9.2 for product-based planning
- the steps shown in Figure 9.3 for defining and analysing the products to produce a product breakdown structure,
- although alternative approaches may be used

## PRINCE2 requires four products

1. **Project product description** A description of the overall project's output, including the **customer's quality expectations**, together with the **acceptance criteria** and acceptance methods for the project.
2. **Product description** A description of each product's **purpose**, composition, derivation and **quality criteria**.
3. **Product breakdown structure** A hierarchy of all the products to be produced during a plan.
4. **Plan** Provides a statement of how and when objectives are to be achieved, by showing the major products, activities and resources required for the scope of the plan.

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# PRINCE2® Foundation Day 2

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# Recap day 1

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## Theme Risk (M\_o\_R®)

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## Theme Risk (M\_o\_R)

Risk: **Uncertain** (set of) Event(s) that if it occurs have an **effect on** the achievement of the **objectives**

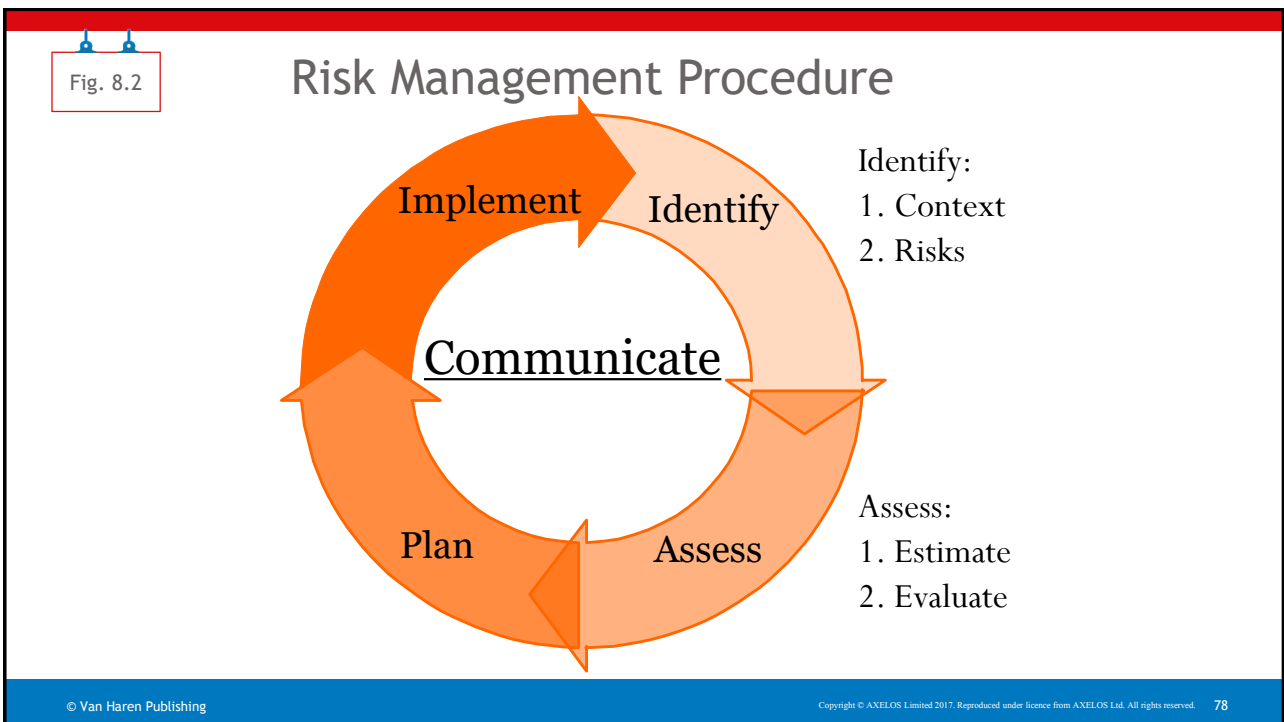
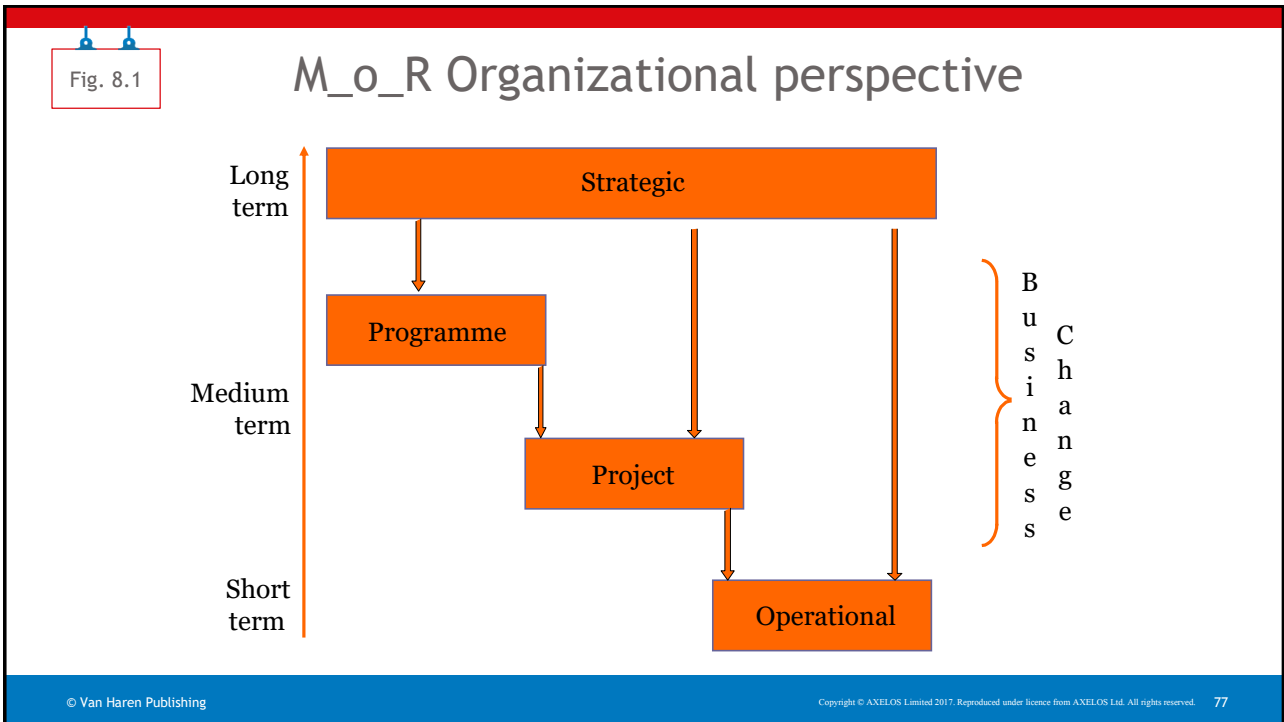
- **Threat:** Uncertain event with **negative impact** on objectives
- **Opportunity:** Uncertain event with a **positive impact** on objectives

*(Issue: Relevant event that **has occurred** was not planned and **requires management attention**)*

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App A25

## Risk register

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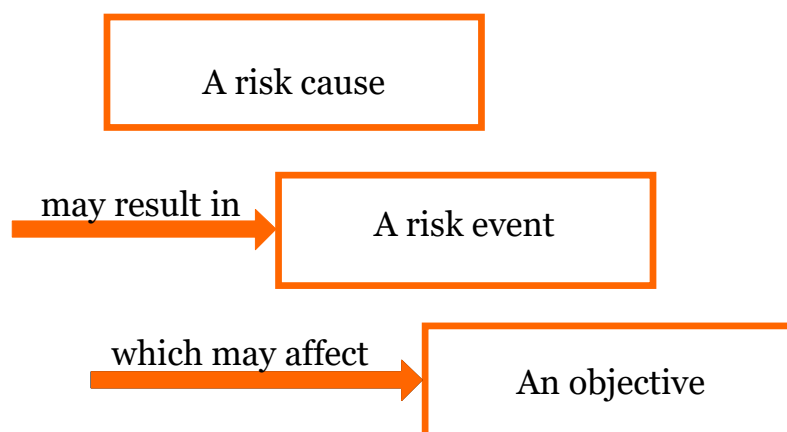
- Risk identifier
- Risk author
- Date registered
- Risk category
- Risk description (cause, event + effect)
- **Probability, impact** + expected value
- **Proximity**
- Risk Response category
- Risk Response
- Status
- **Risk Owner** (manage the risk)
- **Risk actionee** (implement risk response)

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Fig. 8.4

## How to describe a Risk

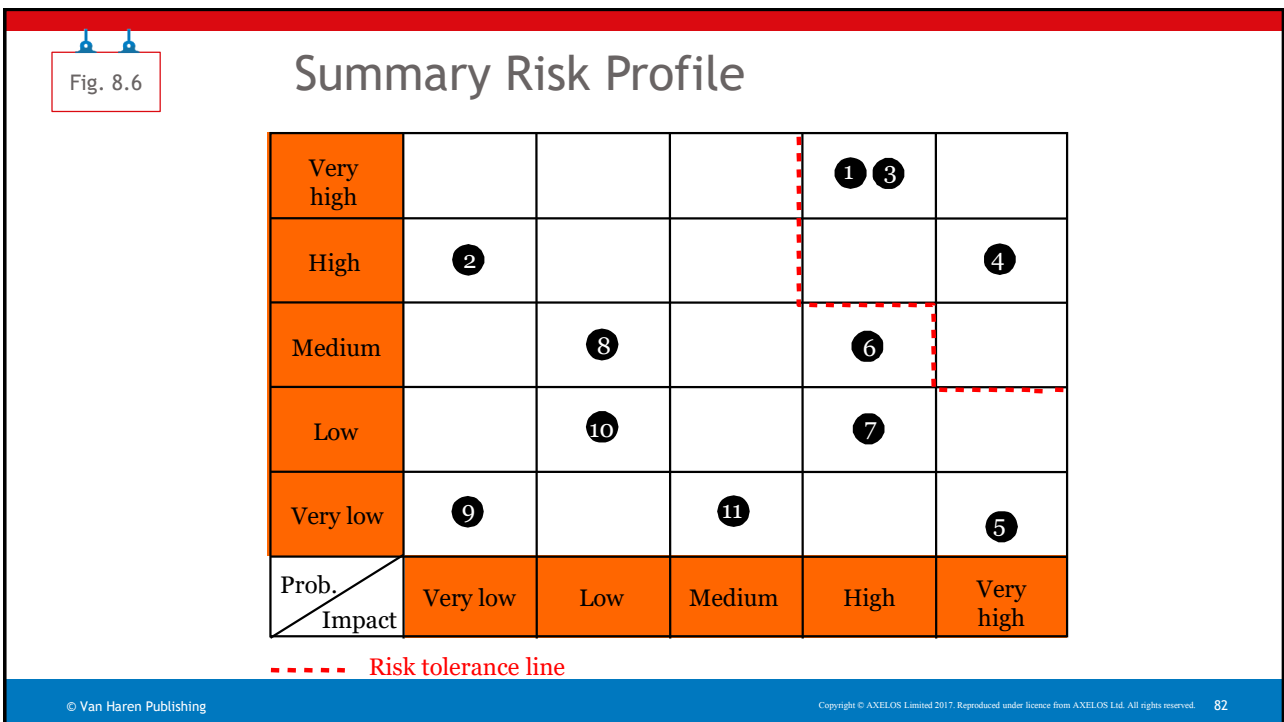
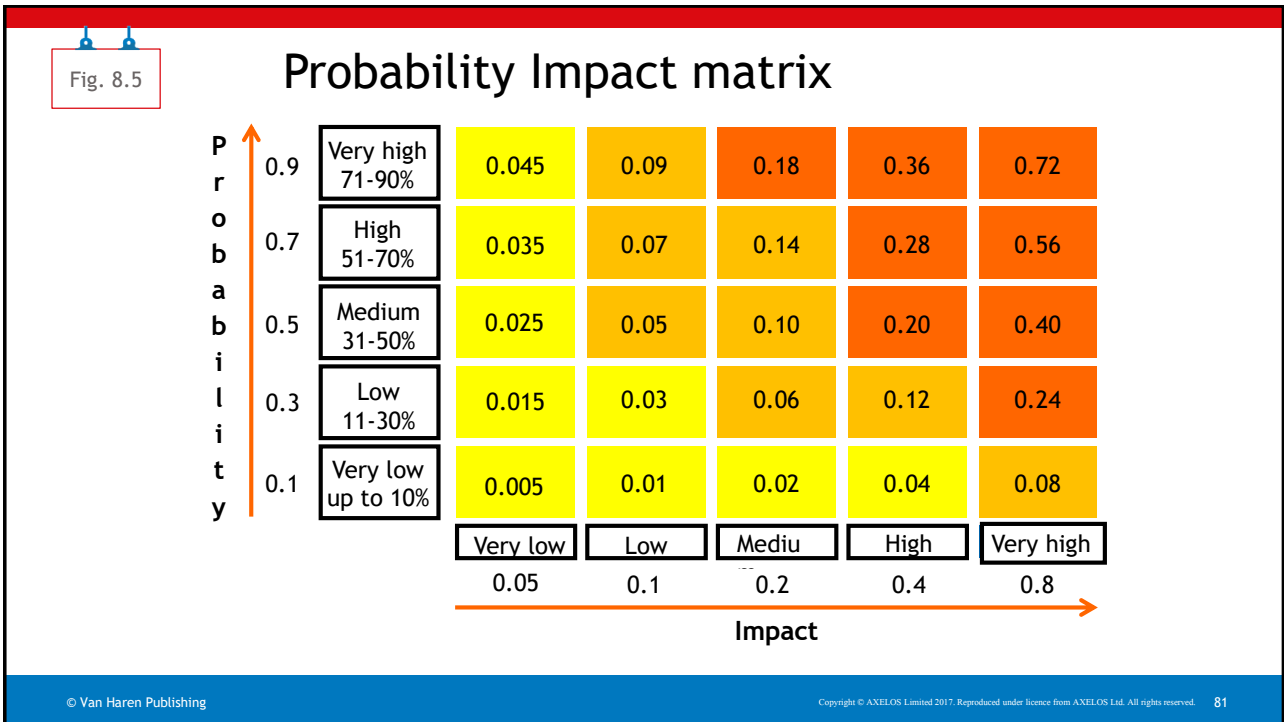


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Fig. 8.9

## Risk Responses

Effect 	<b>Threat responses</b>	<b>Opportunity responses</b>
	<b>Avoid</b>	<b>Benutzen</b>
	<b>Reduce</b> <small>(probability and/or impact)</small>	<b>Enhance</b>
	<small>(reduces impact only, and often only the financial impact)</small>	<b>Transfer</b> <small>(not a commonly used option)</small>
	<b>Share</b>	
	<b>Accept</b>	
<b>Prepare contingent plan</b>		

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## Minimum Requirement of using PRINCE2®Risk

- define its risk management approach, which must minimally cover:
  - how risks are identified and assessed,
  - how risk responses are planned and implemented
  - how the management of risk is communicated throughout the project lifecycle
  - Assessing whether identified risks might have a material impact on the business justification of the project
  - Roles and responsibilities for risk management

## Minimum Requirement of using PRINCE2 Risk

Define the risk management approach minimally covering:

- how risks are identified and assessed, risk responses are planned and implemented plus how the management of risk is communicated
- Assessing whether identified risks might have a material impact on the business justification of the project
- Roles and responsibilities for risk management
- maintain **some form of risk register** to record identified risks and decisions relating to their analysis, management and review
- **ensure** that project **risks are identified, assessed, managed and reviewed** throughout the project lifecycle
- **use lessons** to improve risk identification and management

## PRINCE2 requires two products

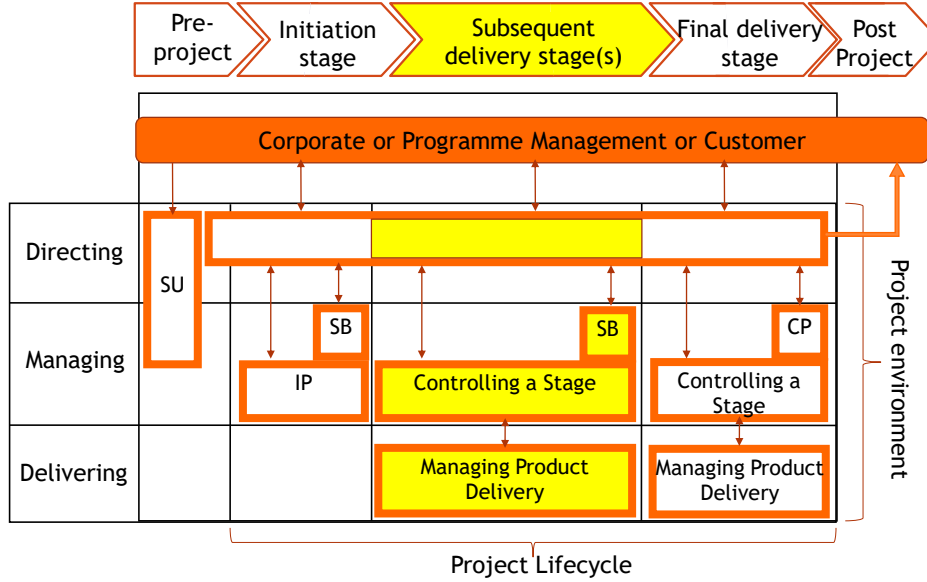
1. **Risk management approach** Describes **how risk will be managed** on the project. This includes the specific processes, procedures, techniques, standards and responsibilities to be applied.
2. **Risk register** Provides a record of **identified risks** relating to the project, including their status and history. It is used to capture and maintain information on all the identified **threats and opportunities** relating to the project.
  - Created during the initiating a project process. The risk management approach should be reviewed and possibly updated at the end of each management stage

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Fig. 13.1

## PRINCE2® processes in time



## Controlling a Stage, Managing Product delivery and manage a Stage Boundary

## Controlling a Stage

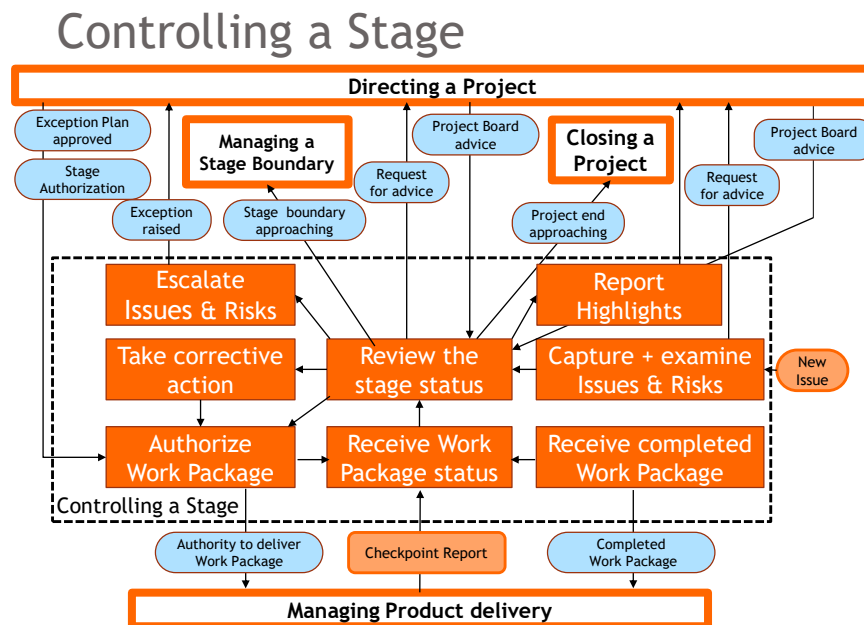
Purpose:

- Assign work to be done, monitor such work,
- Deal with issues, report progress to the project board, and take corrective actions to ensure that the management stage remains within tolerance.

Objective:

- focus on delivery of products to avoid uncontrolled change and loss of focus
- Risks and issues are kept under control
- Business case is kept under review
- Agreed products are delivered to stated quality standards, within cost, effort and time agreed, and in support of the achievement of the defined benefits
- PM team is focused on delivery within the tolerances.

Fig. 14.1



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## Managing Product delivery

### Purpose:

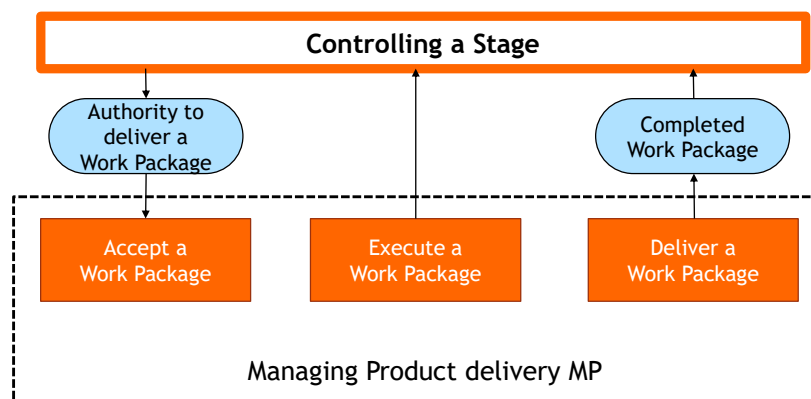
- control the link between PM and TM(s), by agreeing the requirements for acceptance, execution and delivery.
- Team Manager(s): coordinate an area of work that will deliver one or more of the project's products.


