



# The Foundation Examination

*Sample Paper 2*

*June 2011 Release*

**Multiple Choice**

*1-hour paper*

*Instructions*

1. All 75 questions should be attempted.
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. All answers are to be marked on the answer sheet provided.
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 one of the six aspects of project performance that needs to be managed?
- a) Customers
  - b) People
  - c) Benefits
  - d) Processes
- 2 What is the trigger for the Starting up a Project process?
- a) Project Brief
  - b) Project Plan
  - c) Project mandate
  - d) Outline Business Case
- 3 Which is a purpose of the Business Case theme?
- a) Establish mechanisms to monitor and compare actual achievements against those planned
  - b) Establish methods to judge whether the ongoing project is justified
  - c) Assess and control uncertain events or situations
  - d) Describe how, when and at what cost products can be delivered

- 4 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
- 5 The incorporation of the primary stakeholders on the project management team supports what principle?
- a) Continued business justification
  - b) Defined roles and responsibilities
  - c) Manage by stages
  - d) Learn from experience
- 6 Which describes risk appetite?
- a) An organization's attitude towards risk-taking
  - b) Probable effect on the project delivering its objectives
  - c) Probable timeframe within which a risk may occur
  - d) Level of risk exposure that, when exceeded, triggers an exception

7 Identify the missing words in the following sentence.

If the Project Manager needs to know the results of a quality review, the [ ? ] will provide a summary together with the date of any follow-up meeting.

- a) Stage Plan
- b) Issue Register
- c) Daily Log
- d) Quality Register

8 How is the Project Initiation Documentation used during the Closing a Project process?

- a) As the basis for comparing the original aim of the project against what was actually achieved
- b) Provides the controls for the final stage of the project
- c) Updated to include relevant lessons from previous projects
- d) Provides the Project Product Description for approval by the Project Board

9 What role agrees the techniques, products and constraints for a Work Package with the Project Manager?

- a) Executive
- b) Project Assurance
- c) Senior Supplier
- d) Team Manager

10 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

11 Which is a purpose of a Configuration Item Record?

- a) Record quality issues found in a quality test of the product
- b) Explain which procedure should be used for updating the Configuration Item Records of products completed in the stage
- c) Explain which procedure should be used for transferring completed products into the operational and maintenance environment
- d) Record the development status of products in a completed Work Package

12 When authorizing a stage, in which product would the Project Board look for an explanation of any deviations from the approved plans that are within tolerance?

- a) Lessons Report
- b) End Stage Report
- c) Benefits Review Plan
- d) Project Initiation Documentation

13 Which of the following are a purpose of the Benefits Review Plan?

1. Define how a measurement of the achievement of the project's benefits can be made
2. Define what benefits assessments need to be undertaken
3. Define the project, in order to form the basis for its management and an assessment of its overall success
4. Define the activities required to measure the expected project's benefits

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

14 Which is a purpose of the Organization theme?

- a) Define the total resource requirements of the project
- b) Capture the project acceptance criteria
- c) Define the responsibilities for managing teams
- d) Establish mechanisms to judge whether the project is desirable and achievable

15 Which is a purpose of a Project Brief?

- a) Define how and when a measurement of the achievement of the project's benefits can be made
- b) Define any lessons from previous projects and how they may affect this project
- c) Communicate the quality techniques and standards to be applied to achieve the required quality levels
- d) Provide sufficient information for the decision on whether to initiate the project

- 16 Which is a purpose of a Risk Management Strategy?
- a) Communicate how risk management will be implemented throughout the wider corporate organization
  - b) Capture and maintain information on all identified risks relating to the project
  - c) Document specific actions for responding to risks
  - d) Describe the procedures and techniques for managing project risks
- 17 Which is **NOT** a purpose of the Plans theme?
- a) Facilitate communication
  - b) Establish the project's structure of accountability
  - c) Define the means of delivering the products
  - d) Ensure targets are achievable
- 18 Which is a purpose of the Directing a Project process?
- a) Enable the Project Board to exercise overall control of a project
  - b) Prepare a solid foundation for the project
  - c) Establish the prerequisites for the initiation of a project
  - d) Assign Work Packages

19 Which takes place within the Managing a Stage Boundary process?

- a) Periodic review of progress against the Stage Plan
- b) Obtain approvals for all completed products
- c) Escalation of Issue Reports created during the current stage
- d) Review of the business justification for the project

20 Which is a type of issue?

- a) Problem/concern
- b) Follow-on action recommendation
- c) Exception Report
- d) Identified threat

21 Which is a characteristic of a project?

- a) Low risk
- b) Avoids stresses and strains between organizations
- c) Business as usual
- d) Cross-functional



