



# The Foundation Examination

*Sample Paper 1*

*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) Accuracy
  - b) Reliability
  - c) Scope
  - d) Ease of use
- 2 What theme ensures the project is desirable, viable and achievable?
- a) Organization
  - b) Progress
  - c) Business Case
  - d) Risk
- 3 What 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 The purpose of what theme is to establish mechanisms to monitor and compare actual achievements against those planned?

- a) Business Case
- b) Change
- c) Progress
- d) Quality

5 Which is an objective of the Closing a Project process?

- a) Check that all the project's products have been accepted by the users
- b) Prepare for the final stage of the project
- c) Capture the customer's quality expectations
- d) Ensure that all benefits have been achieved

6 Identify the missing words in the following sentence.

A purpose of the Managing a Stage Boundary process is to provide the Project Board with sufficient information so that it can approve the [ ? ] for the next stage.

- a) Work Packages
- b) Exception Report
- c) Stage Plan
- d) Project Brief

7 What theme provides information on what is required, how it will be achieved and by whom?

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

8 Which is recommended as a possible risk response type for an opportunity?

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

9 Basing projects on a 'management by exception' principle provides which benefit?

- a) Promotes consistency of project work and staff mobility
- b) Provides a common language
- c) Clarity of what a project will deliver, why, when and by whom
- d) Efficient and cost-effective use of management time

10 Identify the missing words in the following sentence.

The purpose of the [ ? ] 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.

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

11 Which is a purpose of the Managing Product Delivery process?

- a) Controls the link between the Project Manager and the Team Manager(s)
- b) Tracks the progress of a stage with the help of Checkpoint Reports
- c) Provides a link between the work of the Project Manager and the Project Board
- d) Maintains a focus on the delivery of benefits throughout the stage

12 Which role is responsible for authorizing and monitoring work to be completed and for taking corrective action within a stage?

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

- 13 Which fact is true of Project Assurance but not quality assurance?
- a) Responsible for monitoring the conduct of the project
  - b) Independent of the Project Manager
  - c) Appointed as part of the project management team
  - d) Responsible for reviewing the project for compliance with corporate standards
- 14 Which is **NOT** a characteristic of a project?
- a) Has a higher degree of risk than business as usual
  - b) Involves people with different skills introducing a change that will impact others outside of the team
  - c) Has a lifespan that usually covers the delivery of the desired outcomes and the realization of all the expected benefits
  - d) A temporary management structure created for the implementation of business products
- 15 What 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 Which is an objective of the Managing a Stage Boundary process?
- a) Enable the Project Board to commit resources and expenditure required for the initiation stage
  - b) Review and, if necessary, update the Project Initiation Documentation
  - c) Provides a break between those managing the project from those creating products
  - d) Ensure a periodic review is held to approve the products created within the completed stage
- 17 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
- 18 Which is a purpose of the Closing a Project process?
- a) Define the procedure for handing over products
  - b) Provide a fixed point at which acceptance for the project product is confirmed
  - c) Define formal requirements for the acceptance, execution and delivery of project work
  - d) Confirm all project benefits have been achieved

- 19 Which is an objective of the Starting up a Project process?
- a) Confirm there are no known restrictions that would prevent the project from being delivered
  - b) Ensure all Team Managers understand their responsibilities
  - c) Get approval for the Project Plan from corporate or programme management
  - d) Prepare the Project Initiation Documentation for authority to initiate the project
- 20 What process is used to provide an interface with corporate or programme management?
- a) Managing Product Delivery
  - b) Directing a Project
  - c) Controlling a Stage
  - d) Managing a Stage Boundary
- 21 Which is **NOT** a purpose of an End Project Report?
- a) Compare project achievements against what was originally agreed
  - b) Record information that will help future projects
  - c) Prompt the Project Board to authorize the next stage
  - d) Pass on details of any ongoing risks for those who will maintain and operate the finished product



22 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
- c) issue and change control
- d) quality control

23 Which is a purpose of a Project Brief?

- a) Describe an agreed position from which the project can be started
- b) Describe the information needs of the project's stakeholders
- c) Describe the configuration management procedure that will be used by the project
- d) Describe the reporting requirements of the Project Board

24 Which is one of the four integrated elements within PRINCE2?

- a) Quality
- b) Role descriptions
- c) Processes
- d) Product Descriptions

25 Which of the following statements apply to a Stage Plan?

1. Is produced with the knowledge of earlier stages
2. Provides the basis for control by the Project Board
3. Is produced close to the time when the planned events will take place
4. Provides the basis for day-to-day control by the Project Manager

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

26 Identify the missing words in the following sentence.

Because the Project Board receives regular [ ? ], there is no need for regular progress meetings.