### Objective:

- work on products allocated to the team that is authorized and agreed
- TM, team members and suppliers are clear on what is to be produced and expected effort, cost or timescales
- Planned products are delivered to expectations and within tolerance
- Progress information is provided to the PM at an agreed frequency to ensure that expectations are managed.

Fig. 15.1

## Managing Product delivery





# Theme Change

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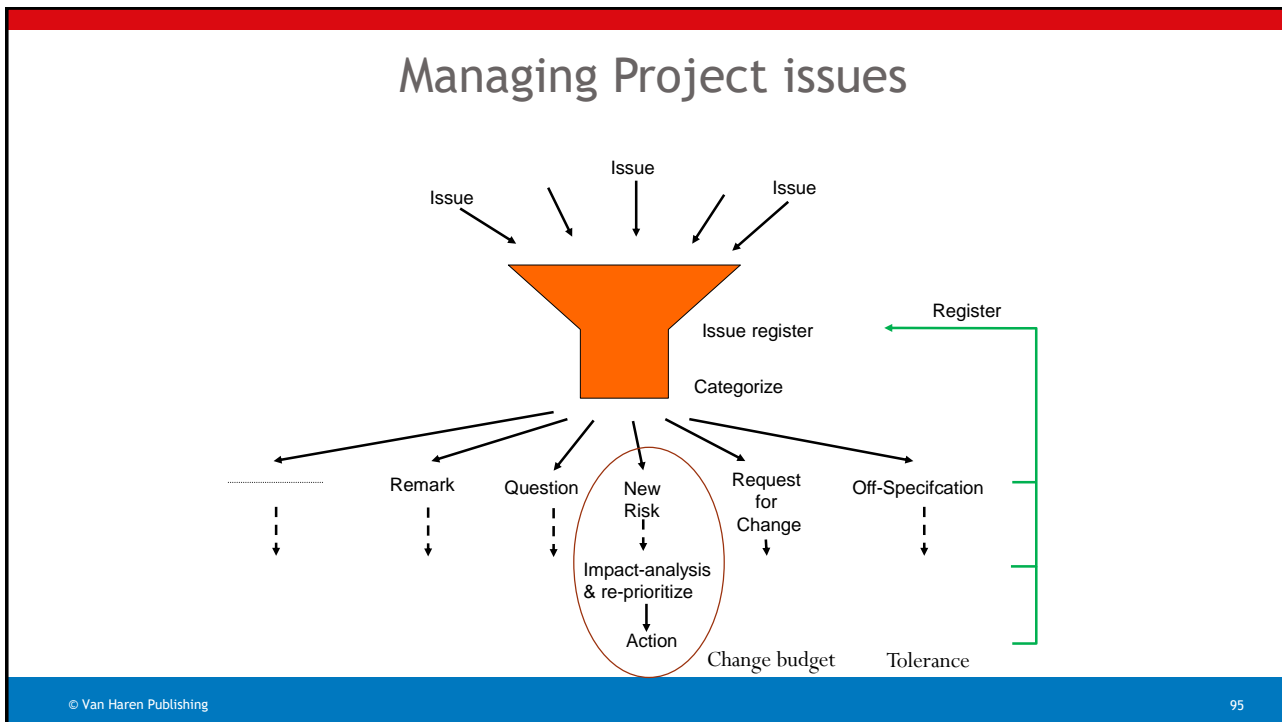
## Change

- Purpose: **identify, assess** and **control** any potential and approved changes to the baseline
- Issue and change control are continual processes during project lifecycle.
- Whatever the process is called to prevent unauthorized changes; PRINCE2 calls the parts that need to be controlled and baselined a configuration item. All information on the status can be found in a configuration item record

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## Types of Issues

- Request for Change
  - Proposal new to the project (scope +)
- Off-specification
  - Should be part of the project but is not (scope -)
- Problem/Concern
  - Resolve or escalate

## Issue Register vs Issue Report

### Issue Register (overview)

- Issue Identifier
- Issue Type
- Date raised
- Raised by
- Issue report author
- Issue Description
- Priority
- Severity
- Status
- Closure date

### Issue Report (details)

- Issue Identifier
- Issue Type
- Date raised
- Raised by
- Issue report author
- Issue description
- Impact analysis
- Recommendation
- Priority
- Severity
- Decision
- Approved by
- Decision date
- Closure date

Fig. 11.1

## Issue and Change control procedure

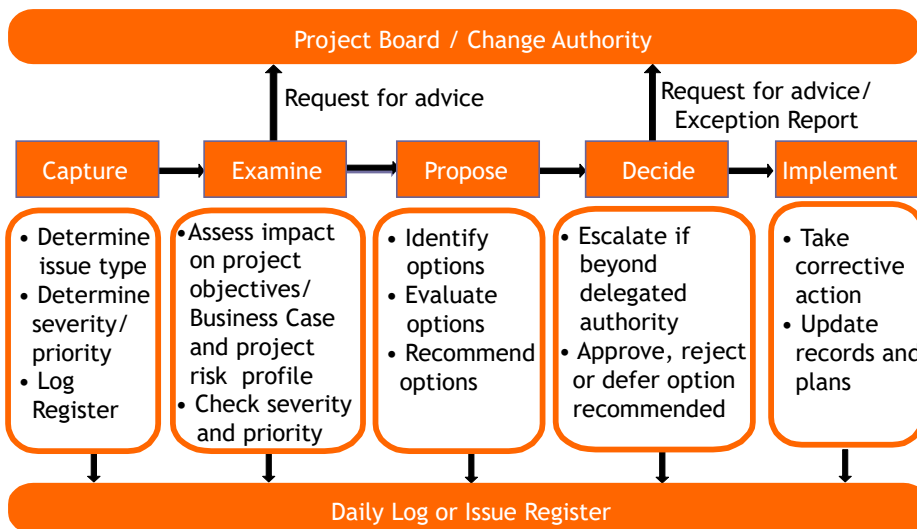


Fig. 11.2

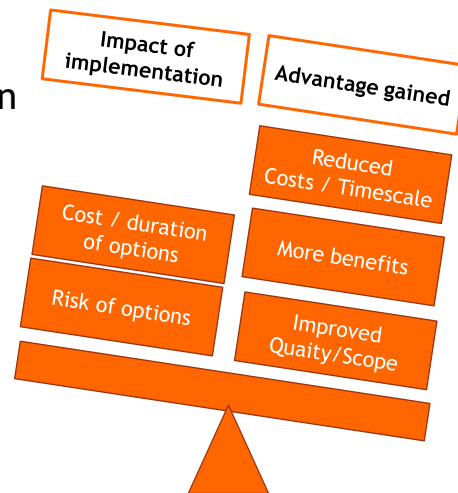
## Option analysis (part of Issue Report)

### Impact analysis

- Impact of the issue on



- Business Case (Benefits)
- Risk profile (Risk exposure)



## Minimum Requirement of using PRINCE2 Change

- Define its change control approach. This approach must minimally cover:
  - How issues are identified and managed
  - Assessing whether identified **issues** might have a material impact on the business justification of the Project
  - Roles and **responsibilities** for change control
  - Including a defined **change authority**

## Minimum Requirement of using PRINCE2 Change


- define how **product baselines** are created, maintained and controlled
- maintain **some form of issue register** to record identified issues and decisions relating to their analysis, management and review
- ensure that project **issues are captured, examined, managed and reviewed** throughout the project lifecycle
- **use lessons** to inform
  - Issue identification and
  - Issue management

## PRINCE2® requires two products

1. **Issue register** Captures and maintains information on all the issues that are being formally managed.
  2. **Change control approach** Identifies how, and by whom, the project's products will be controlled and protected.
- **If the issue register does not contain sufficient detail** (e.g. for the options appraisal, recommendation and decision), **then a separate issue report, can be used.**
  - The project issues and change control will be defined during the initiating a project process, then reviewed and (if necessary) updated towards the end of each management stage in the process of SB.

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# Theme Progress

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## Progress

- Purpose: establish mechanisms to **monitor** and **compare actual** achievements **against** those **planned**, **provide a forecast** for the project objectives and continued viability, and **control** any **unacceptable deviations**.
- **Time** driven controls for monitoring and reporting e.g. Highlight + Checkpoint reports
- **Event** driven controls for decision making e.g. Exception + End stage reports

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Fig. 10.1

### Delegating tolerance + reporting progress

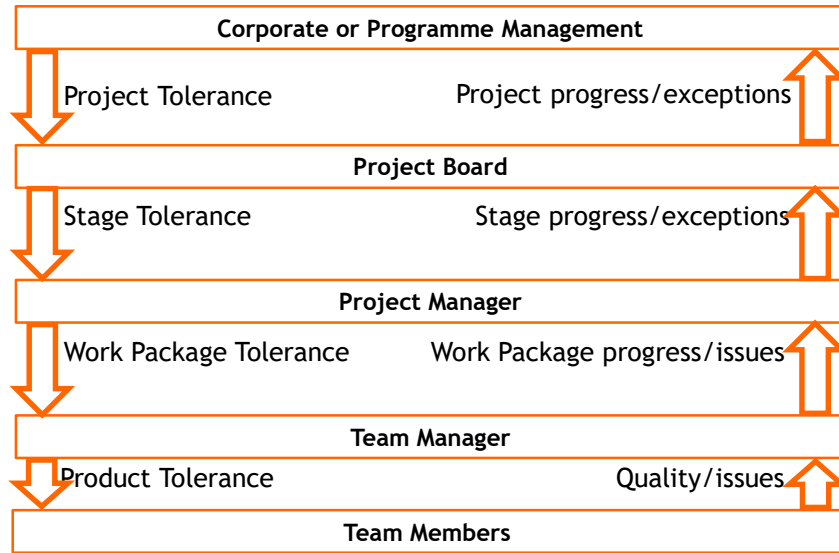


Table 10.1

### Tolerance areas

Tolerance areas	Project tolerance	Stage tolerance	Work Package tolerance	Product tolerance
<b>Time</b>	Project Plan	Stage Plan	Work Package	N.A.
<b>Cost</b>	Project Plan	Stage Plan	Work Package	N.A.
<b>Scope</b>	Project Plan	Stage Plan	Work Package	N.A.
<b>Risk</b>	Risk Management Approach	Stage Plan	Work Package	N.A.
<b>Quality</b>	Project Product Description	N.A.	N.A.	Product Description
<b>Benefit</b>	Business Case	N.A.	N.A.	N.A.

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App A11  
and A4

## Highlight vs Checkpoint report

### Highlight report

- Date
- Period
- Status summary
- This reporting period
  - Work Package(s)
  - Products completed
  - Products planned but not started/completed
  - Corrective actions taken
- Next reporting period
  - Work Package(s)
  - Products to be completed
  - Corrective actions to be completed
- Project and Stage Tolerance status (Cost/Time/Quality/Scope)
- RFC (raised/approved/rejected/pending)
- Key issues and Risks
- Lessons Report

### Checkpoint report

- Date
- Period
- Follow-ups from previous reports (e.g. actions completed)
- This reporting period
  - Product being developed
  - Products completed
  - Quality management activities
  - Lessons identified
- Next reporting period
  - Products developed
  - Products planned
  - Quality management activities planned
- Work Package tolerance status
- Issues and Risks

## Minimum Requirement of using PRINCE2 Progress

- Define its approach to controlling progress in the Project Initiation Documentation (PID)
- Be managed by stages
- Set tolerances and be managed by exception against these tolerances
- Review the business justification when exceptions are raised
- Learn lessons

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PRINCE2 provides progress control through

- **Delegating authority** from one level of management to the level below it
- Dividing the project into management stages and **authorizing** the project **one management stage at a time**
- **Time-driven and event-driven** progress reporting and reviews
- Raising exceptions

The project's controls should be documented in the PID.



## managing a Stage Boundary

## Managing a Stage boundary

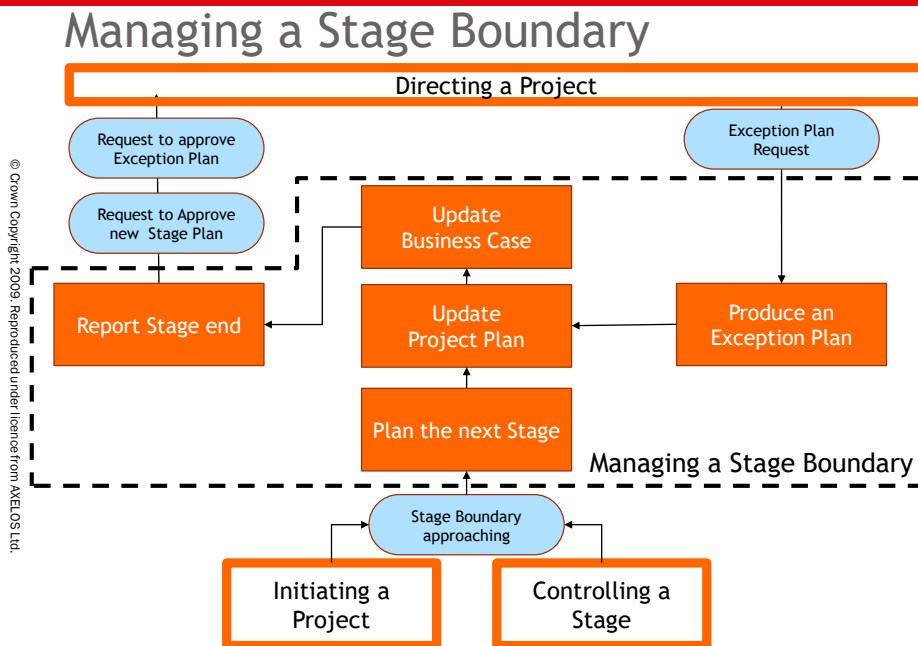
**Purpose:**

- Provide the Project Board with **enough information** to review the stage, authorize next stage, **confirm business justification** and risks

**Objective:**

- Assure all stage products have been delivered
- Prepare next stage plan or exception plan
- Review PID e.g. BC, Projectplan, PMT,
- Provide Information to assess business justification and risk exposure
- Record lessons for next stages or projects
- Request authorization start the next stage

Fig. 16.1



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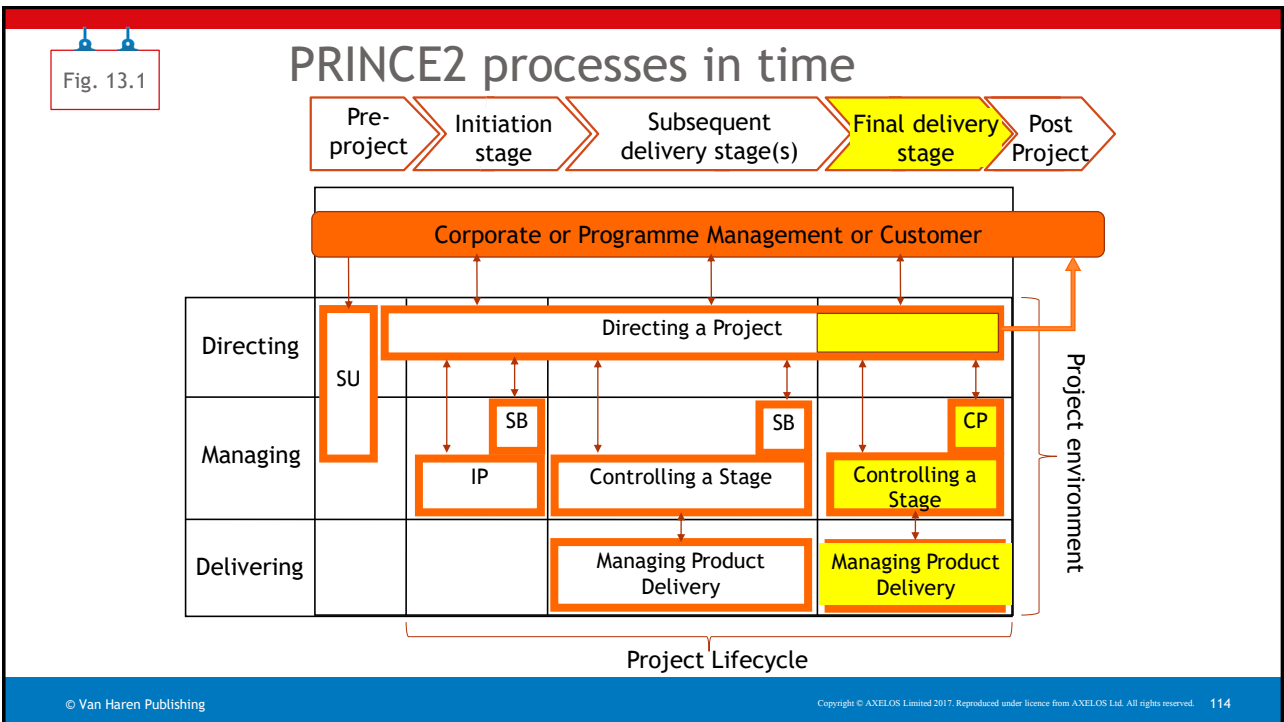
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# Closing a Project

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## Closing a Project

### Purpose

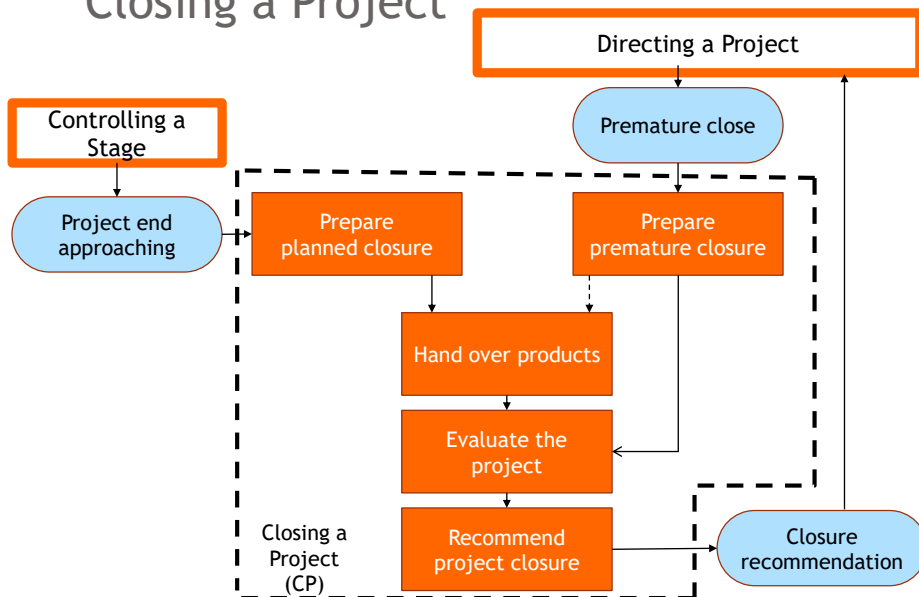
- Provide a **fixed point** at which **acceptance** of the project's product **is confirmed**, and to recognize that **objectives** set out in the PID have been **achieved**, or that the project has **nothing more to contribute**.

### Objective:


- **Verify user acceptance** of the project's products
- Ensure that the host site is **able to support the products** when the project is disbanded
- **Review the performance** of the project against its baselines
- Assess any benefits that have already been realized and update the benefits management approach to include any **post-project benefit reviews**
- Ensure that provision has been made to address all open issues and risks, with **follow-on action recommendations**.