- 22 Which is **NOT** a recommended response type to respond to a threat?
- a) Avoid
  - b) Reject
  - c) Share
  - d) Transfer
- 23 Which is an objective of the Managing a Stage Boundary process?
- a) Request authorization to start the next stage
  - b) Ensure that all threats and opportunities for the current stage have been closed
  - c) Make certain that work on products allocated to the team for the next stage is authorized and agreed
  - d) Implement actions to resolve tolerance deviations from the Stage Plan
- 24 In what process are the project's risk management techniques and standards defined?
- a) Starting up a Project
  - b) Directing a Project
  - c) Initiating a Project
  - d) Managing Product Delivery

25 Which is a purpose of a Daily Log?

- a) Record the products and activities planned for the stage
- b) Record informal issues
- c) Record and track the status of all products produced during a stage
- d) Update the Project Board on the progress of a stage

26 Which is an objective of the quality review technique?

- a) Determine whether a product has been created
- b) Agree the quality method that will be applied to a product
- c) Formulate ideas on how the product will be developed
- d) Provide consultation with a range of interested parties on a product's fitness for purpose

27 When does the Directing a Project process start?

- a) On completion of the Starting up a Project process
- b) On completion of the Initiating a Project process
- c) When the Starting up a Project process commences
- d) After the project has been authorized

28 What plan is mandatory?

- a) Team Plan
- b) Exception Plan
- c) Project Plan
- d) Programme Plan

29 On which environment is PRINCE2 based?

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

30 Which theme assesses and controls uncertainty within a project?

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

- 31 Which of the following is funded from a change budget?
- a) Fallback plan
  - b) Request for change
  - c) Action to reduce a threat
  - d) Change Authority
- 32 Which is an aim of the Starting up a Project process?
- a) Understand how and when the project's products will be delivered and at what cost
  - b) Ensure that there is authority to deliver the project's products
  - c) Do the minimum necessary in order to decide whether it is worthwhile to even initiate the project
  - d) Create the set of management products required to control the project
- 33 Which is a responsibility of the Project Manager?
- a) Delegating responsibility for changes to the Change Authority
  - b) Documenting the Communication Management Strategy
  - c) Approving stage tolerances
  - d) Approving the customer's quality expectations

- 34 Which is **NOT** a factor to consider when defining management stages?
- a) How long the project is
  - b) When Team Managers are available
  - c) When key decisions are required on the project
  - d) The amount of risk within the project
- 35 What process ensures that plans for achieving the expected benefits are managed and reviewed?
- a) Managing Product Delivery
  - b) Initiating a Project
  - c) Directing a Project
  - d) Starting up a Project
- 36 Which of the following are a purpose of an Issue Report?
- 1. Document an off-specification
  - 2. Record an issue's resolution
  - 3. Capture all problems or concerns within the project
  - 4. Capture recommendations for handling a request for change
- a) 1, 2, 3
  - b) 1, 2, 4
  - c) 1, 3, 4
  - d) 2, 3, 4

- 37 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
- 38 Which is **NOT** identified when creating a product breakdown structure?
- a) Products to be created by internal resources
  - b) Products to be modified
  - c) Resources required to produce the products
  - d) Products to be created by an external third party
- 39 Which statement regarding a project's outputs, outcomes and benefits is correct?
- a) All outputs have tangible benefits
  - b) Outcomes are the long term results of benefits
  - c) Outputs are changes in the way the project's products are used
  - d) Benefits are improvements resulting from project outcomes

- 40 What process covers 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
- 41 Which is **NOT** a PRINCE2 integrated element?
- a) The principles
  - b) The techniques
  - c) The themes
  - d) Tailoring to the project environment
- 42 What is the goal of the 'Identify context' step within the recommended risk management procedure?
- a) Identify responses to risks identified in the Business Case
  - b) Understand the specific objectives that are at risk
  - c) Gather information about risks for inclusion in Highlight Reports to the Project Board
  - d) Identify the threats and opportunities that may affect the project's objectives

- 43 Which is a purpose of the Project Product Description?
- a) Defines the reporting structure to be used by the project
  - b) Provides information on what the project is about and how it is being managed
  - c) Describes what the project has to produce to obtain customer acceptance
  - d) Provides input to the creation of the project mandate
- 44 Which is a purpose of the Controlling a Stage process?
- a) Agree, perform and deliver project work
  - b) Draft a plan for the next stage
  - c) Agree stage tolerances
  - d) Take action to make sure that the stage remains within tolerance
- 45 Which of the following roles can the Project Manager also perform?
- 1. Change Authority
  - 2. Project Assurance
  - 3. Project Support
  - 4. Team Manager
- a) 1, 2, 3
  - b) 1, 2, 4
  - c) 1, 3, 4
  - d) 2, 3, 4



- 46 Which defines the sequence in which the products of a plan should be developed?
- a) Product Description
  - b) Product breakdown structure
  - c) Project Product Description
  - d) Product flow diagram
- 47 If a Work Package is forecast to exceed its tolerances, how should a Team Manager inform the Project Manager?
- a) Raise an Exception Report
  - b) Issue an Exception Plan
  - c) Raise an issue
  - d) Raise a risk
- 48 What process enables an organization to understand the work that needs to be done to deliver a project's products before it is approved?
- a) Directing a Project
  - b) Initiating a Project
  - c) Starting up a Project
  - d) Controlling a Stage