Fig. 17.1

## Closing a Project



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# Directing a Project

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## Directing a Project

**Purpose:**

- enable the **project board** to be **accountable for** the project's **success (or failure)** by making **key decisions** and exercising **overall control**, **delegating day-to-day management** of the project to the PM

**Objective:**

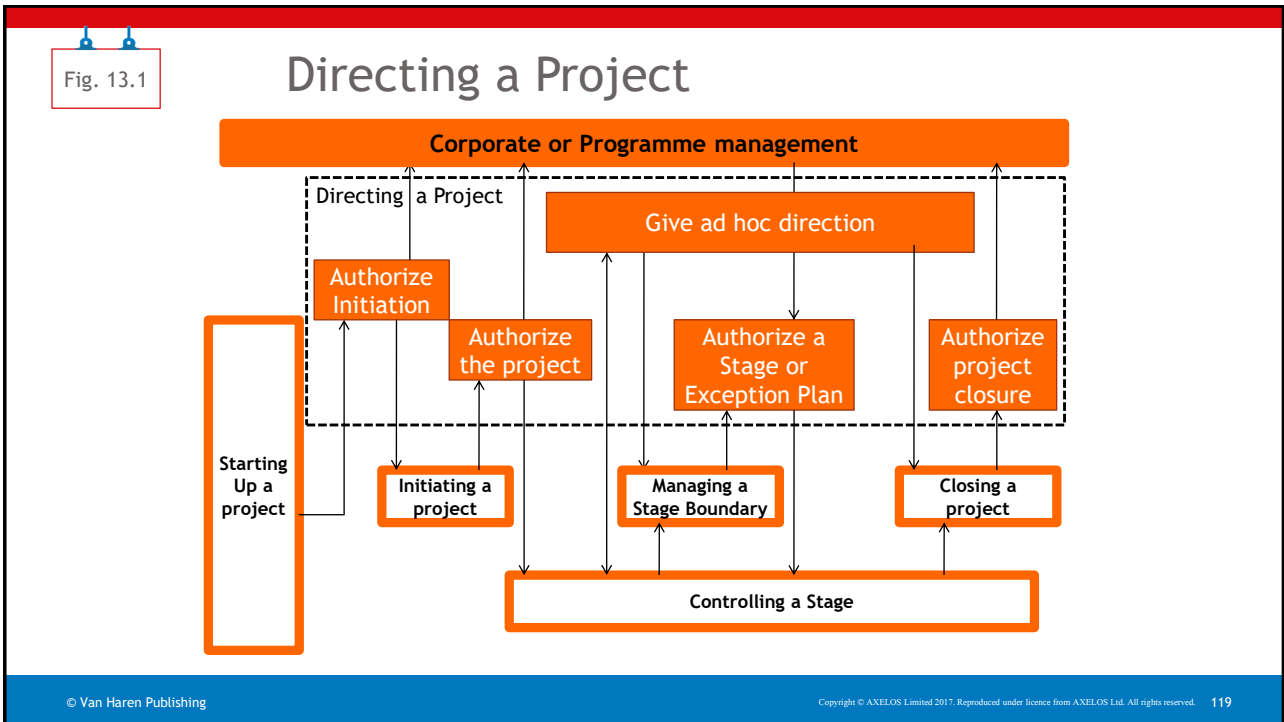
- **Authority to initiate** the project
- **Authority to deliver** the project's products
- **Directing and controlling justification of the project**
- Corporate, programme management or the **customer** has an **interface to the project**
- **Authority to close** the project
- **Managing and reviewing benefits management approach**

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# Tailoring PRINCE2

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## Tailoring PRINCE2®

### Tailoring PRINCE2:

- is appropriate use of PRINCE2
- is about thinking how to apply the method and then using it with a **lightness of touch**.
- is always use **FULL-PRINCE2**
- Choosing to **apply it formally or informally**

### PRINCE2® can be used whatever the project:

- Scale / Complexity / Geography / Culture,
- is part of a programme or stand alone.

## Tailoring PRINCE2®

- Apply the Principles (they are universal)
- Apply the organizational terms and language
- **Adapt** the themes (through approaches and controls)
- **Adapt** the management products
- **Adapt** the roles
- **Adapt** the processes

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Tab. 19.1

## Embedding versus Tailoring PRINCE2®

### Embedding in organization

- By the organization to adopt PRINCE2
- Focus on
  - Process Responsibilities
  - Scaling rules
  - Standards (templates-definitions)
  - Training and development
  - Integration with Business processes
  - Tools
  - Process assurance
- Guidance in PRINCE2 maturity model

### Tailoring for a project

- By the Project Management Team to adopt the method to the context of the project
- Focus on
  - Project ownership
  - Adopting the themes
  - Incorporating specific language
  - Revising the product descriptions of the management products
  - Revising the role descriptions
  - Adjusting the processes to match the above
- Guidance in the PRINCE2 manual

## Projects and Programmes

### Projects

1. Driven by Deliverables
2. Finite (defined start +finish)
3. Bounded + scoped deliverables
4. Delivery of Product
5. Benefits usually realized after the project
6. Shorter timescale

### Programmes

1. Driven by vision of 'end state'
2. No pre-defined plan
3. Changes to the business capability
4. Coordinated outputs delivery - includes projects not directly delivering benefits
5. Benefits realized during the programme + afterwards
6. Longer timescale

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## Tailoring PRINCE2®

Tailor PRINCE2® to fit your project, based on the following criteria:

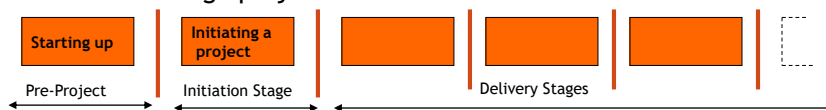
- Scale
  - Large projects: apply (almost) all management products
  - Small projects: straightforward and minimalistic approach (strive for the bare minimum)
- Complexity
- Risk

Avoid **PINO** (Prince In Name Only)

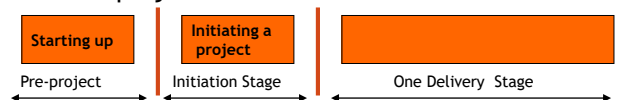
Fig. 19.3

## PRINCE2® Scalability

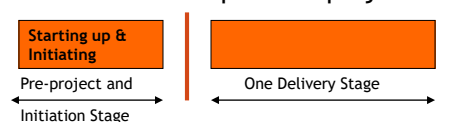
### Medium and large projects



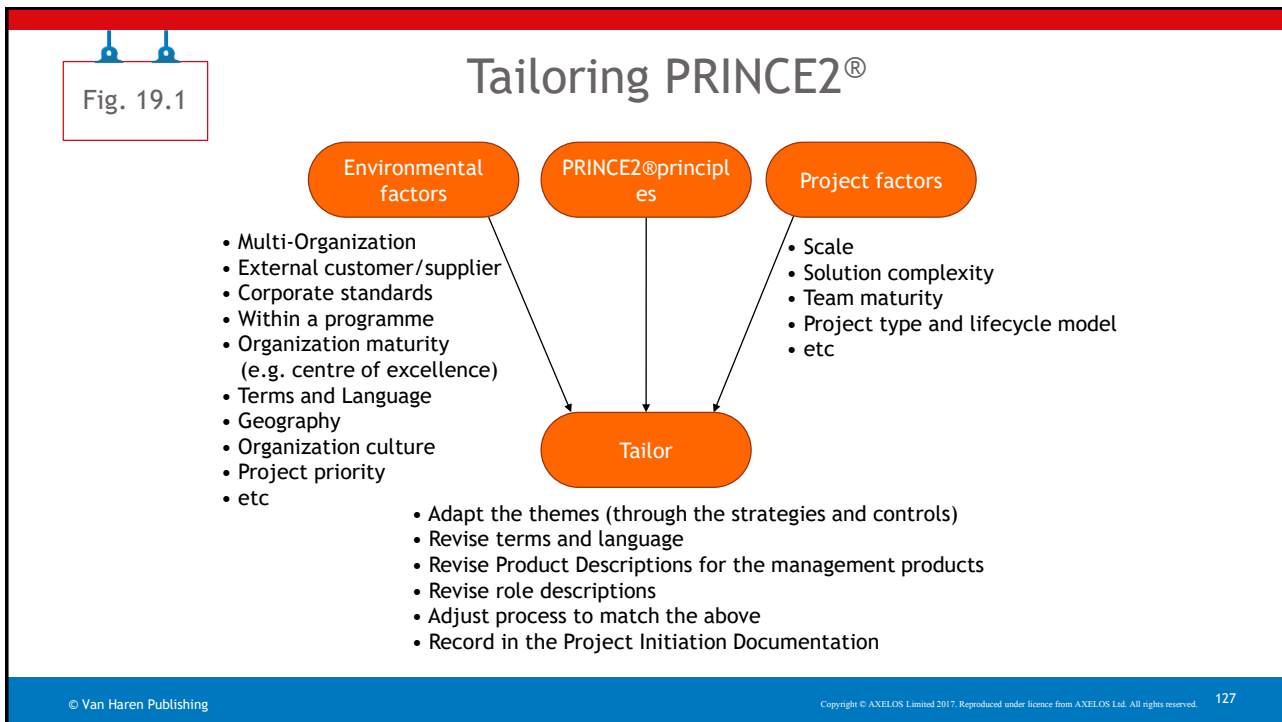
### Smaller projects



### Small and uncomplicated projects



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## End of the training course

### Follow on actions and recommendations

- Start practising by actually applying PRINCE2
- Ask an experienced PRINCE2 adept to coach you on applying the method
- Take part in intervision sessions
- Reflect periodically what bothers you the most in projects and see if PRINCE2 has leads to address these (continuous improvement)

# Assignment 'Business Case'

## Introduction

Learn about the theme 'Business Case'.

## Duration

Preparation	5	Minutes
Elaboration:	20	Minutes
Presentation and evaluation:	10	Minutes.

## Context

A case study from daily practice.

## Task

Create a BC for a recent project you are part of or a case at hand

- Use BC composition according PRINCE2
- Work it out on a flip-over (20 min)
- Present to the group (10 min)

## Method

Put the elaboration on a flipchart and present it in groups to the other participants.



# Assignment 'Organization'

## Introduction

Learn about the theme 'Organization'

## Duration

Preparation	5	Minutes
Elaboration:	20	Minutes
Presentation and evaluation:	30	Minutes.

## Context

A case study from daily practice.

## Task

Perform a Stakeholder analyses and develop a project organization:

- Analyze the stakeholders and their stake and plot them in a Power/Impact matrix (flip-over 10 min)
- Set up the project organization and write down who has which role (flip-over 10 min)
- Present to the group and motivate your decisions (5 min)

## Method

Put the elaboration on a flipchart and present it in groups to the other participants..



## Elaboration Assignment ‘Organization’

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# Assignment 'Project Brief'

## Introduction

Learn about the function and the composition of a project brief.

## Duration

Preparation	5	Minutes
Elaboration:	15	Minutes
Presentation and evaluation:	30	Minutes.

## Context

A case study from daily practice.

## Task

Create a Project Brief (15 min)

- Write it on a flip-over sheet
- Make use of and refer to previous assignments if necessary.
- Present this to the Project Board (15 min)

## Method

Put the elaboration on a flipchart and present it in groups to the other participants..

## Elaboration Assignment 'Project Brief'

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## Assignment 'Recap 4 \* 7'

### Introduction

Learn about the 7 Principles, Themes, Processes and Roles

### Duration

Preparation	5	Minutes
Elaboration:	20	Minutes
Presentation and evaluation:	10	Minutes.

Elaboration Assignment 'Recap 4 \* 7'

<b>7 Principles</b>	<b>7 Themes</b>
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
<b>7 Processes</b>	<b>7 Roles (+1)</b>
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
	(+1).

# Assignment 'Product Based Planning'

## Introduction

Learn about Product Based Planning.

## Duration

Preparation	5	Minutes
Elaboration:	40	Minutes
Presentation and evaluation:	40	Minutes.

## Context

A case study from daily practice.

## Task

Create a Product Breakdown and a Product Flow of the main product of this project (on a Flip-over)

- Use post-its and brainstorm to come up with as many sub-products as possible (20 min)
- Create a PBS with the post-its and draw the PFD under this (15 min)
- Present and motivate (20 min)

## Method

Put the elaboration on a flipchart and present it in groups to the other participants..

# Elaboration Product Based Planning

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# Elaboration Product Based Planning

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# Assignment 'Risk Workshop'

## Introduction

Learn about the theme 'Risk'.

## Duration

Preparation	5	Minutes
Elaboration:	20	Minutes
Presentation and evaluation:	30	Minutes.

## Context

A case study from daily practice.

## Task

Identify the 3 most important risks for your project and consider risk responses (10 min)

- Plot them in a probability/impact matrix (on a Flip-over 5 min)
- Come up with risk responses for the top 3 Risks (10 min)
- Present and motivate (5 min)

## Method

Put the elaboration on a flipchart and present it in groups to the other participants..



# Elaboration Assignment 'Risk Workshop'

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# Assignment 'Change Request'

## Introduction

Learn about the theme 'Change Request'.

## Duration

Preparation	5	Minutes
Elaboration:	15	Minutes
Presentation and evaluation:	30	Minutes.

## Context

A case study from daily practice.

## Task

You receive a request from a customer to do something extra.

The request is noted in the Issue Register.

- Describe step by step what will happen with this request by referring to the process model and the actions that take place.
- First in groups (15 min)
- and then plenary (15 min)

## Method

Put the elaboration on a flipchart and present it in groups to the other participants..

# Elaboration Assignment 'Change Request'

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## Assignment 'Quality Review'

### Introduction

Learn about the theme 'Quality and 'Quality Review'.

### Duration

Preparation	5	Minutes
Elaboration:	25	Minutes
Presentation and evaluation:	15	Minutes.

### Context

A case study from daily practice.

### Task

- Create a product description of a paper coaster for a glass or cup (20 min on one page/A4)
- Review a prototype on the basis of your product description (5 min)
- Discuss your findings plenary (15 min)

### Method

1. Write the product description on a A4 (For another group to read)
2. Swap the product descriptions and review them as described.
3. Discuss the outcome plenary and evaluate.

# Elaboration Assignment ‘Quality Review’

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# PRINCE2® Foundation Candidate Syllabus

July 2017

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## Introduction

The PRINCE2 Foundation qualification is intended for project managers and aspiring project managers. It is also relevant to other key staff involved in the design, development and delivery of projects, including: project board members (e.g. senior responsible owners), team managers (e.g. product delivery managers), project assurance (e.g. business change analysts), project support (e.g. Project and Programme Office personnel), and operational line managers/staff.

The PRINCE2 Practitioner examination is intended to assess whether a candidate can recall and understand the PRINCE2 project management method (as described in the syllabus below). The PRINCE2 Foundation qualification is a prerequisite for the PRINCE2 Practitioner exam, which assesses the ability to apply understanding of the PRINCE2 project management method in context.

## Exam Overview

<b>Material allowed</b>	None	This is a 'closed book' exam. The <i>Managing Successful Projects with PRINCE2</i> publication, 2017 edition, should be used for study, but is NOT permitted to be used in the exam.
<b>Exam duration</b>	60 minutes	Candidates taking the exam in a language that is not their native or working language may be awarded 25% extra time, i.e. 75 minutes in total.
<b>Number of marks</b>	60 marks	There are 60 questions, each worth 1 mark. There is no negative marking.
<b>Pass mark</b>	33 marks	You will need to get 33 questions correct (55%) to pass the exam.
<b>Level of thinking</b>	Bloom's levels 1&2	"Bloom's level" describes the type of thinking needed to answer the question. For Bloom's level 1 questions, you need to <u>recall</u> information about the PRINCE2 method. For Bloom's 2 questions, you need to show <u>understanding</u> of these concepts.
<b>Question types</b>	Classic, Missing word, & List	The questions are all 'multiple choice'. For the 'classic' questions, you have a question and four answer options. For the 'missing word' questions, there is a sentence with a word missing and you have to select the missing word from four options. For the 'list' questions, there is a list of four statements and you have to select the two correct statements.

### Example 'classic' question:

Which is one of the four integrated elements within PRINCE2?

- Quality
- Role descriptions
- Processes
- Product descriptions

### Example 'missing word' question:

Identify the missing word in the following sentence.

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

- Change
- Plans
- Progress
- Risk

### Example 'list' question:

Which two statements about tailoring are CORRECT?

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

- 1 and 2
- 2 and 3
- 3 and 4
- 1 and 4

Please see the sample paper for an example of the exam format and content.

## Syllabus

The tables below give a summary of the concepts that are tested in the exam, and the main parts of the manual in which these are described. The book references refer to the section stated, but not the subsections within that section, unless stated.

Learning outcome 1 - Understand key concepts relating to projects and PRINCE2			
Assessment Criteria	Book references	Bloom's level	No. marks
1.1 Recall: <ul style="list-style-type: none"> <li>the definition and characteristics of a project</li> <li>the six aspects of project performance to be managed</li> <li>the integrated elements of PRINCE2: principles, themes, processes and the project environment</li> <li>what makes a project a PRINCE2 project</li> </ul>	1.1, 1.3, 2.1, 2.3	BL1	
1.2 Describe: <ul style="list-style-type: none"> <li>the features and benefits of PRINCE2</li> <li>the customer/supplier context on which PRINCE2 is based</li> </ul>	1, 2.5, 2.5.4	BL2	

Learning outcome 2 - Understand how the PRINCE2 principles underpin the PRINCE2 method			
Assessment Criteria	Book references	Bloom's level	No. marks
2.1 Explain the PRINCE2 principles: <ul style="list-style-type: none"> <li>continued business justification</li> <li>learn from experience</li> <li>defined roles and responsibilities</li> <li>manage by stages</li> <li>manage by exception</li> <li>focus on products</li> <li>tailor to suit the project</li> </ul>	Chapter 3	BL2	
2.2 Explain which aspects of a project can be tailored, who is responsible, and how tailoring decisions are documented	4.3.1-2	BL2	

Learning outcome 3 - Understand the PRINCE2 themes and how they are applied throughout the project			
Assessment Criteria	Book references	Bloom's level	No. marks
3.1.1 Explain the purpose of: <ul style="list-style-type: none"> <li>the business case theme</li> <li>business case, benefits management approach</li> </ul>	6.1, A.1.1, A.2.1	BL2	
3.1.2 Describe PRINCE2's minimum requirements for applying the business case theme	6.2	BL2	
3.1.3 Define key concepts related to business justification, and the differences between them: outputs, outcomes, benefits & dis-benefits	6.1, fig 6.1	BL1	
3.2.1 Explain the purpose of: <ul style="list-style-type: none"> <li>the organization theme</li> <li>communication management approach</li> </ul>	7.1, A.5.1	BL2	
3.2.2 Describe what PRINCE 2 requires, as a minimum, for applying the organization theme	7.2, fig 7.3	BL2	



## Syllabus (continued)

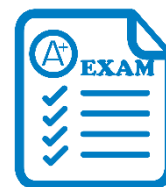
Learning outcome 3 (continued) - Understand the PRINCE2 themes and how they are applied throughout the project			
Assessment Criteria	Book references	Bloom's level	No. marks
3.2.3 Describe the role and responsibilities of: <ul style="list-style-type: none"> <li>• project board</li> <li>• executive</li> <li>• senior user</li> <li>• senior supplier</li> <li>• project assurance</li> <li>• change authority</li> <li>• project manager</li> <li>• team manager</li> <li>• project support</li> </ul> including which roles can be combined	7.2.1 (all subsections)	BL2	
3.2.4 Explain key concepts related to organization: <ul style="list-style-type: none"> <li>• stakeholder</li> <li>• the three project interests and how these are represented within the four levels of management</li> </ul>	7.1, fig 7.1, fig 7.2	BL2	
3.3.1 Explain the purpose of: <ul style="list-style-type: none"> <li>• the quality theme (8.1),</li> <li>• product description, project product description, quality management approach, quality register</li> </ul>	8.1, A.17.1, A.21.1, A.22.1, A.23.1	BL2	
3.3.2 Describe PRINCE2's minimum requirements for applying the quality theme	8.2	BL2	
3.3.3 Explain key concepts related to quality, and the differences between them: <ul style="list-style-type: none"> <li>• quality planning and quality control</li> <li>• project assurance and quality assurance</li> <li>• customer quality expectations and acceptance criteria</li> </ul>	8.1.1, 8.3.6, 8.3.8	BL2	
3.4.1 Explain the purpose of: <ul style="list-style-type: none"> <li>• the plans theme</li> <li>• project plan, stage plan, exception plan, team plan</li> </ul>	9.1, 9.2.1-4, A.16.1	BL2	
3.4.2 Describe PRINCE2's minimum requirements for applying the plans theme	9.2	BL2	
3.4.3 Recall the steps in: <ul style="list-style-type: none"> <li>• the recommended approach to planning, including</li> <li>• the recommended approach to defining and analyzing the products</li> </ul> and explain: <ul style="list-style-type: none"> <li>• the factors to consider when structuring the project into management stages</li> </ul>	fig 9.2, fig 9.6, 9.3.1.1	BL1	
		BL2	
3.5.1 Explain the purpose of: <ul style="list-style-type: none"> <li>• the risk theme, including the purpose of a risk budget</li> <li>• risk management approach, risk register</li> </ul>	10.1, 10.3.7, A.24.1, A.25.1	BL2	
3.5.2 Describe PRINCE2's minimum requirements for applying the risk theme.	10.2	BL2	
3.5.3 Define key concepts related to risk, and the differences between them: <ul style="list-style-type: none"> <li>• a risk: threat or opportunity</li> <li>• recommended risk response types</li> <li>• risk owner and risk actionee</li> <li>• cause, event and effect</li> <li>• risk probability, risk impact and risk proximity</li> </ul>	10.1, tab 10.3, 10.4.4, 10.4.1.2, 10.4.2.1	BL1	
3.5.4 Describe the recommended risk management procedure	10.3.2, 10.4.1-5	BL2	
3.6.1 Explain the purpose of: <ul style="list-style-type: none"> <li>• the change theme, including the purpose of a change budget</li> <li>• change control approach, configuration item record, issue register, issue report, product status account</li> </ul>	11.1, 11.3.6, A.3.1, A.6.1, A.12.1, A.13.1	BL2	
3.6.2 Describe PRINCE2's minimum requirements for applying the change theme.	11.2	BL2	

Learning outcome 3 (continued) - Understand the PRINCE2 themes and how they are applied throughout the project			
Assessment Criteria	Book references	Bloom's level	No. marks
3.6.3 Describe: <ul style="list-style-type: none"> <li>types of issue</li> <li>the recommended issue and change control procedure .</li> </ul>	11.1, tab 11.1 fig 11.1, 11.4.1-5	BL2	
3.7.1 Explain the purpose of: <ul style="list-style-type: none"> <li>the progress theme</li> <li>the daily log, lessons log, lessons report, work package, end stage report, end project report, checkpoint report, highlight report , exception report .</li> </ul>	12.1, A.7.1, A.14.1, 12.2.2.3, A.15.1, A.26.1, 12.2.2.1, A.9.1, A.8.1, A.4.1, A.11.1, 12.2.2.4, A.10.1	BL2	
3.7.2 Describe PRINCE2's minimum requirements for applying the progress theme.	12.2	BL2	
3.7.3 Explain key concepts related to progress: <ul style="list-style-type: none"> <li>event-driven and time-driven controls</li> <li>tolerances and exceptions, including how tolerances are set and exceptions are reported</li> </ul>	12.2.2, 12.2.1, fig 12.1, 12.2.3	BL2	

Learning outcome 4 Understand the PRINCE2 processes and how they are carried out throughout the project			
Assessment Criteria	Book references	Bloom's level	No. marks
4.1 Explain the purpose of the PRINCE2 processes: <ul style="list-style-type: none"> <li>starting up a project, including the purpose of the project brief,</li> <li>directing a project, including the purpose of the project initiation documentation (PID),</li> <li>initiating a project,</li> <li>controlling a stage,</li> <li>managing product delivery,</li> <li>managing a stage boundary,</li> <li>closing a project.</li> </ul>	14.1, A.19.1, 15.1, A.20.1, 16.1, 17.1, 18.1, 19.1, 20.1	BL2	
4.2 Explain the objectives of the PRINCE2 processes (as above, excluding the PID and project brief):	14.2, 15.2, 16.2, 17.2, 18.2, 19.2, 20.2	BL2	
4.3 Explain the context of the PRINCE2 processes (as above, excluding the PID and project brief):	14.3, 15.3, 16.3, 17.3, 18.3, 19.3, 20.3	BL2	

## Additional online Exam Training

The online exam training has been developed to support the preparation for the exam. The exam training is an addition to the preparation, it contains multiple-choice and open questions. The exam training provides a quick result, unlimited practicing and notifications.



The exam trainer is an addition to the preparation for the exam. We suggest to include other ways of preparing other than just the online exam training. Make sure to prepare accordingly for the exam next to the online exam training by reading, studying and making notes of relevant chapters.

### How to get access to the online Exam Training?

You **are** in the possession of an access code

Follow the instructions stated below to gain access to the online exam training if you are in the possession of an access code.

**Step 1:** Go to [www.vanharen.net/academy](http://www.vanharen.net/academy).

**Step 2:** Choose the exam training you would like to order and click on 'Order'. Continue throughout the next 3 steps in that webpage and click on 'Place order'.

**Step 3:** When the order is placed, you will be redirected to the payment webpage. Choose your payment method and complete the order.

**Step 4:** After completing the payment, you will receive a confirmation email. Open the email, if you are not registered yet click on 'Create an account'. After creating an account, you will receive an activation email. After you have activated your account, you can log in on [academy.vanharen.net](http://academy.vanharen.net). You have access to the online exam training. Good luck!

If you are registered, click on 'Log in'. You will be redirected to [academy.vanharen.net](http://academy.vanharen.net). Login and you have access to the exam trainer.

You are **not** in the possession of an access code

Follow the instructions stated below to gain access to the online exam training if you are not in the possession of an access code.

**Step 1:** Go to [www.vanharen.net/academy](http://www.vanharen.net/academy).

**Step 2:** Use the access code you have gained in the text field on the right named 'Add access code' and click on 'Send'.

**Step 3:** You will be redirected to register for an account. Fill in the required fields and create the account.

**Step 4:** After creating the account you will receive an activation email. Click on 'Activate account'. You will be redirected to the activation page. If you are not directly logged in, go to [academy.vanharen.net](http://academy.vanharen.net) and login. You will have access to the exam training. Good luck!



***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.

**PRINCE2® Foundation Examination**

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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 appoint and define the roles 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

**PRINCE2® Foundation Examination**

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- 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

**PRINCE2® Foundation Examination**

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- 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

**PRINCE2® Foundation Examination**

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- 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



**PRINCE2® Foundation Examination**

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- 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

**PRINCE2® Foundation Examination**

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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

**PRINCE2® Foundation Examination**

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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

**PRINCE2® Foundation Examination**

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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

**PRINCE2® Foundation Examination**

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- 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

**PRINCE2® Foundation Examination**

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- 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

**PRINCE2® Foundation Examination**

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- 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

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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



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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

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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

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- 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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***The PRINCE2<sup>®</sup> Foundation Examination***

***Sample Paper 1***

***Answers and rationales***

**PRINCE2® Foundation Examination**

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For exam paper: EN\_P2\_PRAC\_2017\_SamplePaper1\_QuestionBk\_v1.2

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. The team manager role is optional. Appointing and defining the roles of team managers is not a minimum requirement for applying the organization theme. Ref 7.2, 7.3.1</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) 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) 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</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 13.1</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**



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- 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

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- 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

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- 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

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- 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

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- 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

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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

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- 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

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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



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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

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- 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

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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

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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

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- 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

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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

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- 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

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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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***PRINCE2® Foundation Examination***

***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</p> <p>B. Incorrect. Quality assurance is the responsibility of the programme or corporate organization. Ref tab 8.1</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</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</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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**The Foundation Examination**

**Sample Paper 3**

**Question Booklet**

**Multiple Choice**

**Exam Duration: 60 minutes**

**Instructions**

1. You should attempt all 75 questions.
2. 5 of the 75 questions are under trial and will not contribute to your overall score. There is no indication of which questions are under trial.
3. Mark your answers on the answer sheet provided in PENCIL (not pen).
4. Please use a pencil and NOT ink to mark your answers on the answer sheet provided. There is only one correct answer per question.
5. You have 1 hour for this paper.
6. You must get 35 or more correct to pass.

**Candidate Number:** .....

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 EN\_P2\_FND\_2009\_SamplePaper3\_QuestionBk\_V1.0

1. 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
  
2. Which is a purpose of the Change theme?
  - a) To prevent change to anything 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
  
3. 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
  
4. In which product are the time and cost tolerances defined for work that is managed by a Team Manager?
  - a) Product Description
  - b) Team Plan
  - c) Work Package
  - d) Stage Plan



5. 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 create the Project Initiation Documentation so the project can be initiated
  - d) To confirm to corporate management that quality expectations will be met
6. 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 permit management by exception
7. 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
8. Which product summarizes progress and is used to decide whether to continue with the project?
- a) Checkpoint Report
  - b) End Stage Report
  - c) End Project Report
  - d) Product Status Account

9. Identify the missing word in the following sentence.

PRINCE2 recommends three levels of [ ? ] to reflect the needs of the different levels of management involved in a project.

- a) product
- b) activity
- c) plan
- d) benefit

10. 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

11. Which is a purpose of the Communication Management Strategy?

- a) To identify how and by whom the project's products will be controlled and protected
- b) To define the method of communication between the project and its stakeholders
- c) To define the structure of responsibilities in support of effective decision-making in a project
- d) To identify the communications required from the Team Manager(s) to the Project Board

12. Which statement about stages is CORRECT?

- a) A project can be scheduled without management stages
- b) There can be several management stages within a technical stage
- c) Several management stages can be scheduled to run concurrently
- d) Technical stages and management stages should always end together

13. 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

14. 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

15. Which product forms the 'contract' between the Project Manager and the Project Board for the project?

- a) Project Plan
- b) Project Product Description
- c) Project Initiation Documentation
- d) Project Brief

16. Who does the Senior User represent when making decisions?

- a) The people or organizations that design the project's products
- b) Corporate management
- c) Project delivery teams
- d) The people or organizations that benefit from using the project's products

17. 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

18. Which is a recommended quality review team role?

- a) Senior User
- b) Presenter
- c) Project Support
- d) Project Assurance

19. 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

20. How is the Product Status Account used in the Closing a Project process?

- a) To confirm that the project's products have been delivered within budget
- b) To confirm, for a planned closure, that all the project's products have been approved
- c) To confirm, for a premature closure, that all unfinished products are covered by concessions
- d) To confirm how products are to be handed over to those who will maintain the products in their operational life

21. Which theme provides information on what is required, how it will be achieved and by whom?

- a) Organization
- b) Plans
- c) Business Case
- d) Quality

22. Which is a purpose of the Directing a Project process?

- a) To provide the information required to confirm whether it is worthwhile to initiate a project
- b) To enable overall control of a project to be exercised by the Project Board
- c) To establish the level of control required by the Project Board after initiation
- d) To provide sufficient information to review the current stage and approve the next Stage Plan

23. What should a risk budget be used to fund?

- a) Capturing identified threats and opportunities in the Risk Register
- b) Specific management responses to a project's threats and opportunities
- c) Producing risk summaries for inclusion in Highlight Reports
- d) Responses to remaining open risks after the project has been closed

24. How should a Team Manager escalate a suggestion for an improvement to a product?

- a) Include details in a Checkpoint Report
- b) Include details in a Highlight Report
- c) Raise an issue
- d) Raise an Exception Report

25. Who sets the project tolerances?

- a) Project Board
- b) Corporate/programme management
- c) Executive
- d) Project Manager

26. Where should a Project Manager record informal issues?

- a) Issue Register
- b) Daily Log
- c) Risk Register
- d) Checkpoint Report

27. Which role is responsible for authorizing work to be completed within a stage?

- a) Project Manager
- b) Project Support
- c) Project Assurance
- d) Team Manager

28. Which statement about acceptance criteria is CORRECT?

- a) Acceptance criteria are used to produce the customer's quality expectations
- b) Acceptance criteria are less specific and precise than customer's quality expectations
- c) After acceptance criteria are agreed, they CANNOT be changed
- d) Acceptance criteria should be agreed between the customer and the supplier

29. Which project management team role can authorize the premature closure of a project?

- a) Project Manager
- b) Project Board
- c) Project Support
- d) Project Assurance

30. 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

31. What is NOT done during the Initiating a Project process?

- a) Review why the project is needed
- b) Identify if the project is sufficiently aligned with corporate objectives
- c) Show how the outcome is to be achieved
- d) Appoint an Executive and Project Manager

32. 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 and agreed with the team

33. 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
34. Which is one of the four integrated elements within PRINCE2?
- a) Quality
  - b) Role descriptions
  - c) Processes
  - d) Product Descriptions
35. Which product provides an explanation of any deviations from the approved plans that are still within tolerance?
- a) Lessons Report
  - b) End Stage Report
  - c) Benefits Review Plan
  - d) Project Initiation Documentation
36. Which description is part of the PRINCE2 definition of a project?
- a) A finite number of activities grouped together to be managed as a unit
  - b) A defined undertaking that requires organization and resources
  - c) A specific element of work that a Project Manager agrees to deliver
  - d) A temporary organization created for the purpose of delivering business products



37. Which is a task of product-based planning?

- a) Design the plan
- b) Create the product flow diagram
- c) Analyze the risks
- d) Prepare the schedule

38. Which is a purpose of the Risk theme?

- a) To provide a way to record any complaints from stakeholders
- b) To enable proactive identification, assessing and controlling of uncertainty
- c) To identify, assess and control any approved changes to the baseline
- d) To prepare the organization's risk management policy

39. Which management products should a Project Manager produce for the Project Board?

- 1. Checkpoint Report
- 2. Work Package
- 3. End Stage Report
- 4. Highlight Report

- a) 1 and 2
- b) 2 and 3
- c) 3 and 4
- d) 1 and 4

40. 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 or programme management
- d) To prepare the Project Initiation Documentation for authorization to initiate the project

41. PRINCE2 plans are designed to meet the needs of the different levels in the project organization.

Why is this a benefit?

- a) It ensures stakeholders are properly represented
- b) It improves communication and control
- c) It ensures that one plan will meet everyone's needs
- d) It reduces the levels of management required in the project organization

42. What is the first step in the recommended risk management procedure?

- a) Assess
- b) Identify
- c) Implement
- d) Plan

43. 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

44. What is an Exception Report used for during the Managing a Stage Boundary process?
- a) To capture the consequences of deviation beyond the stage tolerance
  - b) To instruct the Project Manager to produce an Exception Plan
  - c) To examine the recommended actions that will contribute to the Exception Plan
  - d) To capture a forecast to exceed Work Package tolerance
45. After the first stage, when are the Stage Plans for further stages produced?
- a) Near the end of the current stage
  - b) After completion of the current stage
  - c) When creating the Project Plan
  - d) At the start of the initiation stage
46. Which statement is true of Project Assurance but NOT of quality assurance?
- a) It is responsible for monitoring the conduct of the project
  - b) It is independent of the Project Manager
  - c) It is appointed as part of the project management team
  - d) It is responsible for reviewing the project for compliance with corporate standards
47. Which is an objective of the quality review technique?
- a) To involve key interested parties to promote wider acceptance of the product
  - b) To develop and improve the specification of a product through continuous assessment
  - c) To agree any changes required to the baselined product
  - d) To update the status in the Configuration Item Record when a product is signed-off

48. 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

49. 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

50. Which theme is applied to ensure that a project is desirable, viable and achievable?

- a) Organization
- b) Progress
- c) Business Case
- d) Risk

51. Which is a typical core activity within configuration management?

- a) Assessing
- b) Communicating
- c) Quality controlling
- d) Status accounting

52. 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 for the project
- d) To define the handover procedures for the project's products

53. What term is used to describe when a risk might occur?

- a) Impact
- b) Proximity
- c) Probability
- d) Evaluate

54. 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

55. 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

56. What should be provided by corporate or programme management 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

57. 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

58. 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

59. Which product is a time-driven control?

- a) End Stage Report
- b) Exception Report
- c) Checkpoint Report
- d) Lessons Report

60. What should the Executive check before the project is initiated?
- a) That all Work Packages have been authorized
  - b) That the contribution of the project to corporate objectives is understood
  - c) That the Project Plan has been approved
  - d) That the Project Initiation Documentation is complete
61. Which aspect of project performance must be managed to avoid misunderstandings on what the project is to deliver?
- a) Timescale
  - b) Scope
  - c) Risk
  - d) Costs
62. 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
63. Which is NOT a PRINCE2 assumption about the project environment?
- a) There will be a customer and a supplier
  - b) The customer will probably pay for the project
  - c) The customer will specify the desired result
  - d) The customer will provide the skills to deliver the desired result

64. What are the three recommended types of issue?
- a) Off-specification, request for change and concession
  - b) Off-specification, request for change and problem/concern
  - c) Request for change, problem/concern, and Issue Report
  - d) Request for change, Issue Report and risk
65. Which process provides an interface with corporate or programme management?
- a) Managing Product Delivery
  - b) Directing a Project
  - c) Controlling a Stage
  - d) Managing a Stage Boundary
66. Which is NOT a purpose of the Controlling a Stage process?
- a) To take corrective actions to control deviations from the Stage Plan
  - b) To recommend the tolerances to be set for the next stage
  - c) To report progress regularly to the Project Board
  - d) To assign work to the Team Manager to be done
67. Which is a purpose of the Risk Management Strategy?
- 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



68. Which is a purpose of the Benefits Review Plan?

- a) To document the justification for the undertaking of 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

69. In which process are Team Plans produced?

- a) Initiating a Project
- b) Controlling a Stage
- c) Managing a Stage Boundary
- d) Managing Product Delivery

70. 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

71. What is a benefit of using the product-based planning technique?

- a) It ensures that the project products will be delivered to time and to cost
- b) It clearly shows how long a project will take
- c) It removes the need for activity-based planning
- d) It reduces the risk of incorrectly scoping the project

72. Which is a recommended response type for an opportunity?

- a) Reduce
- b) Transfer
- c) Reject
- d) Fallback

73. Which role is assigned to carry out a risk response action but is NOT responsible for managing all aspects of a particular risk?

- a) Project Manager
- b) Risk owner
- c) Risk actionee
- d) Project Support

74. Which role is part of the project management team?

- a) Quality Assurance
- b) Presenter
- c) Administrator
- d) Change Authority

75. Which is a purpose of an Issue Report?

- a) To capture information about uncertain events that may threaten the project objectives
- b) To inform the Project Board of a forecast to exceed tolerance
- c) To formally document the impact of a request for change
- d) To provide information on the number of quality problems found during the review of a product

### **END OF EXAMINATION**

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EN\_P2\_FND\_2009\_SamplePaper3\_QuestionBk\_V1



***PRINCE2 Foundation Examination***

***Sample Paper 3***

***Answers and rationale***

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EN\_P2\_FND\_2009\_SamplePaper3\_Rationale\_V1.1

## For exam paper: EN\_P2\_FND\_2013\_SamplePaper3\_QuestionBk\_V1.0

Q	A	Syllabus Ref	Rationale
1	D	MP02010 - Managing Product Delivery Process	<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. Ref 14.1 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</p> <p>b) Incorrect. The purpose of the Controlling a Stage process is to assign work to be done. Ref 15.1. 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</p> <p>c) Incorrect. The purpose of the Managing a Stage Boundary process is to plan the work of the next stage. Ref 17.1. 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</p> <p>d) Correct. 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</p>
2	B	CH02010 - Change Theme	<p>a) Incorrect. Change is not prevented. It is controlled. Ref 9.1</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 9.1</p> <p>c) Incorrect. This is a purpose of Risk theme. Ref 8.1</p> <p>d) Incorrect. It is a purpose of the Quality theme to implement continuous improvement during the project via the capture and implementation of lessons. Ref 6.1</p>
3	C	DP02030 - Directing a Project Process	<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 12.1</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 14.3</p> <p>c) Correct. Only the Project Board can authorize project initiation, and its activities are covered in the Directing a Project process. Ref 13.3</p> <p>d) Incorrect. The Managing a Stage Boundary process prepares material to request authorization of a stage from the Project Board. Ref 17.1.</p>
4	C	CS02030 - Controlling a Stage Process	<p>a) Incorrect. A Product Description contains the quality tolerance to identify the level of quality required of a product, not the time and cost tolerance for its development. Time and cost tolerances for work to be done by a Team Manager are set in a Work Package. Ref A.17.1</p> <p>b) Incorrect. A Team Manager produces a Team Plan based on information provided in a Work Package. Ref 16.4.1</p> <p>c) Correct. Work Packages are used to define and control the work to be done, and also set tolerances for the Team Manager. Only time, cost, and possibly scope and risk tolerances are set in a Work Package for work to be done by a Team Manager. Quality tolerance for a product is set in its Product Description. Ref 15.3 / Tab 10.1</p> <p>d) Incorrect. A Stage Plan contains the time and cost tolerance for the stage. Ref A.16.1</p>

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5	A	SU02010 - Starting up a Project Process	<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 the prerequisites for initiating the project are in place. Ref 12.1</p> <p>b) Incorrect. The Project Plan is created in the Initiating a Project process not the Starting up a Project process. Ref 14.4.6</p> <p>c) Incorrect. The Project Initiation Documentation is created in the Initiating a Project process not the Starting up a Project process. Ref 14.4.8</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 12.4.4</p>
6	C	OR02010 - Organization Theme	<p>a) Incorrect. The setting of tolerance is covered by the Progress theme. Ref 10.1</p> <p>b) Incorrect. The plans for how the products will be achieved, by whom and estimating the when, where and how much, is the purpose of the Plans theme. Ref 7.1</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 5.1</p> <p>d) Incorrect. Management by exception requires the setting of stages, targets against the 6 objectives and tolerance for each. This is all covered within the Progress theme. Ref 10.1</p>
7	C	QU02063 - Quality Theme	<p>a) Incorrect. This event has already happened. There is no uncertainty about its occurrence, therefore it is not a risk. Ref 8.2.1 / 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 6.3.1.6 / A.23.1</p> <p>c) Correct. The Quality Register records the results of all quality management activities. Ref 6.3.1.6 / A.23.1</p> <p>d) Incorrect. Whilst there may be a recommendation on how this product should be developed to avoid this experience on future projects, this statement does not provide evidence of this. Ref 6.3.1.6 / A.14.1.</p>
8	B	PG02071 - Progress Theme	<p>a) Incorrect. A Checkpoint Report is not used by the Project Board to decide whether to continue with the project. Ref A.3.1</p> <p>b) Correct. An End Stage Report is used to give a summary of progress to date, the overall project situation, and sufficient information to ask the Project Board for a decision on what to do next with the project. Ref A.9.1</p> <p>c) Incorrect. An End Project Report is used during project closure to review how the project performed against the version of the Project Initiation Documentation used to authorize it. It is not used to determine whether to continue with the project. Ref A.8.1</p> <p>d) Incorrect. The purpose of the Product Status Account is to provide information about the state of the products within defined limits. Ref 9.3.1.3 / A.18.1</p>