- 49 Which is a responsibility of the Project Assurance role?
- a) Inform the Project Manager about the status of the project's products
  - b) Document the Project Board's reporting needs
  - c) Ensure the Project Manager is aware of the need to use any existing corporate standards
  - d) Inform corporate or programme management about the project's status
- 50 When is it confirmed if a project's objectives have been achieved?
- a) During the Closing a Project process
  - b) During the final end stage assessment
  - c) During the post-project review
  - d) During the Managing Product Delivery process
- 51 Which is a definition of a risk cause?
- a) The impact of a risk on the stage and project 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 project situation

- 52 When would the Team Manager be required to 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
- 53 Which is a recommended quality review team role?
- a) Project Manager
  - b) Presenter
  - c) Project Support
  - d) Producer
- 54 What PRINCE2 principle supports planning only to a level of detail that is manageable and foreseeable?
- a) Continued business justification
  - b) Manage by exception
  - c) Focus on products
  - d) Manage by stages

- 55 In which situation might the Controlling a Stage process be used?
- a) Managing a long initiation stage of a complex project
  - b) Managing the activities of a complex programme
  - c) Managing support activities following the handover of the products to the operational environment
  - d) Creating an Exception Plan to replace the current Stage Plan
- 56 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
- 57 Which statement correctly 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
  - d) Project Assurance and quality assurance are both the responsibility of corporate or programme management

- 58 Which of the following assists the Project Board in assessing 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
- 59 Which is a purpose of the Change theme?
- a) Prevent change to anything agreed in the Project Initiation Documentation
  - b) Ensure any potential changes to baselined products are controlled
  - c) Assess and control uncertainty
  - d) Assess changes to only the specialist products
- 60 What product would confirm the version numbers of all products being developed within a given stage?
- a) Configuration Item Record
  - b) Product Status Account
  - c) Stage Plan
  - d) Work Package

- 61 Which is a benefit of using PRINCE2?
- a) Stakeholders are kept out of planning and decision-making
  - b) Participants understand each other's roles and needs
  - c) Stakeholders are not involved in assuring the project work
  - d) All problems are escalated to all stakeholders
- 62 In what product would a product's quality tolerance be defined?
- a) Project Product Description
  - b) Product Description
  - c) Stage Plan
  - d) Quality Management Strategy
- 63 When should the Managing a Stage Boundary process be undertaken?
- a) Close to the end of a management stage
  - b) After the completion of each management stage
  - c) At the end of the final stage
  - d) At the end of project start-up

64 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 while executing a Work Package
- c) Funds set aside from the project budget to cover the costs of implementing risk responses
- d) Funds set aside from the project budget to cover the costs of identifying risks to the project

65 Which role is part of the project management team?

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

66 Identify the missing words in the following sentence.

PRINCE2 management stages relate to the [ ? ], which is a factor that differentiates them from technical stages

- a) use of a particular set of technical skills
- b) use of a specific set of Team Managers
- c) authorization from corporate or programme management
- d) commitment of resources

67 What principle is supported by the Project Product Description?

- a) Continued business justification
- b) Focus on products
- c) Learn from experience
- d) Manage by stages

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

Quality planning provides the definition of the required products with their [ ? ] as a foundation for Project Board agreement.

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

69 Which is a definition of risk probability?

- a) Scale of the risk should it occur
- b) Probable effect on the project delivering its objectives
- c) Probable timeframe within which the risk may occur
- d) A measure of the likelihood of the risk occurring



70 Which is **NOT** an event-driven control?

- a) Highlight Report
- b) Exception Report
- c) Project Initiation Documentation
- d) End of a stage

71 Identify the missing words in the following sentence.

The Project Board will allocate tolerances [ ? ] to the Project Manager.

- a) for each Work Package
- b) for the project
- c) for each management stage
- d) for each technical stage

72 Which is **NOT** a purpose of a Product Description?

- a) Define the time and cost needed to produce the product
- b) Define the quality skills required to check the product
- c) Define the function and appearance of the product
- d) Define the development skills required to produce the product

73 Which is a purpose of a Communication Management Strategy?

- a) Ensuring the project team can use the required reporting tools
- b) Producing reports for the Project Board
- c) Defining the communication method between the Project Board and corporate or programme management
- d) Ensuring stakeholders are aware of their responsibilities

74 Identify the missing words in the following sentence.

During the Controlling a Stage process, the [ ? ] is checked for any new or revised threats and their possible impact on the Business Case.

- a) Benefits Review Plan
- b) End Stage Report
- c) Risk Register
- d) Risk Management Strategy

75 In what plan should project closure activities be planned?

- a) Closure Stage Plan
- b) Stage Plan for the final management stage
- c) Initiation Stage Plan
- d) Team Plan