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9	C	PL01010 - Plans Theme	<p>a) Incorrect. PRINCE2 does not recommend three levels of product. Ref 7.3.3</p> <p>b) Incorrect. PRINCE2 does not recommend three levels of activity. Ref 7.3.4.1</p> <p>c) Correct. The three levels of plan recommended by PRINCE2 are the Project Plan, Stage Plan and Team Plan to reflect the different levels of management involved in a project. Ref 7.2.3</p> <p>d) Incorrect. PRINCE2 does not recommend three levels of benefit. Ref 4.2.2</p>
10	A	IP02010 - Initiating a Project Process	<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 14.1</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 16.1</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 by making key decisions and exercising overall control while delegating day-to-day management of the project to the Project Manager. Ref 13.1</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 17.1</p>
11	B	OR02050 - Organization Theme	<p>a) Incorrect. This is the purpose of the Configuration Management Strategy not the Communication Management Strategy. Ref A.6.1</p> <p>b) Correct. This is a key element in the use of the Communication Management Strategy. Ref A.4.1</p> <p>c) Incorrect. This is the purpose of the Organization theme in PRINCE2 not the Communication Management Strategy. Ref 5.1 / A.4.1</p> <p>d) Incorrect. Team Managers communicate with the Project Manager not the Project Board. Ref 5.3.2.7 / A.4.1</p>
12	B	PG02030 - Progress Theme	<p>a) Incorrect. PRINCE2 mandates a minimum of two management stages, initiation and the rest of the project. Ref 10.3.2.1</p> <p>b) Correct. A technical stage can span over more than one management stage. Ref 10.3.2.3</p> <p>c) Incorrect. Management stages do not overlap, technical stages can. Ref 10.3.2.2</p> <p>d) Incorrect. Management stages and technical stages can be scheduled to coincide, but this is not true of all stages. Ref 10.3.2.2</p>

13	C	QU02040 - Quality Theme	<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 Strategy, (although this may refer back to the corporate organization's quality management system). Ref 6.3.1</p> <p>b) Incorrect. Quality planning (not quality control) defines the type of quality methods the project will use and include this information in the project's Quality Management Strategy. Ref 6.3.1</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 Strategy, (although this may refer back to the corporate organization's quality management system). Ref 6.3.1</p> <p>d) Incorrect. Quality planning defines the type of quality methods the project will use and include this information in the project's Quality Management Strategy. Quality tolerances are defined as part of quality planning. Ref 6.3.1</p>
14	A	QU02010 - Quality Theme	<p>a) Correct. The Quality theme defines the PRINCE2 approach to ensuring that the project's products meet business expectations. Ref 6.1</p> <p>b) Incorrect. This is covered by the Change theme. Ref 9.1</p> <p>c) Incorrect. This is covered by the Business Case theme. Ref 4.1</p> <p>d) Incorrect. This is a purpose of the Progress theme. Ref 10.1</p>
15	C	IP02040 - Initiating a Project Process	<p>a) Incorrect. A Project Plan states how and when the objectives will be achieved but does not form the 'contract' with the Project Board. That is the Project Initiation Documentation. Ref A.16</p> <p>b) Incorrect. The Project Product Description is used in the Closing a Project process to verify that the project has delivered what was expected, but is not a contract between the Project Manager and the Project Board. Ref A.21</p> <p>c) Correct. The Project Initiation Documentation forms the basis for the management and overall success of the project and as such is the 'contract' between the Project Manager and the Project Board. Ref A.20</p> <p>d) Incorrect. Information in the Project Brief is not confirmed or detailed enough to form a firm agreement and, after use in creating the Project Initiation Documentation, it is not maintained. Ref A.19</p>
16	D	OR02031 - Organization Theme	<p>a) Incorrect. The Senior Supplier represents the designers of the project's products. Ref 5.3.2.2</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 5.3.2.2</p> <p>c) Incorrect. The Senior Supplier represents the project development teams. Ref 5.3.2.2</p> <p>d) Correct. The Senior User does make decisions on behalf of those who will benefit from the use of the project's products. Ref 5.3.2.2</p>

17	B	IP02020 - Initiating a Project Process	<p>a) Incorrect. The available project approaches are evaluated in the Starting up a Project process. Ref 12.2 / 12.4.5</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 14.2 / 14.4.4</p> <p>c) Incorrect. The Project Brief is developed in the Starting up a Project process not the Initiating a Project process. Ref 12.2</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 14.2</p>
18	B	QU01010 - Quality Theme	<p>a) Incorrect. Although the Senior User may participate in a quality review, possibly as a reviewer, Senior User is not a recommended quality review role. Ref 6.3.2.1</p> <p>b) Correct. This role introduces the product for review and represents the producer(s) of the product. The presenter also coordinates and tracks the work after the review, i.e. applying changes to the product agreed by the team. Ref 6.3.2.1</p> <p>c) Incorrect. Although Project Support may participate in a quality review, possibly as an administrator, Project Support is not a recommended quality review role. Ref 6.3.2.1</p> <p>d) Incorrect. Although Project Assurance may participate in a quality review, possibly as a reviewer, and are responsible for identifying appropriate people to fulfil this role, Project Assurance is not a recommended quality review role. Ref 6.3.2.1</p>
19	B	SB02020 - Managing a Stage Boundary Process	<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 13.4.1</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 17.2</p> <p>c) Incorrect. It is the Managing Product Delivery process that provides the break between the Project Manager and the teams delivering the products. Ref 16.1</p> <p>d) Incorrect. Products are assessed and approved as and when they are completed during the Managing Product Delivery process. These quality checks are not left until the end of the stage. Ref 16.4.2</p>
20	B	CH02035 - Change Theme	<p>a) Incorrect. A Product Status Account records the planned and actual dates on which a product is baselined, but it does not record the costs. Ref A.18.1</p> <p>b) Correct. At the end of a project the Project Manager should request a Product Status Account to ensure that all products have met their quality criteria or are covered by concessions, and that all the products have been approved by the authorities defined in the various Product Descriptions. Ref A.18.1 / 18.4.1</p> <p>c) Incorrect. It is used by this activity to identify what status the project's products are in. Some may be completed and approved, others may be unfinished. There may be products where concessions have been given, but premature closure does not automatically put all products in this status. Ref A.18.1 / 18.4.2</p> <p>d) Incorrect. The Configuration Management Strategy contains the procedures for this, not a Product Status Account. Ref A.18.1 / A.6.1</p>

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21	B	PL02010 - Plans Theme	<p>a) Incorrect. The purpose of the Organization theme is to define and establish the project's structure of accountabilities and responsibilities. Ref 5.1</p> <p>b) Correct. Planning provides all personnel in a project with information on what is required, how it will be achieved and by whom, using what specialist equipment and resources, when events will happen and whether targets are achievable. Ref 7.1</p> <p>c) Incorrect. The Business Case is used to document the justification for undertaking the project. Ref 4.1</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 6.1</p>
22	B	DP02010 - Directing a Project Process	<p>a) Incorrect. This is a purpose of the Starting up a Project process. Ref 12.1</p> <p>b) Correct. This is a purpose of the Directing a Project process. Ref 13.1</p> <p>c) Incorrect. The project controls are set up during the Initiating a Project process. Ref 14.4.5</p> <p>d) Incorrect. This is a purpose of the Managing a Stage Boundary process. Ref 17.1</p>
23	B	RK02030 - Risk Theme	<p>a) Incorrect. The risk budget is used to fund specific management responses to a project's risks. The capturing of identified threats and opportunities is a project management activity and should be funded as such. Ref 8.3.6 / 7.3.6.7</p> <p>b) Correct. The risk budget is used to fund specific management responses to a project's risks. Ref 8.3.6</p> <p>c) Incorrect. The risk budget is used to fund specific management responses to the project's risks. Producing a Highlight Report is not used as a response to a risk, it is a time-driven progress control used to report stage status, and is a project management activity that should be funded as such. Ref 8.3.6 / 10.3.3 / A.11.1</p> <p>d) Incorrect. During the Closing a Project process, follow-on actions are prepared for any remaining risks. The Risk Register is then closed. As the risk budget is used to fund specific management responses to a project's risks, once the project is closed there will no longer be any project risks. Ref 18.4.3 / 8.3.6</p>
24	C	CH02040 - Change Theme	<p>a) Incorrect. An improvement to a product is a request for change. Although a Team Manager may refer to it in a Checkpoint Report it is not the vehicle to deal with a change. Ref 9.3.3</p> <p>b) Incorrect. The Team Manager does not produce Highlight Reports, it is the Project Manager. Ref 10.3.3.4</p> <p>c) Correct. A Team Manager will raise it as an issue, but it is the Project Manager who determines whether this should be dealt with as a formal Issue Report. Ref 9.3.3</p> <p>d) Incorrect. The Team Manager does not raise Exception Reports. Team Managers raise issues. Ref 10.3.4</p>

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25	B	PG02050 - Progress Theme	<p>a) Incorrect. The Project Board has overall control at a project level, as long as forecasts remain with project tolerance, and will allocate tolerances for each management stage to the Project Manager. Ref 10.3.1.1</p> <p>b) Correct. Corporate/programme management sits outside the project but sets the overall requirements and tolerance levels of the project. Ref 10.3.1.1</p> <p>c) Incorrect. The Executive forms part of the Project Board. Project tolerance is set by the corporate/programme management for the Project Board. Ref 10.3.1.1</p> <p>d) Incorrect. The Project Manager agrees Work Package tolerance with the Team Manager(s). Ref 10.3.1.1.</p>
26	B	PG02061 - Progress Theme	<p>a) Incorrect. The purpose of the Issue Register is to capture and maintain information on all of the issues that are being managed formally. Ref 9.3.1.5</p> <p>b) Correct. A Daily Log is used to record informal issues. Ref A.7.1</p> <p>c) Incorrect. The purpose of the Risk Register is to capture and maintain information on all of the identified threats and opportunities relating to the project. Ref 8.3.4</p> <p>d) Incorrect. The Team Manager will produce a Checkpoint Report to provide the Project Manager with details of progress against the Work Package. Ref 10.3.3.4</p>
27	A	CS02030 - Controlling a Stage Process	<p>a) Correct. The Project Manager is responsible for controlling the day-to-day activities of the stage including authorizing work to be done. Ref 15.3</p> <p>b) Incorrect. Project Support provides administrative support to the Project Manager, but is not responsible for authorizing the work. Ref 5.3.2.8</p> <p>c) Incorrect. Project Assurance reviews the activities of the stage, but is not responsible for authorizing the work. Ref 5.3.2.3</p> <p>d) Incorrect. The Team Manager agrees work with the Project Manager to be delivered as part of a Work Package. Ref 5.3.2.7</p>
28	D	QU02050 - Quality Theme	<p>a) Incorrect. Once the customer's quality expectations have been identified, they are then used to identify more detailed acceptance criteria. Ref 6.3.1.1</p> <p>b) Incorrect. Acceptance criteria are more specific and precise than customer's acceptance criteria. Ref 6.3.1.1</p> <p>c) Incorrect. Once finalized in the Project Product Description, acceptance criteria are subject to change control and can only be changed with the approval of the Project Board. Ref 6.3.1.2</p> <p>d) Correct. Acceptance criteria should be agreed and prioritized - there may need to be a compromise, e.g. high quality, early delivery and low cost may not ALL be achievable and one of them may need to be given less importance in order to achieve the other two. Ref 6.3.1.2</p>

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29	B	CP02030 - Closing a Project Process	<p>a) Incorrect. The Project Manager does not have the required level of authority. They will implement premature closure on the request of the Project Board. Ref 18.4.2</p> <p>b) Correct. The Project Board triggers premature closure from the Directing a Project process. Ref 18.4.2 / 13.4.4</p> <p>c) Incorrect. Project Support may supply management information to support a premature project closure, but the closure can only be triggered from within the project management team by the decision-making authority of the Project Board. Ref 18.4.2</p> <p>d) Incorrect. The Project Board may appoint Project Assurance to undertake some of the reviewing and assessing actions during the Closing a Project process, but Project Assurance does not have the required level of authority to trigger premature closure. Ref 18.4.2 / 13.4.5</p>
30	A	RK01010 - Risk Theme	<p>a) Correct. A threat may have a negative impact on the project objectives. Ref 8.2.1</p> <p>b) Incorrect. Events that may have favourable impacts on objectives are opportunities, not threats. Ref 8.2.1</p> <p>c) Incorrect. Threats are future uncertain events, not something that has already occurred, these events are called issues. Ref 9.2.3</p> <p>d) Incorrect. Threats are future uncertain events, not something that has already occurred, these events are called issues. Ref 9.2.3</p>
31	D	IP02030 - Initiating a Project Process	<p>a) Incorrect. The Initiating a Project process lays the foundations for a successful project, ensuring all parties are clear on what the project is intended to achieve and why it is needed. Ref 14.3</p> <p>b) Incorrect. The project's alignment with corporate objectives is checked when developing the project strategies through consultation with Project Assurance. Ref 14.3 / 14.4.3</p> <p>c) Incorrect. How the outcome is to be delivered is covered in the Project Plan developed during the Initiating a Project process. Ref 14.3 / 14.4.6</p> <p>d) Correct. Appointment of an Executive and a Project Manager occurs in the Starting up a Project process, not the Initiating a Project process. Ref 12.3</p>
32	D	MP02020 - Managing Product Delivery Process	<p>a) Incorrect. Completed Work Packages are signed-off in the Controlling a Stage process. Ref 15.3.</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 15.2 / 16.2</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 15.3 / 16.2</p> <p>d) Correct. It is an objective of the Managing Product Delivery process is to ensure that work on products allocated to the team is authorized and agreed. Ref 16.2</p>

33	B	OV02030 - Overview and Principles	<p>a) Incorrect. Both projects and business as usual may produce benefits. This is not one of the characteristics that make projects different. Ref 1.3</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 1.3</p> <p>c) Incorrect. Both projects and business as usual manage stakeholders. This is not one of the characteristics that make projects different. Ref 1.3</p> <p>d) Incorrect. Both projects and business as usual incur costs. This is not one of the characteristics that make projects different. Ref 1.3</p>
34	C	OV01030 - Overview and Principles	<p>a) Incorrect. Quality is an aspect of project performance that needs to be managed. The integrated elements are the seven principles, seven themes, seven processes and tailoring. Ref 1.5.3</p> <p>b) Incorrect. Role descriptions help to agree and communicate project management team roles and responsibilities. The integrated elements are the seven principles, seven themes, seven processes and tailoring. Ref 1.5.3</p> <p>c) Correct. Principles, themes, processes and tailoring are the four integrated elements. Ref 1.5.3</p> <p>d) Incorrect. Product Descriptions support the focus on products but the four integrated elements are the seven principles, seven themes, seven processes and tailoring. Ref 1.5.3</p>
35	B	PG02071 - Progress Theme	<p>a) Incorrect. If required, the Project Board reviews the Lessons Report and agrees who should receive it. This may not explain any deviations. Ref 13.4.3</p> <p>b) Correct. The Project Board would ascertain the performance of the project to date, asking the Project Manager to explain any deviations from the approved plans and to provide a forecast of project performance for the remainder of the project. Ref A.9.1 / 13.4.3</p> <p>c) Incorrect. The Benefits Review Plan is reviewed and approved to ensure that any benefits planned to be achieved within the next stage will be measured and reviewed. The Benefits Review Plan does not explain deviations from plans. Ref 13.4.3</p> <p>d) Incorrect. The strategies and project controls in the (updated) Project Initiation Documentation will be confirmed as adequate for the remainder of the project. These will not explain deviations from plans. Ref 13.4.3</p>
36	D	OV01020 - Overview and Principles	<p>a) Incorrect. A management stage is a collection of activities and products whose delivery is managed as a unit. Ref 10.3.2</p> <p>b) Incorrect. Projects involve a team of people with different skills working together to introduce a change that will impact others outside the team. However, this is not part of the definition of a project. Ref 1.3</p> <p>c) Incorrect. A management stage is a subset of the project and, in PRINCE2 terms, is the element of work that the Project Manager is managing on behalf of the Project Board at any one time. Ref 10.3.2</p> <p>d) Correct. A project is a temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case. Ref 1.3</p>

37	B	PL01020 - Plans Theme	<p>a) Incorrect. This is the first step in the planning procedure and is a pre-requisite for planning. It is not part of the product-based planning technique. Ref 7.3.2</p> <p>b) Correct. This is a task of the product-based planning technique. Ref 7.3.3.4</p> <p>c) Incorrect. This is a step in the planning procedure and it is not part of the product-based planning technique. Ref 7.3.7</p> <p>d) Incorrect. This is a step in the planning procedure and it is not part of the product-based planning technique. Ref 7.3.6</p>
38	B	RK02010 - Risk Theme	<p>a) Incorrect. Any complaints should be handled as an issue. The means of handling issues is a purpose of the Change theme. Ref 9.1</p> <p>b) Correct. This is a purpose of the Risk theme. Ref 8.1</p> <p>c) Incorrect. This is a purpose of the Change theme. Ref 9.1</p> <p>d) Incorrect. The purpose of the Risk theme is to manage risks at project level, not corporate or programme level. Ref 8.1</p>
39	C	PG01010 - Progress Theme	<p>c) Correct.</p> <p>(1) Incorrect. The Team Manager will produce the Checkpoint Report to provide the Project Manager with details of progress against the Work Package. Ref 10.3.3.4</p> <p>(2) Incorrect. A Work Package is a set of information about one or more required products collated by the Project Manager to pass responsibility for work or delivery formally to a Team Manager or team member. Ref A.26.1</p> <p>(3) Correct. The End Stage Report is produced by a Project Manager towards the end of each management stage to provide the Project Board with the information on progress to date, the overall situation and sufficient information to ask for a Project Board decision on what to do next with the project. Ref 10.3.3.4</p> <p>(4) Correct. The Highlight Report is produced by a Project Manager to report management stage progress to the Project Board. Ref 10.3.3.4</p>
40	A	SU02020 - Starting up a Project Process	<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 constraints etc. Ref 12.2</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 12.4.3</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 14.4.6 / 13.4.2</p> <p>d) Incorrect. The Project Initiation Documentation is prepared in the Initiating a Project process. Ref 14.3</p>

41	B	OV02010 - Overview and Principles	<p>a) Incorrect. Stakeholders are not represented in plans. They may receive copies. Ref 1.7</p> <p>b) Correct. PRINCE2 plans are designed to meet the needs of the different levels in the project organization and assist in communication and control by being regularly updated and copied to the necessary levels. Ref 1.7</p> <p>c) Incorrect. One plan is unable to meet the needs of all levels in the project organization. Ref 7.2.3</p> <p>d) Incorrect. The levels of management in a project organization are recommended within the PRINCE2 method. The recommended plans do not affect the levels of management required. Ref 5.3.1</p>
42	B	RK02020 - Risk Theme	<p>a) Incorrect. If the risk has not been identified, it cannot be assessed. Ref 8.3.5</p> <p>b) Correct. The risk must first be identified before it can be assessed, and responses planned and then implemented. Ref 8.3.5</p> <p>c) Incorrect. If the risk has not been identified, it cannot be assessed. Therefore responses cannot be planned or implemented. Ref 8.3.5</p> <p>d) Incorrect. If the risk has not been identified, it cannot be assessed. Therefore responses cannot be planned or implemented. Ref 8.3.5</p>
43	D	OR02040 - Organization Theme	<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.</p> <p>(2) Incorrect. It is important to analyse who these stakeholders are and to engage with them appropriately. Ref 5.3.5.1</p> <p>(3) Incorrect. It is important to review and possibly update the Communication Management Strategy at each stage boundary in order to ensure that it still includes all the key stakeholders. Ref 5.3.5.3</p> <p>(4) Correct. The Communication Management Strategy contains a description of the means and frequency of communication to parties both internal and external to the project. Ref 5.3.5.3</p>
44	C	SB02010 - Managing a Stage Boundary Process	<p>a) Incorrect. An Exception Report would be created during the Controlling a Stage process, to bring this to the attention of the Project Board. Ref 15.4.7</p> <p>b) Incorrect. This is done via an Exception Plan request from the Directing a Project process. Ref 17.1 / 13.4.4</p> <p>c) Correct. The Exception Report will contain the options and recommended action which will contribute to the creation of the Exception Plan in the Managing a Stage Boundary process. Ref 17.1 / 17.2 / 17.4.5</p> <p>d) Incorrect. A forecast to exceed Work Package tolerance would be reported to the Project Manager by the Team Manager during the Managing Product Delivery process via an issue. Ref 16.4.2</p>

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45	A	SB02030 - Managing a Stage Boundary Process	<p>a) Correct. The Stage Plan for the next stage should be planned near the end of the current stage when managing a stage boundary. Ref 17.2 / 17.3 / 17.4.1 / 7.2.5</p> <p>b) Incorrect. The Stage Plan for the next stage should be planned near the end of the current stage when managing a stage boundary, so that it can be approved by the Project Board and the next stage can commence. Ref 17.4.1</p> <p>c) Incorrect. The Project Plan is produced in the Initiating a Project process. Ref 14.4.6</p> <p>d) Incorrect. The plan for the second stage of a project may be produced towards the end of initiation, but this is not when Stage Plans for further stages are produced. Ref 7.2.5</p>
46	C	QU02020 - Quality Theme	<p>a) Incorrect. Both Project Assurance and quality assurance are responsible for monitoring the project's conduct. Project Assurance reports to the project's stakeholders. Quality assurance reports to the wider community. Ref 6.2.6</p> <p>b) Incorrect. They are both independent of the Project Manager. Ref 6.2.6</p> <p>c) Correct. Project Assurance is a temporary role within the project management team. Quality assurance is a function within the organization. Ref 6.2.6</p> <p>d) Incorrect. Both Project Assurance and quality assurance are responsible for assuring that applicable standards are being used. Ref 6.2.6</p>
47	A	QU02030 - Quality Theme	<p>a) Correct. Involvement of key interested parties in checking a product's quality promotes wider acceptance of the project's products. Ref 6.3.2.1</p> <p>b) Incorrect. Any change to a product specification must go through formal change control. Ref 9.1</p> <p>c) Incorrect. It is an objective of the quality review technique to baseline the product for change control purposes. Any changes to a baselined product must go through formal change control. Ref 6.3.2.1</p> <p>d) Incorrect. This is not part of the quality review technique. Results of the review are communicated to the appropriate managers/support personnel who will update this information. Ref 15.4.2</p>
48	B	OV02020 - Overview and Principles	<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 2.1</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 2.6 / 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 2.2</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 2.4</p>
49	A	BC01010 - Business Case Theme	<p>a) Correct. This is an output - a specialist product (whether tangible or intangible). Ref 4.2.2</p> <p>b) Incorrect. This is an outcome. Ref 4.2.2</p> <p>c) Incorrect. This is a benefit. Ref 4.2.2</p> <p>d) Incorrect. This is dis-benefit. Ref 4.3.4.4</p>

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50	C	CH01020 - Change Theme	<p>a) Incorrect. The Organization theme defines and establishes the project's structure of accountability and responsibilities. Ref 5.1</p> <p>b) Incorrect. The Progress theme establishes mechanisms to monitor and compare actual achievements against those planned and provides a forecast for the project's continued viability. Ref 10.1</p> <p>c) Correct. The Business Case theme drives decision-making throughout the project and is used to assess if the project remains viable and benefits can be realized. Ref 4.1</p> <p>d) Incorrect. The Risk theme identifies, assesses and controls uncertainties about the project. Ref 8.1</p>
51	D	CH01020 - Change Theme	<p>a) Incorrect. Configuration management can vary, but typically comprises five core activities: Planning, Identification, Control, Status Accounting and Verification and Audit. Ref 9.3.2. Typically risks are assessed. Ref 8.3.5</p> <p>b) Incorrect. Configuration management can vary, but typically comprises five core activities: Planning, Identification, Control, Status Accounting and Verification and Audit. Ref 9.3.2. Typically risks are communicated. Ref 8.3.5</p> <p>c) Incorrect. Configuration management can vary, but typically comprises five core activities: Planning, Identification, Control, Status Accounting and Verification and Audit. Ref 9.3.2. Quality control focuses on techniques to fulfil the requirements for quality (for example, by quality inspections or testing). Ref 6.2.5</p> <p>d) Correct. Configuration management can vary, but typically comprises five core activities: Planning, Identification, Control, Status Accounting and Verification and Audit. Ref 9.3.2</p>
52	B	CP02010 - Closing a Project Process	<p>a) Incorrect. The Closing a Project process is performed 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 17.3</p> <p>b) Correct. This is a purpose of the Closing a Project process. Ref 18.1</p> <p>c) Incorrect. This is a purpose of the Managing a Stage Boundary process. Ref 17.1</p> <p>d) Incorrect. This is done in the Initiating a Project process as part of defining the Configuration Management Strategy. Ref 14.2 / 14.4.2</p>
53	B	RK02040 - Risk Theme	<p>a) Incorrect. The impact of each risk is measured in terms of the project objectives. The impact identifies what the outcome would be if the risk occurs. Ref 8.3.5.2</p> <p>b) Correct. Proximity is the point in time, or within the project, when the risks might materialize. Ref 8.3.5.2</p> <p>c) Incorrect. The likelihood of the risk occurring - is it highly likely or not very likely. Ref 8.3.5.2</p> <p>d) Incorrect. This activity assesses the net effect of all the identified risks on a project when aggregated together. Ref 8.3.5.2</p>

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54	C	PG02082 - Progress Theme	<p>a) Incorrect. The Lessons Report is used to pass on any lessons that can be usefully applied to other projects. Ref 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 9.3.1.3/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 defined by them. They use the report to monitor stage and project progress. Ref A.11.1</p> <p>d) Incorrect. A Checkpoint Report is used to report the status of a Work Package. Ref A.3.1</p>
55	B	PL02022 - Plans Theme	<p>a) Incorrect. (1) A Stage Plan is required for each management stage, not for the whole project. Ref 7.2.5</p> <p>b) Correct. (2) A Stage Plan is created towards the end of the preceding stage as part of the Managing a Stage Boundary process. Ref 7.2.5 (3) A Stage Plan is created at the level of detail needed to enable the day-to-day control by the Project Manager. Ref 7.2.5</p> <p>c) Incorrect. (4) The Stage Plan provides the basis for the Project Manager's control. The Project Board monitors against the Project Plan. Ref 7.2.4</p> <p>d) Incorrect. (1) A Stage Plan is required for each management stage, not the project. Ref 7.2.5 (4) The Stage Plan provides the basis for the Project Manager's control. The Project Board monitors against the Project Plan. Ref 7.2.4</p>
56	B	SU02030 - Starting up a Project Process	<p>a) Incorrect. The project mandate is refined to produce a Project Brief. Corporate or programme management provide a project mandate, but the assembly of a Project Brief is the responsibility of the project management team. Ref 14.4.8</p> <p>b) Correct. The project mandate, provided by corporate or programme management, should include sufficient information to identify at least the prospective Executive of the Project Board. Ref 12.3</p> <p>c) Incorrect. The Project Initiation Documentation is developed by the project management team during the Initiating a Project process. Ref 14.4.8</p> <p>d) Incorrect. The Project Board provides the authority to initiate a project once it has reviewed and is satisfied with the outputs from the Starting up a Project process. Ref 13.4.1</p>
57	D	RK02050 - Risk Theme	<p>a) Incorrect. This is describing a risk effect. The risk effect should describe the impact(s) that the risk would have on the project objectives should the risk materialize. Ref 8.3.5.1</p> <p>b) Incorrect. This is describing a risk event. The risk event should describe the area of uncertainty in terms of the threat or the opportunity. Ref 8.3.5.1</p> <p>c) Incorrect. This is describing a risk effect. The risk effect should describe the impact(s) that the risk would have on the project objectives should the risk materialize. Ref 8.3.5.1</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 8.3.5.1</p>

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58	A	CP02020 - Closing a Project Process	<p>a) Correct. A purpose of the Closing a Project process is to verify user acceptance of a project's products. Ref 18.2</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 for any other stage, except for the initiation stage. Ref 18.3</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 12.4.4</p> <p>d) Incorrect. not all benefits may have been achieved before the project closes. Some will be measured post-project as part of a benefits review. Ref 18.4.3</p>
59	C	PG02010 - Progress Theme	<p>a) Incorrect. The end of a stage is not a time-driven (periodic) control, i.e. it does not occur weekly or monthly. Ref 10.3.3</p> <p>b) Incorrect. Exception situations are not a time-driven (periodic) control, i.e. you cannot plan for them. Ref 10.3.3</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 10.3.3</p> <p>d) Incorrect. Produced at the end of a stage and the end of the project, these are not time-driven (periodic) controls, i.e. it does not occur weekly or monthly. Ref 10.3.3</p>
60	B	OR02020 - Organization Theme	<p>a) Incorrect. Work Packages are authorized by the Project Manager in the Controlling a Stage process. Ref 15.4.1</p> <p>b) Correct. The project's products should meet a business need which will justify the investment in the project and the Executive must ensure this exists (outline Business Case) before initiating the project. Ref 12.4.4 / 5.2.5</p> <p>c) Incorrect. The Project Plan is produced within the initiation stage, Ref 14.4.6, and approved by the Project Board at the end of the initiation stage within the Directing a Project process. Ref 13.4.2</p> <p>d) Incorrect. The Project Initiation Documentation is created during the Initiating a Project process. Ref 14.4.8</p>
61	B	OV01010 - Overview and Principles	<p>a) Incorrect. Failing 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 1.5.2</p> <p>b) Correct. Clear agreement on scope will avoid users and suppliers making incorrect assumptions about what is to be delivered. Ref 1.5.2</p> <p>c) Incorrect. Risk is one of the six aspects, but does not affect understanding of the deliverables required. Ref 1.5.2</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 1.5.2</p>
62	B	SU02040 - Starting up a Project Process	<p>a) Incorrect. This is the purpose of the Lessons Log. 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 / 12.4.5</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 14.4.7/12.4.5</p> <p>d) Incorrect. A Quality Management Strategy 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>
63	D	OV01040 - Overview and Principles	<p>a) Incorrect. PRINCE2 is based on a customer/supplier environment. Ref 5.1</p> <p>b) Incorrect. It is assumed that there will be a customer who will specify the desired result and probably pay for the project. Ref 5.1</p> <p>c) Incorrect. It is assumed that there will be a customer who will specify the</p>

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			desired result and probably pay for the project. Ref 5.1 d) Correct. It is assumed the supplier will provide the resources and skills to deliver the desired result, not the customer. Ref 5.1
64	B	CH01010 - Change Theme	a) Incorrect. A concession is an off-specification which has been accepted without corrective action. It is not a type of issue. Ref Table 9.1/9.2 b) Correct. Each of these is a type of issue. Ref Table 9.1 c) Incorrect. An Issue Report contains the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally. It is not a type of issue. Ref 9.3.1.6/Table 9.1 d) Incorrect. An Issue Report contains the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally. Ref 9.3.1.6. A risk is not a type of issue. Ref Table 9.1
65	B	CS02010 - Controlling a Stage Process	a) Incorrect. This process is used by Team Manager(s) to communicate with the Project Manager within the Controlling a Stage process. Ref 16.1 b) Correct. This process ensures that corporate or programme management has an interface to the project. It is a key role for the Project Board to engage with corporate or programme management and to act as a communication channel. Ref 13.2 / 13.3 c) Incorrect. The Project Manager should report to and receive information from the Project Board within this process. Ref 15.1 d) Incorrect. Products from this process will be provided to the Project Board in the Directing a Project process for it to communicate with corporate/programme management. Ref 17.1
66	B	CS02010 - Controlling a Stage Process	a) Incorrect. The Project Manager takes corrective actions to ensure the stage remains within tolerance. Ref 15.1 / 15.4.8 b) Correct. The recommendation of stage tolerances is done while planning the stage in the Managing a Stage Boundary process. Ref 17.4.1 / 13.4.3 c) Incorrect. The Project Manager will report progress to the Project Board using Highlight Reports. Ref 15.1 / 15.4.5 d) Incorrect. The Project Manager will assign work to be done in Work Packages. Ref 15.1 / 15.4.1
67	A	RK02061 - Risk Theme	a) Correct. The Risk Management Strategy 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 b) Incorrect. Exposure to risk is summarized in the risk profile. This procedure is defined in the Risk Management Strategy. Ref A.24 c) Incorrect. The Risk Management Strategy 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 d) Incorrect. Risk owners are identified and recorded in the Risk Register. Ref A.25.2

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68	C	BC02022 - Business Case Theme	<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 Review Plan is used to cover the assessment of benefits. Ref 4.3.3 / 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 12.4.4</p>
69	D	MP02030 - Managing Product Delivery Process	<p>a) Incorrect. Team Plans are produced by the Team Manager during the Managing a Product Delivery process. Ref 16.3</p> <p>b) Incorrect. Team Plans are produced by the Team Manager during the Managing a Product Delivery process. Ref 16.3</p> <p>c) Incorrect. Team Plans are produced by the Team Manager during the Managing a Product Delivery process. Ref 16.3</p> <p>d) Correct. Team Plans are produced by the Team Manager during the Managing a Product Delivery process. Ref 16.3</p>
70	C	PG02020 - Progress Theme	<p>a) Incorrect. The purpose of the Change theme is to identify, assess and control any potential and approved changes to the baseline. Ref 9.1</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 7.1</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 10.1</p> <p>d) Incorrect. The purpose of the Risk theme is to identify, assess and control uncertainty. Ref 8.1</p>
71	D	PL02030 - Plans Theme	<p>a) Incorrect. The scope will be clear, but the time and effort taken to deliver them is not analysed as part of product-based planning nor delivered against. Ref 7.3.3</p> <p>b) Incorrect. Product-based Planning does not involve any estimates, and cannot therefore identify how long a project will take. Ref 7.3.3</p> <p>c) Incorrect. Whilst the technique focuses on identifying the products required of the project, the activities required to create or change each of the planned products may need to be identified to give a fuller picture of the plan's workload. Ref 7.3.3</p> <p>d) Correct. Clearly and consistently identifying and documenting the plan's products and interdependencies between them reduces the risk of important scope aspects being neglected or overlooked. Ref 7.3.3</p>
72	C	RK01020 - Risk Theme	<p>a) Incorrect. 'Reduce' is a proactive action taken to reduce the probability or the impact of a threat occurring, by performing some form of control. Ref Table 8.2</p> <p>b) Incorrect. 'Transfer' is when a third party takes on responsibility for some of the financial impact of a threat. Ref Table 8.2</p> <p>c) Correct. 'Reject' is when a conscious and deliberate decision is taken not to exploit or enhance an opportunity, having discerned that this is more economical than to attempt an opportunity response action. Ref Table 8.2</p> <p>d) Incorrect. Putting in place a fallback plan for the actions that will be taken to reduce the impact of a threat should it occur. This is a reactive form of reduce response which has no impact on likelihood. Ref Table 8.2</p>

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73	C	RK01030 - Risk Theme	<p>a) Incorrect. The Project Manager ensures that risks are identified, assessed and controlled. Ref Table 8.3.</p> <p>b) Incorrect. The risk owner will manage, monitor and control all aspects of a particular risk. Ref 8.3.5.4</p> <p>c) Correct. The risk actionee will carry out the risk response, but does not manage all aspects of the risk. Ref 8.3.5.4</p> <p>d) Incorrect. Project Support assists the Project Manager in maintaining the Risk Register. Ref Table 8.3</p>
74	D	OR01010 - Organization Theme	<p>a) Incorrect. Quality Assurance is a responsibility of the corporate or programme organization. Ref Table 6.1</p> <p>b) Incorrect. This is a quality review team role. Ref 6.3.2.1. it is not a project management team role. Ref 5.3.2</p> <p>c) Incorrect. This is a quality review team role. Ref 6.3.2. It is not a project management team role. Ref 5.3.2</p> <p>d) Correct. The Change Authority is a role in the project management team. Ref 5.3.2.4</p>
75	C	CH02033 - Change Theme	<p>a) Incorrect. Uncertain events are risks, not issues, and would appear in the Risk Register. Ref A.25.1</p> <p>b) Incorrect. The Project Board should be informed of a forecast to exceed tolerance via an Exception Report. Ref A.10.1</p> <p>c) Correct. An Issue Report is a report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally. Ref A.13.1</p> <p>d) Incorrect. This information is recorded in the product's quality records, referenced in the Quality Register. Ref A.23.1</p>

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## ***The Foundation Examination***

### ***Sample Paper 4***

#### ***Question Booklet***

#### **Multiple Choice**

***Exam Duration: 60 minutes***

#### ***Instructions***

1. You should attempt all 75 questions.
2. 5 of the 75 questions are under trial and will not contribute to your overall score. There is no indication of which questions are under trial.
3. Mark your answers on the answer sheet provided in PENCIL (not pen).
4. Please use a pencil and NOT ink to mark your answers on the answer sheet provided. There is only one correct answer per question.
5. You have 1 hour for this paper.
6. You must get 35 or more correct to pass.

***Candidate Number: .....***

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1. Which is a benefit of using PRINCE2?
  - a) Stakeholders are released from planning and decision-making
  - b) Project participants understand each other's roles and needs
  - c) Stakeholders are released from having to assure the project work
  - d) Project participants are kept informed of every issue
  
2. Which is a purpose of a Risk Management Strategy?
  - a) To communicate how risk management will be implemented throughout the corporate organization
  - b) To capture and maintain information on all identified risks relating to the project
  - c) To document specific actions for responding to risks
  - d) To describe the procedures and techniques for managing project risks
  
3. 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
  
4. A product cannot be supplied to meet all of the requirements in its baselined Product Description. What action should be taken first?
  - a) Raise a request for change
  - b) Raise an off-specification
  - c) Write an Exception Report
  - d) Amend the Work Package

5. 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
6. 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
7. Which is NOT an event-driven control?
- a) Highlight Report
  - b) Exception Report
  - c) Project Initiation Documentation
  - d) End of a stage
8. Which statement applies to Stage Plans?
- a) They always have the same duration as the Project Plan
  - b) They are produced at the same time as the Project Initiation Documentation
  - c) They assist the Project Manager in day-to-day management and control of the project
  - d) They provide a baseline against which the Project Board monitors overall progress



9. Which is NOT a typical core activity within configuration management?

- a) Communication
- b) Control
- c) Identification
- d) Planning

10. Which is a recommended quality review team role?

- a) Project Manager
- b) Administrator
- c) Project Support
- d) Producer

11. What should be funded from a change budget?

- a) A fallback plan
- b) Requests for change
- c) Actions to reduce a threat
- d) The Change Authority

12. Which are purposes of the Benefits Review Plan?

1. To provide the Project Board with an assessment of stage status at predefined intervals
2. To define the basis of the project, to use for managing and assessing overall project success
3. To define the activities required to assess the measurable improvements from the project
4. To define what benefits assessments need to be undertaken

- a) 1 and 2
- b) 2 and 3
- c) 3 and 4
- d) 1 and 4

13. 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 primary categories of stakeholder have their interests represented by the Project Board

14. Which statement describes an opportunity for 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

15. 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

16. 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

17. 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

18. To which role should a Team Manager report an exception?

- a) Project Manager
- b) Project Board
- c) Project Assurance
- d) Project Support

19. Which statements about the Risk theme are CORRECT?

1. It identifies how to manage risks at the corporate or programme 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

20. 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

21. Which 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

22. Identify the missing word(s) in the following sentence.

Quality planning defines each product and its associated [ ? ] for Project Board agreement.

- a) customer's quality expectations
- b) quality test results
- c) quality criteria
- d) owner

23. Which is one of the six aspects of project performance that needs to be managed?

- a) Progress
- b) Change
- c) Risk
- d) Security

24. Identify the missing words in the following sentence.

The customer's quality expectations are a statement [ ? ].

- a) of prioritized needs
- b) of measurable definitions
- c) about individual products
- d) about the project product

25. 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

26. Which describes the 'Implement' step within the recommended risk management procedure?

- a) Project Support will allocate the risk budget to fund the selected risk responses
- b) The risk owner will decide the best response to control the risk
- c) The risk owner and the risk actionee will carry out activities to control and deal with the risk
- d) The Project Manager will formulate the Risk Management Strategy

27. Which is a purpose of a Project Brief?

- a) To define how and when the achievement of the project's benefits can be measured
- b) To define any lessons from previous projects and how they may affect this project
- c) To communicate the quality standards to be applied to achieve the required quality levels
- d) To provide sufficient information for the decision on whether to initiate the project

28. Which is a purpose of a risk budget?

- a) To fund risk management activities defined in the risk management procedure
- b) To fund the cost of analyzing requests for change
- c) To fund the costs of implementing risk responses
- d) To fund the costs of identifying risks to the project

29. Identify the missing word(s) in the following sentence.

If a baselined product requires modification, the [ ? ] procedure should be applied in order to manage the modification

- a) risk management
- b) exception management
- c) issue and change control
- d) quality control

30. 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

31. What role is responsible for creating a Team Plan in the Managing Product Delivery process?

- a) Project Manager
- b) Team Manager
- c) Project Support
- d) Senior User

32. Which is an objective of the quality review technique?

- a) To determine whether a product has been created
- b) To agree the quality method that will be applied to a product
- c) To formulate ideas on how the product will be developed
- d) To consult with a range of interested parties on a product's fitness for purpose

33. 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

34. Which is a purpose of an End Stage Report?

- a) To inform the Project Board when a Stage Plan is forecast to exceed tolerance levels
- b) To summarize the quality management activities that are planned during the stage
- c) To summarize performance so that the Project Board can decide what to do next
- d) To provide a summary of stage status to the Project Board at defined intervals

35. Which theme establishes mechanisms to monitor and compare actual achievements against planned achievements?

- a) Plans
- b) Change
- c) Progress
- d) Quality

36. 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 Review Plan

37. 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



38. Which role is part of the project management team?

- a) Corporate or programme management
- b) Quality Assurance
- c) Stakeholder
- d) Business Assurance

39. What is used to identify any interested party who needs to be informed of project closure?

- a) Configuration Management Strategy
- b) Project management team structure
- c) Communication Management Strategy
- d) Project Brief

40. 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 stage

41. Which process enables the Project Board to be accountable for a project's success by enabling it to exercise overall control?

- a) Controlling a Stage
- b) Managing a Stage Boundary
- c) Directing a Project
- d) Initiating a Project

42. How many management stages should a PRINCE2 project consist of?
- a) Start up stage, initiation stage and at least one other management stage to cover the remainder of the project
  - b) At least one management stage to cover the project and a closing stage
  - c) Initiation stage and at least one other management stage to cover the remainder of the project
  - d) Start up stage, initiation stage and a closing stage
43. Which is a type of issue?
- a) Problem/concern
  - b) Follow-on action recommendation
  - c) Exception Report
  - d) Identified threat
44. 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
45. 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

46. How many tasks does the product-based planning technique describe?

- a) One
- b) Two
- c) Three
- d) Four

47. 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

48. Which is an objective of the Initiating a Project process?

- a) To develop the corporate quality management system as part of the Project Initiation Documentation
- 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 corporate management to deliver the project

49. What is a risk cause?

- a) The impact of a risk on the stage tolerance
- b) The source of a risk
- c) The overall effect of a risk on the Business Case
- d) How likely a risk is to occur in a given situation

50. What happens within the Managing a Stage Boundary process?

- a) Progress is reviewed periodically against the Stage Plan
- b) Approvals are provided for all completed products
- c) Issue Reports created during the current stage are escalated
- d) Business justification for the project is reviewed

51. 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

52. Which is a responsibility of the business representative on the Project Board?

- a) Setting tolerance levels for the project
- b) Ensuring the project represents value for money
- c) Confirming the project delivers the required functionality
- d) Checking the required quality levels are achieved by the project's products

53. Which defines the sequence in which the project's products should be developed?

- a) Product Description
- b) Product breakdown structure
- c) Project Product Description
- d) Product flow diagram

54. 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
55. 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
56. The use of which level(s) of plan is recommended by PRINCE2?
- a) Project Plan
  - b) Project Plan and Stage Plan
  - c) Project Plan, Stage Plan and Team Plan
  - d) Project Plan, Stage Plan, Team Plan and Exception Plan
57. Which role is responsible for specifying the project benefits?
- a) Corporate or programme management
  - b) Executive
  - c) Senior User(s)
  - d) Project Manager

58. What is the trigger for the Starting up a Project process?

- a) Project Brief
- b) Project Plan
- c) Project mandate
- d) Outline Business Case

59. Which is a purpose of a Quality Management Strategy?

- 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

60. Which is a purpose of the Organization theme?

- a) To define the total resource requirements of the project
- b) To capture the project acceptance criteria
- c) To define the responsibilities for managing teams
- d) To establish mechanisms to judge whether the project is desirable and achievable

61. 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

62. Which is part of the PRINCE2 definition of a project?
- a) The mechanism used to monitor and compare actual achievements against those planned
  - b) A temporary organization that is created for the purpose of delivering business products
  - c) A sequence of activities to manage product creation
  - d) Defined and agreed roles and responsibilities within an organization structure that engages stakeholder interests
63. Which product establishes the baseline against which the project's actual performance is compared?
- a) Project Brief
  - b) Product Status Account
  - c) Project Initiation Documentation
  - d) Configuration Item Record
64. Which process enables an organization to understand the work that needs to be delivered before the project's approval?
- a) Directing a Project
  - b) Initiating a Project
  - c) Starting up a Project
  - d) Controlling a Stage
65. 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

66. 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

67. Identify the missing words in the following sentence.

Any movement away from delivering the products as agreed at the start of a stage is monitored as part of the [ ? ] process, to avoid uncontrolled change.

- a) Directing a Project
- b) Controlling a Stage
- c) Managing a Stage Boundary
- d) Managing Product Delivery

68. Which process includes the acceptance and execution of project work by external suppliers?

- a) Controlling a Stage
- b) Managing a Stage Boundary
- c) Managing Product Delivery
- d) Directing a Project



69. Which statement describes the relationship between Project Assurance and quality assurance?

- a) Project Assurance provides assurance to the project's stakeholders whereas quality assurance provides assurance to the wider corporate or programme 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 or programme management

70. What helps the Project Board to assess project viability at certain points, as defined in the Project Plan?

- a) Receiving regular Checkpoint Reports
- b) Authorizing one stage at a time
- c) Creating Exception Reports when tolerances are threatened
- d) Authorizing project closure

71. Which is NOT one of the PRINCE2 integrated elements?

- a) Tailoring PRINCE2 to the project environment
- b) The processes
- c) The products
- d) The themes

72. Which is NOT a response type recommended for a threat?

- a) Avoid
- b) Reject
- c) Share
- d) Transfer

73. Which 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

74. Which is a purpose of a Daily Log?

- a) To record the products and activities planned for the stage
- b) To record informal issues
- c) To report on the status of the products produced during a stage
- d) To update the Project Board on the progress of a stage

75. On which environment is PRINCE2 based?

- a) Information technology
- b) Customer/supplier
- c) Procurement
- d) Programme

**END OF EXAMINATION**



***PRINCE2 Foundation Examination***

***Sample Paper 4***

***Answers and rationale***

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## PRINCE2 Foundation Examination

For exam paper: EN\_P2\_FND\_2009\_SamplePaper4\_QuestionBk\_V1.1

Q	A	Syllabus Ref	Rationale
1	B	OV02010 - Overview and Principles	<p>a) Incorrect. Exclusion of stakeholders is not a PRINCE2 concept. A benefit of PRINCE2 is that it ensures that stakeholders (including sponsors and resource providers) are properly represented in planning and decision making. Ref 1.7</p> <p>b) Correct. PRINCE2 provides for the explicit recognition of project responsibilities – so that participants understand each other's roles and needs. There is a defined structure for accountability, delegation, authority and communication. Ref 1.7</p> <p>c) Incorrect. PRINCE2 ensures that stakeholders are involved in assuring project work through roles and the Communication Management Strategy. Ref 1.7</p> <p>d) Incorrect. PRINCE2 is based on a 'management by exception' framework, providing for the efficient and economic use of management time. It defines a thorough but economical structure of reports. Ref 1.7. Issues are escalated to the appropriate level. Not all issues are communicated to all project participants. Ref 9.3.3</p>
2	D	RK02061 - Risk Theme	<p>a) Incorrect. This is defined in an organization's risk management policy. Ref 8.3.2</p> <p>b) Incorrect. This is a purpose of the Risk Register. Ref 8.3.4</p> <p>c) Incorrect. Specific risk responses are decided in the Plan step of the risk management procedure. Ref 8.3.5.3</p> <p>d) Correct. The Risk Management Strategy 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>
3	B	RK01030 - Risk Theme	<p>a) Incorrect. A risk owner is responsible for the management, monitoring and control of all aspects of a particular risk allocated to them. Ref 8.3.5.4. Project Support assists the Project Manager in maintaining the Risk Register. Ref Table 8.3</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 8.3.5.4</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 8.3.5.4</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. Ref 8.3.5.4. Project Assurance reviews risk management practices to check that they are in line with the Risk Management Strategy. Ref Table 8.3</p>
4	B	CH02040 - Change Theme	<p>a) Incorrect. A request for change is made when the user wishes to change the agreed specification. In this case there is a failure to deliver a requirement. Ref Table 9.1</p> <p>b) Correct. An off-specification should be raised where a product cannot be delivered to the standard or volume originally agreed. Ref Table 9.1</p> <p>c) Incorrect. An off-specification would be raised. An Exception Report may be raised later if the effect of the off-specification is to exceed tolerances. Ref Table 9.1/A.10.1</p> <p>d) Incorrect. Amending the Work Package will not change the quality criteria, which are in the Product Description. Ref A.26.2/A.17.1</p>

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5	B	IP02030 - Initiating a Project Process	<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 16.2</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 14.1</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 15.1</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 13.4.2</p>
6	B	MP02020 - Managing Product Delivery Process	<p>a) Incorrect. This is where the Project Manager and Team Manager agree the timing of Checkpoint Reports. Ref 10.3.3.4 / 16.4.1</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 16.2 / 10.3.3.4 / 16.4.2</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 10.3.3.4 / 16.4.2</p> <p>d) Incorrect. The Team Manager is not involved in this activity. Ref 10.3.3.2 / 15.4.4</p>
7	A	PG02010 - Progress Theme	<p>a) Correct. A Highlight Report is time-driven. Ref 10.3.3</p> <p>b) Incorrect. An Exception Report is only produced when a Project Manager believes that a stage or the project is likely to exceed tolerances. Ref 10.3.3</p> <p>c) Incorrect. The Project Initiation Documentation is produced by the final event in initiating a project. Ref 10.3.3</p> <p>d) Incorrect. The end of a stage is driven by a stage coming to an end and the next stage needing authorization. Ref 10.3.3</p>
8	C	PL02022 - Plans Theme	<p>a) Incorrect. The Project Plan covers the full duration of the project, whereas a Stage Plan only covers a particular stage. Ref 7.2.4</p> <p>b) Incorrect. Stage Plans are produced near the end of the stage that is finishing, in the Managing a Stage Boundary process. Ref 17.4.1</p> <p>c) Correct. The Stage Plan is broken down to a level of detail required to be an adequate day-to-day control. Ref 7.2.5</p> <p>d) Incorrect. The Project Plan is used by the Project Board as a baseline against which to monitor project progress stage by stage. Ref 7.2.4</p>
9	A	CH01020 - Change Theme	<p>a) Correct. Configuration management can vary, but typically comprise of five core activities: Planning, Identification, Control, Status Accounting and Verification and Audit. Ref 9.3.2. Typically risks are communicated. Ref 8.3.5</p> <p>b) Incorrect. Configuration management can vary, but typically comprise of five core activities: Planning, Identification, Control, Status Accounting and Verification and Audit. Ref 9.3.2</p> <p>c) Incorrect. Configuration management can vary, but typically comprise of five core activities: Planning, Identification, Control, Status Accounting and Verification and Audit. Ref 9.3.2</p> <p>d) Incorrect. Configuration management can vary, but typically comprise of five core activities: Planning, Identification, Control, Status Accounting and Verification and Audit. Ref 9.3.2</p>

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10	B	QU01010 - Quality Theme	<p>a) Incorrect. The recommended quality review roles are Chair, Presenter, Reviewer and Administrator. Ref 6.3.2.1</p> <p>b) Correct. The recommended quality review roles are Chair, Presenter, Reviewer and Administrator. Ref 6.3.2.1</p> <p>c) Incorrect. The recommended quality review roles are Chair, Presenter, Reviewer and Administrator. Ref 6.3.2.1</p> <p>d) Incorrect. The recommended quality review roles are Chair, Presenter, Reviewer and Administrator. Ref 6.3.2.1</p>
11	B	CH02020 - Change Theme	<p>a) Incorrect. This is risk response and should be funded from a risk budget. Ref 8.3.6</p> <p>b) Correct. A change budget is a sum of money that the customer and supplier agree will be used to fund the cost of requests for change, and possibly also their analysis costs. Ref 9.3.1.1</p> <p>c) Incorrect. A risk reduction action should be funded from the risk budget. Ref 8.3.6</p> <p>d) Incorrect. The Change Authority is a project management team role, funded from the project budget along with other members of the team. Ref 9.3.1.1</p>
12	C	BC02022 - Business Case Theme	<p>c) Correct.</p> <p>(1) Incorrect. This is the purpose of the Highlight Report Ref A.11.1</p> <p>(2) Incorrect. This is a purpose of the Project Initiation Documentation. Ref A.20.1</p> <p>(3) Correct. The Benefits Review Plan defines the activities required to measure the project's expected benefits. Ref A.1.1.</p> <p>(4) Correct. The Benefits Review Plan defines what benefits assessments need to be undertaken. Ref A.1.1</p>
13	D	OR02040 - Organization Theme	<p>a) Incorrect. A check should be made at each stage boundary as new stakeholders, such as new suppliers, may be identified. Ref 5.3.5.3</p> <p>b) Incorrect. Project Board members are stakeholders representing the three primary categories: business, user and supplier. Ref 5.2.5</p> <p>c) Incorrect. Stakeholders may be internal or external to the corporate organization. Ref 5.2.5</p> <p>d) Correct. The three primary categories of stakeholders: business, user and supplier, are represented by the Executive, Senior User(s) and Senior Supplier(s). Ref 5.2.5</p>
14	B	RK01010 - Risk Theme	<p>a) Incorrect. An uncertain event that could have a negative impact on objectives is a threat. Ref 8.2.1</p> <p>b) Correct. An event that may impact positively on the project objectives is an opportunity. Ref 8.2.1</p> <p>c) Incorrect. A risk is an event that has not already occurred. This is an issue. Ref 9.2.3</p> <p>d) Incorrect. A risk is an event that has not already occurred. This is an issue. Ref 9.2.3</p>
15	B	QU02010 - Quality Theme	<p>a) Incorrect. This is a purpose of the Business Case theme. Ref 4.1</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 6.1</p> <p>c) Incorrect. This is a purpose of the Risk theme. Ref 8.1</p> <p>d) Incorrect. This is a purpose of the Progress theme. Ref 10.1</p>

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16	A	SU02030 - Starting up a Project Process	<p>a) Correct. The project mandate should provide the terms of reference for a project. Ref 12.3</p> <p>b) Incorrect. The detailed Business Case is produced during the Initiating a Project process when the outline Business Case is updated. Ref 14.4.7</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 10.3.1.2</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 12.4.6</p>
17	A	SB02020 - Managing a Stage Boundary Process	<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 17.2</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</p> <p>c) Incorrect. This 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 16.2</p> <p>d) Incorrect. An Exception Plan may be prepared in this process to show how to recover from a tolerance deviation, but selecting and putting into force actions to resolve the deviation would occur when taking corrective action in the Controlling a Stage process. Ref 15.4.8</p>
18	A	PG01010 - Progress Theme	<p>a) Correct. The Team Manager has control for a Work Package, within the Work Package tolerances agreed with the Project Manager. During execution of the Work Package, if any forecasts indicate that it is likely to exceed the agreed tolerances, then the deviation should be referred to the Project Manager by the Team Manager in order to get a decision on corrective action. Ref 10.3.1.1</p> <p>b) Incorrect. If a Team Manager forecasts an exception situation, it should be escalated to the Project Manager via an issue. The Team Manager does not escalate this to the Project Board; this is a higher management level. Ref 10.3.1.1</p> <p>c) Incorrect. If a Team Manager forecasts an exception situation, it should be escalated to the Project Manager via an issue. Ref 10.3.1.1</p> <p>d) Incorrect. If a Team Manager forecasts an exception situation, it should be escalated to the Project Manager via an issue. Ref 10.3.1.1</p>
19	B	RK02010 - Risk Theme	<p>b) Correct.</p> <p>(1) Incorrect. The purpose of the Risk theme is to manage project risks, not at the corporate or programme level. Ref 8.1</p> <p>(2) Correct. The Risk theme aims to support better decision making through a good understanding of risks. Ref 8.1</p> <p>(3) Correct. Management or risk should be systematic and proactive implemented by the Risk Management Strategy which defines activities that should be implemented to control risks on a project. Ref 8.1</p> <p>(4) Incorrect. It is the Change theme that identifies, assesses and controls any potential and approved changes to the baseline Ref 9.1</p>
20	A	CP02020 - Closing a Project Process	<p>a) Correct. The Project Initiation Documentation, baselined in the Initiating a Project process, is used as the benchmark to review how the project actually performed against its planned targets and tolerances. Ref 18.2 / 18.4.4</p> <p>b) Incorrect. The controls for the final stage are contained in the Stage Plan rather than the PID. Ref 17.4.1</p>

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			<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 is first approved by the Project Board at the end of Starting up a Project as part of the Project Brief and then at the end of Initiating a Project and at the end of each stage. It is not approved as part of the Closing a Project process Table 13.1/13.3 and A.19.2/Figure 14.7</p>
21	A	PG02082 - Progress Theme	<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 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 10.3.3</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>
22	C	QU02041 - Quality Theme	<p>a) Incorrect. Customer's quality expectations relate to the overall project, not individual products. Ref 6.3.1.1</p> <p>b) Incorrect. Quality test results are not determined until the quality check has taken place, so are not part of quality planning. Ref 6.3.2</p> <p>c) Correct. The quality criteria are defined in the respective Product Descriptions produced when planning the quality required in the Stage Plan approved by the Project Board. Ref 6.3.1</p> <p>d) Incorrect. Determining who will own a product is not the subject of Project Board agreement during quality planning. This is defined in the individual Configuration Item Records. Ref A.5</p>
23	C	OV01010 - Overview and Principles	<p>a) Incorrect. Progress is not one of the six aspects of project performance that needs to be managed. It is a theme. The six aspects are costs, timescales, scope, quality, risk and benefits. Ref 1.5.2</p> <p>b) Incorrect. Change is not one of the six aspects of project performance that needs to be managed. It is a theme. The six aspects are costs, timescales, scope, quality, risk and benefits. Ref 1.5.2</p> <p>c) Correct. Risk is one of the six aspects of project performance that needs to be managed. The other five aspects are costs, timescales, scope, quality, and benefits. Ref 1.5.2</p> <p>a) Incorrect. Security may be an acceptance criterion, but this is NOT one of the six aspects of project performance that needs to be managed. The six aspects are costs, timescales, scope, quality, risk and benefits. Ref 1.5.2</p>
24	D	QU0205 - Quality Theme	<p>a) Incorrect. The project's acceptance criteria form a prioritized list of measurable definitions of attributes required for a set of products to be acceptable to key stakeholders Ref 6.3.1.2</p> <p>b) Incorrect. The project's acceptance criteria form a prioritized list of measurable definitions of attributes required for a set of products to be acceptable to key stakeholders Ref 6.3.1.2</p> <p>c) Incorrect. Quality criteria (not customer quality expectations) are defined in the Product Descriptions for individual products Ref 6.3.1.5</p> <p>d) Correct. The customer quality expectations are a statement about the quality expected from the project product Ref 6.3.1.1</p>

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25	A	DP02030 - Directing a Project Process	<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 13.3</p> <p>b) Incorrect. The Directing a Project process covers the activities of those at the level of management above the Project Manager. Ref 13.3</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 13.3</p> <p>d) Incorrect. The Directing a Project process starts on completion of the Starting up a Project process. Ref 13.1</p>
26	C	RK02020 - Risk Theme	<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 Table 8.3</p> <p>b) Incorrect. Risk responses are decided by the project team during the Plan step. Ref 8.3.5.3</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 8.3.5.4</p> <p>d) Incorrect. The Risk Management Strategy is formulated during the Identify Context step. Ref 8.3.5.1</p>
27	D	SU02040 - Starting up a Project Process	<p>a) Incorrect. This is a purpose of the Benefits Review Plan. Ref A.1.1</p> <p>b) Incorrect. The Lessons Log is created during the Starting up a Project process and is updated throughout the project. This may contribute to, but is NOT a purpose of, the Project Brief. Ref 12.4.2</p> <p>c) Incorrect. The Quality Management Strategy provides this information. Ref 14.4.3</p> <p>d) Correct. A Project Brief is used to provide a full and firm foundation for the initiation of the project. A.19.1</p>
28	C	RK02030 - Risk Theme	<p>a) Incorrect. Activities defined in the risk management procedure will be funded by the normal project budget, not the risk budget for example as part of analysing risks to the plan. Ref 7.3.6.7</p> <p>b) Incorrect. The cost of analyzing a request for change is taken from the change or normal project budget, not the risk budget. Ref 9.3.1.1</p> <p>c) Correct. A risk budget is used to fund specific responses to risks. Ref 8.3.6</p> <p>d) Incorrect. The activity of identifying risks will be paid for from the normal project budget, for example as part of analysing risks to the plan. Ref 7.3.6.7</p>
29	C	CH02010 - Change Theme	<p>a) Incorrect. This procedure assesses and controls uncertainty, not change. Ref 8.3.5</p> <p>b) Incorrect. This procedure monitors and evaluates achievements, not change. Ref 10.3.4</p> <p>c) Correct. This is the procedure that identifies and controls changes to baselined products. It is part of the Change theme. Ref 9.1</p> <p>d) Incorrect. This procedure defines and produces products that are fit-for purpose. Ref 6.3.2</p>

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30	C	OV02020 - Overview and Principles	<p>a) Incorrect. This principle ensures that a PRINCE2 project is planned, monitored and controlled on a stage-by-stage basis. Ref 2.4</p> <p>b) Incorrect. This 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 2.6</p> <p>c) Correct. This 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 2.3</p> <p>d) Incorrect. This principle ensures that PRINCE2 project teams learn from previous experience: lessons are sought, recorded and acted upon throughout the life of the project. Ref 2.2</p>
31	B	MP02030 - Managing Product Delivery Process	<p>a) Incorrect. The Project Manager is not responsible for creating a Team Plan. This is a responsibility of a Team Manager in the Managing Product Delivery process. Ref 16.4.1.</p> <p>b) Correct. A Team Manager is responsible for creating a Team Plan in the Managing Product Delivery process. Ref 16.3</p> <p>c) Incorrect. Project Support is not responsible for creating a Team Plan. This is a responsibility of a Team Manager in the Managing Product Delivery process. Ref 16.4.1</p> <p>d) Incorrect. The Senior User is not responsible for creating a Team Plan. This is a responsibility of a Team Manager in the Managing Product Delivery process. Ref 16.4.1</p>
32	D	QU02030 - Quality Theme	<p>a) Incorrect. Checking whether a product has been created is part of project control. Ref 6.3.2</p> <p>b) Incorrect. Agreeing the quality method to be applied is part of quality planning not quality control. Ref 6.2.4</p> <p>c) Incorrect. The product is developed before a quality review is conducted. Ref 6.3.2</p> <p>d) Correct. This is a defined objective of the quality review technique. An objective of all quality methods is to involve the people who are interested in the product to gain their acceptance. Ref 6.3.2.1</p>
33	C	SU02010 - Starting up a Project Process	<p>a) Incorrect. This is an objective of the Initiating a Project process. Ref 14.1</p> <p>b) Incorrect. This is an objective of the Directing a Project process. Ref 13.1</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 12.1</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 14.3</p>
34	C	PG02071 - Progress Theme	<p>a) Incorrect - This is the purpose of an Exception Report. Ref A.10.1</p> <p>b) Incorrect - This is the purpose of a Quality Register. Ref A.23.1</p> <p>c) Correct - An End Stage Report is used to give a summary of progress to date, the overall project situation, and sufficient information to ask for a Project Board decision on what to do next with the project. Ref A.9.1</p> <p>d) Incorrect - This is the purpose of a Highlight Report. Ref A.11.1</p>

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## PRINCE2 Foundation Examination

35	C	PG02020 - Progress Theme	<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 7.1</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 9.1</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 10.1</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 6.1</p>
36	C	PL02010 - Plans Theme	<p>a) Incorrect. The purpose of the Risk theme is to identify, assess and control uncertainty within the project. Ref 8.1</p> <p>b) Incorrect. The identification of project products involves configuration management, part of the Change theme. Ref 9.3.2</p> <p>c) Correct. The purpose of the Plans theme is to define the means of delivering the products. Ref 7.1</p> <p>d) Incorrect. A Benefits Review Plan is associated with the Business Case theme, not the Plans theme. Ref A.4.1</p>
37	D	OV02030 - Overview and Principles	<p>a) Incorrect. Projects introduce threats and opportunities over and above those we typically encounter in the course of business as usual. Ref 1.3</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 1.3</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 1.3</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 1.3</p>
38	D	OR01010 - Organization Theme	<p>a) Incorrect. Corporate or programme management is discussed as a level of management which is pre-existing but is not part of the project management team. Ref 5.3.1</p> <p>b) Incorrect. Quality assurance activities are outside the scope of PRINCE2 as it is the responsibility of the corporate or programme organization. Ref 6.2.6.</p> <p>c) Incorrect. A stakeholder is described as any individual, group or organization that can affect, be affected by, or perceive itself to be affected by, an initiative (programme, project, activity, risk). Ref 5.3.5</p> <p>d) Correct. The Project Board is responsible, via its Project Assurance role, for monitoring all aspects of the project's performance and products independently of the Project Manager. Project Board members are responsible for the aspects of Project Assurance aligned to their respective areas of concern. The Executive is responsible for the business assurance role, which they may appoint a separate individual to perform. Ref 5.3.2.3</p>

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## PRINCE2 Foundation Examination

39	C	OR02050 - Organization Theme	<p>a) Incorrect. The Configuration Management Strategy would not provide information on those stakeholders that need to be informed. Ref A.6.1</p> <p>b) Incorrect. The project management team structure would only provide information on those people within the team. Ref 5.3.2</p> <p>c) Correct. The Communication Management Strategy should provide information on the project's stakeholders and their information needs at project closure. Ref A.4.1</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>
40	A	SB02010 - Managing a Stage Boundary Process	<p>a) Correct. The 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 17.1</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 17.1</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 17.1 / Fig 11.1</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 Starting up a Project. Ref 12.3 / Fig 11.1</p>
41	C	DP02010 - Directing a Project Process	<p>a) Incorrect. A purpose of the Controlling a Stage process is for the Project Manager to assign work, monitor such work and report progress to the Project Board. Ref 15.1</p> <p>b) Incorrect. A 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 the Project Board can make decisions about the future of the project. This process triggers the Directing a Project process where those decisions are made. Ref 13.1</p> <p>c) Correct. This is a purpose of the Directing a Project process. Ref 13.1</p> <p>d) Incorrect. A 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. Ref 14.1</p>
42	C	PG02040 - Progress Theme	<p>a) Incorrect. Start up is not a stage within a PRINCE2 project. Starting up a Project is a set of activities shared between corporate or programme management, the Executive and the Project Manager. Ref 10.3.2.1 / 12.4</p> <p>b) Incorrect. The initiation stage is mandatory in a PRINCE2 project. Closing is not a stage within a PRINCE2 project. The closure activities to be performed during the process Closing a Project are planned in the final management stage of the project. Ref 10.3.2.1 / 18.3</p> <p>c) Correct. The initiation stage is mandatory in a PRINCE2 project, and there should also be at least one other management stage to cover the remainder of the project. Ref 10.3.2.1</p> <p>d) Incorrect. Start up and Closing are not stages within a PRINCE2 project. Ref 10.3.2.1 / 12.4</p>

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## PRINCE2 Foundation Examination

43	A	CH01010 - Change Theme	<p>a) Correct. This is a type of issue that can often be dealt with informally. Problems or concerns may later be transferred to the Issue Register if after examining them it is decided they need to be treated more formally. Ref 9.2.4 / Table 9.1</p> <p>b) Incorrect. This is not a type of issue. Ref Table 9.1. Follow-on action recommendations are recommended actions related to unfinished work, ongoing issues and risks, and any other activities needed to take a product to the next phase of its life. Ref 18.4.3</p> <p>c) Incorrect. An Exception Report may be raised as a result of an issue. This is NOT a type of issue. Ref Table 9.1.</p> <p>d) Incorrect. This is not a type of issue. This is a risk. Ref Table 9.1 / 8.2.1</p>
44	B	BC02010 - Business Case Theme	<p>a) Incorrect. This is a purpose of the Change theme. Ref 9.1</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 4.1</p> <p>c) Incorrect. This is a purpose of the Risk theme. Ref 8.1</p> <p>d) Incorrect. This is a purpose of the Quality theme. Ref 6.1</p>
45	C	PG02050 - Progress Theme	<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 15.4.7</p> <p>b) Incorrect. An Exception Plan is produced by the Project Manager in the Managing a Stage Boundary process. Ref 17.4.5</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 10.3.4</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 tolerances is an issue. Ref 8.2.1/10.3.4</p>
46	D	PL01020 - Plans Theme	<p>a) Incorrect. Four tasks are described, write the Project Product Description, create the product breakdown structure, write the Product Descriptions, create the product flow diagram. Ref 7.3.3</p> <p>b) Incorrect. Four tasks are described, write the Project Product Description, create the product breakdown structure, write the Product Descriptions, create the product flow diagram. Ref 7.3.3</p> <p>c) Incorrect. Four tasks are described, write the Project Product Description, create the product breakdown structure, write the Product Descriptions, create the product flow diagram. Ref 7.3.3</p> <p>d) Correct. Four tasks are described, write the Project Product Description, create the product breakdown structure, write the Product Descriptions, create the product flow diagram. Ref 7.3.3</p>
47	D	RK02040 - Risk Theme	<p>a) Incorrect. The scale or effect of the risk is referred to as its impact. Ref 8.3.5.2</p> <p>b) Incorrect. This is the impact of the risk occurring. Ref 8.3.5.2</p> <p>c) Incorrect. This is a definition of the risk proximity. Ref 8.3.5.2</p> <p>d) Correct. Probability measures the likelihood of the risk occurring. Ref 8.3.5.2</p>

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## PRINCE2 Foundation Examination

48	C	IP02020 - Initiating a Project Process	<p>a) Incorrect. Elements of the corporate quality management system (QMS) may be referenced in the Quality Management Strategy, but the QMS would not be developed as part of the PID. Ref 14.4.3 / A.20.1</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 17.2</p> <p>c) Correct. The PID should include or reference the project controls and summarize how the project intends to tailor PRINCE2. Ref 14.2</p> <p>d) Incorrect. Authority to deliver the project is sought from the Project Board. Ref 14.3</p>
49	B	RK02050 - Risk Theme	<p>a) Incorrect. Risk cause is the trigger of the risk and does not describe risk impact. Also risk impact is the effect on the delivery of the project objectives, not tolerance. Ref 8.3.5.1</p> <p>b) Correct. The cause should describe the source of the risk, i.e. the event or situation that gives rise to the risk. Ref 8.3.5.1.</p> <p>c) Incorrect. This is a definition of the risk effect which is the impact on objectives. Ref 8.3.5.1</p> <p>d) Incorrect. Likelihood describes the probability of the risk. Ref 8.3.5.2</p>
50	D	SB02030 - Managing a Stage Boundary Process	<p>a) Incorrect. Reviewing stage status takes place in the Controlling a Stage process. Ref 15.4.4</p> <p>b) Incorrect. Approvals for completed products should be obtained during the Managing Product Delivery process. Ref 16.4.2</p> <p>c) Incorrect. This happens throughout the Controlling a Stage process and is ad-hoc, as and when an Issue Report arises. Escalation is not left until the end of the stage. Ref 15.4.7</p> <p>d) Correct. The Business Case may be updated in light of any changes from the previous stage, and to reflect any changes in the original estimated costs and timescales of the next Stage Plan. Ref 17.3</p>
51	D	CS02010 - Controlling a Stage Process	<p>a) Incorrect. This is a purpose of the Managing Product Delivery process. Ref 16.1</p> <p>b) Incorrect. This is a purpose of the Managing a Stage Boundary process. Ref 17.1</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. Ref 17.1 / 13.4.3</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 15.1</p>
52	B	OR02020 - Organization Theme	<p>a) Incorrect. Project tolerance levels are set by corporate or programme management. The Project Board sets stage tolerance levels. Ref 5.3.1</p> <p>b) Correct. The Executive (which 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 5.3.2.2 / 5.2.5</p> <p>c) Incorrect. This is part of the responsibilities/focus of the Senior User who is appointed by the Executive. Ref 5.3.2.2</p> <p>d) Incorrect. This is part of the responsibilities/focus of the Senior Supplier who is appointed by the Executive. Ref 5.3.2.2</p>

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## PRINCE2 Foundation Examination

53	D	PL02030 - Plans Theme	<p>a) Incorrect. This describes a product, not the sequence of development of products. Ref 7.3.3.3</p> <p>b) Incorrect. This is a hierarchical structure which shows the Project Product Description broken down into its major products which are then further broken down until an appropriate level of detail is reached. It does not show the sequence of development of products. Ref 7.3.3.2</p> <p>c) Incorrect. This is a special form of Product Description that defines what the project has to deliver in order to gain customer acceptance. It does not show the sequence of development of products. Ref 7.3.3.1</p> <p>d) Correct. This defines the sequence in which the products will be developed, and any dependencies between them. Ref 7.3.3.4</p>
54	B	CH02035 - Change Theme	<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 would 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. This product holds the version number of one specific configuration item. Ref A.5.1</p>
55	C	BC01010 - Business Case Theme	<p>a) Incorrect. This defines a project's benefit. Ref 4.2.2</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 4.3.4.1</p> <p>c) Correct. A project outcome is the result of a change derived from using the project's outputs. Ref 4.2.2</p> <p>d) Incorrect. The specialist products are defined as the project's outputs. Ref 4.2.2</p>
56	C	PL01010 - Plans Theme	<p>a) Incorrect. In addition there are two further levels: the Stage Plan and Team Plan. Ref 7.2.3</p> <p>b) Incorrect. In addition there is a further level of Team Plan. Ref 7.2.3</p> <p>c) Correct. Project Plan, Stage Plan and Team Plan (Exception Plan replaces one of these). Ref 7.2.3</p> <p>d) Incorrect. Project Plan, Stage Plan and Team Plan (Exception Plan replaces one of these). Ref 7.2.3</p>
57	C	OR02031 - Organization Theme	<p>a) Incorrect. Corporate or programme management commissions the project. However, the role of Seniors User(s) is responsible for specifying the benefits. Ref 5.3.1 / 5.3.2.2</p> <p>b) Incorrect. The role of the Executive ensures that the project is focused on delivering a product that will achieve the forecasted benefits. It is the role of Seniors User(s) who is responsible for specifying the benefits. Ref 5.3.2.2</p> <p>c) Correct. The role of Seniors User(s) is responsible for specifying the benefits. Ref 5.3.2.2</p> <p>d) Incorrect. The Project Manager is the single focus for the day-to-day management of a project. The role of Seniors User(s) is responsible for specifying the benefits. Ref 5.3.2.2</p>
58	C	SU02030 - Starting up a Project Process	<p>a) Incorrect. This is an output of the Starting up a Project process. Ref 12.4.5</p> <p>b) Incorrect. This is created in the Initiating a Project process. Ref 14.4.6</p> <p>c) Correct. This is the trigger for the Starting up a Project process. It is typically created by corporate or programme management prior to the start of any project activity. Ref 12.3</p> <p>d) Incorrect. This is an output of the Starting up a Project process. Ref 12.4.4</p>

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## PRINCE2 Foundation Examination

59	B	QU02064 - Quality Theme	<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 Strategy 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>
60	C	OR02010 - Organization Theme	<p>a) Incorrect. Resources should include human and non-human resources. A definition of total resource requirements is not part of the Organization theme. The theme defines the roles and responsibilities not the resource needs. Resource needs are defined within the Plans theme. Ref 7.3.6.3 / 7.3.6.7</p> <p>b) Incorrect. The project acceptance criteria are captured in the Project Product Description, defined in the Quality theme. Ref 6.3.1.3</p> <p>c) Correct. The Organization theme does establish responsibilities for managing teams (along with accountability). Ref 5.1</p> <p>d) Incorrect. The purpose of the Business Case theme is to establish mechanisms to judge whether the project is (and remains) desirable, viable and achievable as a means to support decision making in its (continued) investment. Ref 4.1</p>
61	D	DP02020 - Directing a Project Process	<p>a) Incorrect. The Starting up a Project process only requests authorization to initiate a project. Ref 12.4.6</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 14.3 / 13.2</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 17.2 / 13.2</p> <p>d) Correct. This is an objective of the Directing a Project process. Ref 13.2</p>
62	B	OV01020 - Overview and Principles	<p>a) Incorrect. This is a purpose of the Progress theme. Ref 10.1</p> <p>b) Correct. A project is a temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case. Ref 1.3</p> <p>c) Incorrect. This is a purpose of a plan. Ref A.16.1</p> <p>d) Incorrect. This describes the PRINCE2 principle of 'Defined roles and responsibilities'. Ref 2.3</p>
63	C	IP02040 - Initiating a Project Process	<p>a) Incorrect. In the Initiating a Project process, the Project Brief is extended and refined in the Project Initiation Documentation, after which the Project Brief is no longer maintained. Ref A.19.1</p> <p>b) Incorrect. The Product Status Account provides information about the status of products. Ref A.18.1</p> <p>c) Correct. The purpose of the Project Initiation Documentation is to define the project, in order to form the basis for its management and an assessment of its overall success. Ref A.20.1</p> <p>d) Incorrect. A Configuration Item Record records the history, status, version and variant of each configuration item. Ref A.5.1</p>

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## PRINCE2 Foundation Examination

64	B	IP02010 - Initiating a Project Process	<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 13.1</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 14.1</p> <p>c) Incorrect. The Starting up a Project process ensures the prerequisites are in place for initiating a project. Ref 12.1</p> <p>d) Incorrect. The Controlling a Stage process enables the Project Manager to assign work to be done, monitor such work, deal with issues, report progress to the Project Board and take corrective action. Ref 15.1</p>
65	A	CP02010 - Closing a Project Process	<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 18.1</p> <p>b) Incorrect. There is not an end stage assessment at the end of the final stage. Ref 18.3. 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 18.1</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 15.3 / 18.1</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. Ref 16.1. 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 18.1</p>
66	A	CS02030 - Controlling a Stage Process	<p>a) Correct. For complex projects with a large initiation stage, the Controlling a Stage process can be used to control the activities. Ref 15.3</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 15.3</p> <p>c) Incorrect. Support activities are business as usual. Controlling a Stage is a project process. Ref 15.3</p> <p>d) Incorrect. Creating an Exception Plan is an activity within the Managing a Stage Boundary process. Ref 17.4</p>

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67	B	CS02020 - Controlling a Stage Process	<p>a) Incorrect. An objective of the Controlling a Stage process is to ensure that 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 ('scope creep') and loss of focus. Ref 15.2</p> <p>b) Correct. An objective of the Controlling a Stage process is to ensure that 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 ('scope creep') and loss of focus. Ref 15.2</p> <p>c) Incorrect. An objective of the Controlling a Stage process is to ensure that 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 ('scope creep') and loss of focus. Ref 15.2</p> <p>d) Incorrect. An objective of the Controlling a Stage process is to ensure that 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 ('scope creep') and loss of focus. Ref 15.2</p>
68	C	MP02010 - Managing Product Delivery Process	<p>a) Incorrect. This is where work is assigned and monitored. Ref 15.1</p> <p>b) Incorrect. This is where a project is reviewed and its continued viability confirmed. Ref 17.1</p> <p>c) Correct. This is a purpose of Managing Product Delivery. Ref 16.1</p> <p>d) Incorrect. This is where a project is given approval to proceed. Ref 13.1</p>
69	A	QU02020 - Quality Theme	<p>a) Correct. Quality assurance provides assurance to corporate or programme management on the project's compliance with corporate standards and policies. Project Assurance provides assurance to the project's stakeholders that the project is being conducted properly. Ref Table 6.1</p> <p>b) Incorrect. Quality assurance is the responsibility of the programme or corporate organization. Ref 6.2.6</p> <p>c) Incorrect. Quality assurance is independent of the project, Project Assurance is independent of the Project Manager but not the project. Ref Table 6.1</p> <p>d) Incorrect. Project Assurance is the responsibility of the Project Board. Quality assurance is the responsibility of corporate or programme management. Ref Table 6.1</p>
70	B	PG02030 - Progress Theme	<p>a) Incorrect. These are sent by a Team Manager to the Project Manager, so they do not provide the Project Board with an indication of project viability. Ref 10.3.3.4</p> <p>b) Correct. Management stages provide review and decision points, giving the Project Board the opportunity to assess the project viability at regular intervals, rather than let it run on in an uncontrolled manner. Ref 10.3.2</p> <p>c) Incorrect. Exception situations are not pre-planned within the Project Plan. Ref 10.3.4</p> <p>d) Incorrect. The authorization of project closure is a Project Board control, planned to take place after the Closing a Project process. This is too late to assess project viability. Ref 10.3.1.2</p>

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## PRINCE2 Foundation Examination

71	C	OV01030 - Overview and Principles	<p>a) Incorrect. Tailoring PRINCE2 to the project environment is one of the four integrated elements of PRINCE2. The others are principles, themes and processes. Ref 1.5.3</p> <p>b) Incorrect. Processes is one of the four integrated elements of PRINCE2. The others are principles, themes and tailoring PRINCE2 to the project environment. Ref 1.5.3</p> <p>c) Correct. An agreed set of products defines the scope of a project and provides the basis for planning and control. 'Focus on products' is one of the seven principles of PRINCE2. Products are not one of the four integrated elements of PRINCE2. Ref 2.6 / 1.5.3</p> <p>d) Incorrect. Themes is one of the four integrated elements of PRINCE2. The others are principles, processes and tailoring PRINCE2 to the project environment. Ref 1.5.3</p>
72	B	RK01020 - Risk Theme	<p>a) Incorrect. This is a recommended response type used to avoid a threat. Ref Table 8.2</p> <p>b) Correct. This is a recommended response type used for an opportunity. Ref Table 8.2</p> <p>c) Incorrect. This is a recommended response type used for either a threat or an opportunity in a pain/gain formula. Ref Table 8.2</p> <p>d) Incorrect. This is a recommended response type used to transfer a threat to a third party. Ref Table 8.2</p>
73	B	CP02030 - Closing a Project Process	<p>a) Incorrect. This activity is not performed as part of the PRINCE2 process model. Ref 8.4.3</p> <p>b) Correct. Transfer ownership of the products to the customer and terminate the responsibility of the project management team. Ref 18.3 / 18.4.3</p> <p>c) Incorrect. At the end of the final stage an End Project Report is created. Ref 18.3</p> <p>d) Incorrect. This is sent to the Project Board for review and approval in the Directing a Project process. Ref 18.4.5</p>
74	B	PG02061 - Progress Theme	<p>a) Incorrect. This information is captured in the Stage Plan. Ref A.16.2</p> <p>b) Correct. The Project Manager should record issues that are being managed informally in the Daily Log. Ref 10.3.3.2 / A.7.1</p> <p>c) Incorrect. The purpose of the Product Status Account is to provide information about the state of the products within defined limits. Ref 9.3.1.3/A.18.1</p> <p>d) Incorrect. This information is captured in a Highlight Report. Ref A.11.2</p>
75	B	OV01040 - Overview and Principles	<p>a) Incorrect. PRINCE2 is not IT orientated. Ref 5.1</p> <p>b) Correct. PRINCE2 is based on a customer/supplier environment. Ref 5.1</p> <p>c) Incorrect. PRINCE2 does not cover procurement projects to any depth. Ref 5.1</p> <p>d) Incorrect. A project may be stand-alone and is therefore not based on a programme environment. Ref 5.1</p>

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