- a) End Stage Reports
- b) Checkpoint Reports
- c) Exception Reports
- d) Highlight Reports

27 Which is a benefit of using the product-based planning technique?

- a) All the required products of the project will be delivered to time and to cost
- b) Clearly shows how long a project will take
- c) It removes the need for activity-based planning
- d) Reduces the risk of incorrectly scoping the project

28 Which of the following describe a purpose of the Risk theme?

1. Identify risks that may have an impact on the project delivering its objectives
2. Assess and evaluate the impact of the risks on the project delivering its objectives
3. Manage risks at the corporate or programme level of the organization
4. Implement risk management activities to improve the chances of the project delivering its objectives

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

29 What project management team role can trigger the premature closure of a project?

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

30 Which is a purpose of the Organization theme?

- a) Set the tolerance on the cost of resources
- b) Provide project management training to those working within the project
- c) Define the structure of accountability and responsibilities on the project
- d) Implement the controls required to permit management by exception

- 31 Which process enables the Project Board to exercise overall control of a project?
- a) Directing a Project
  - b) Controlling a Stage
  - c) Starting up a Project
  - d) Initiating a Project
- 32 Which is the first plan to be created?
- a) Project Plan
  - b) Initiation Stage Plan
  - c) Team Plan
  - d) Exception Plan
- 33 What is the PRINCE2 definition of a project?
- a) A number of activities managed as a unit
  - b) A unique undertaking that requires organization and resources
  - c) An element of work that a Project Manager agrees to deliver
  - d) A temporary organization created for the purpose of delivering business products

- 34 Which is **NOT** an objective of the Managing Product Delivery process?
- a) Ensure suppliers understand what is expected of them
  - b) Ensure products of appropriate quality are delivered
  - c) Ensure the Project Board is kept informed of progress on the products
  - d) Ensure work for the team is agreed with the Project Manager
- 35 Which is an objective of the quality review technique?
- a) Involve key interested parties to promote wider acceptance of the product
  - b) Develop and improve the specification of a product through continuous assessment
  - c) Correct any errors found in a product during the quality review meeting
  - d) Update the status information in the Configuration Item Record when a product is signed-off
- 36 Which is a purpose of the Communication Management Strategy?
- a) Identify how and by whom the project's products will be controlled and protected
  - b) Define the method of communication between the project and its stakeholders
  - c) Define the structure of responsibilities and accountabilities in support of effective decision making in a project
  - d) Identify the communications required from the Team Manager(s) to the Project Board

37 Identify the missing words in the following sentence.

Any requests for change, which require Project Board approval, should be recorded in the [ ? ] and monitored by the Project Manager

- a) Product Description
- b) Issue Register
- c) Configuration Item Record
- d) Quality Register

38 Which is a recommended quality review team role?

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

39 If a product fails its quality check, what product should always be updated?

- a) Risk Register
- b) Issue Register
- c) Quality Register
- d) Lessons Log

- 40 In what product should the Project Manager enter the details of issues that are resolved without using the formal issue and change control procedure?
- a) Stage Plan
  - b) Daily Log
  - c) Configuration Item Record
  - d) Checkpoint Report
- 41 Which of the PRINCE2 principles uses tolerances to establish the limits of delegated authority?
- a) Manage by stages
  - b) Tailor to suit the project environment
  - c) Focus on products
  - d) Manage by exception
- 42 Which is a purpose of the Starting up a Project process?
- a) Ensuring that the prerequisites for initiating the project are in place
  - b) Establishing that the Project Plan can meet the required target dates
  - c) Creating the Project Initiation Documentation so the project can be initiated
  - d) Confirming to corporate or programme management that quality expectations will be met

43 When should the project management team be reviewed?

- a) As and when new stakeholders are identified
- b) When planning a quality review
- c) When planning the next stage
- d) During product creation

44 Which is **NOT** a responsibility of the Project Board?

- a) Allocate tolerances to specialist teams
- b) Transfer ownership of the Benefits Review Plan to corporate or programme management
- c) Approve the Project Product Description
- d) Confirm the required frequency of Highlight Reports

45 Who sets the project tolerances?

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



46 PRINCE2 plans are carefully designed to meet the needs of the different levels in the project organization. Why is this a benefit?

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

47 What levels of plan are 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

48 Which of the following are described in a Product Description?

1. The component parts of the product
2. The products that are derived from this product
3. The skills needed to create the product
4. The method required to check the product

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

- 49 Which of the following is funded from a change budget?
- a) All changes to the baseline cost of the project
  - b) Increased tolerance required by the Project Manager to complete a stage
  - c) Changes to approved baselined products
  - d) The correction of an off-specification
- 50 What is risk appetite?
- a) Part of the project budget, used to pay for any additional activities required to manage risks
  - b) The funds the Project Board is willing to spend on the management of risk
  - c) Permissible deviation from planned expenditure without the need to escalate to the next higher authority
  - d) An organization's attitude towards risk-taking
- 51 Which role represents the 'delivering' level on the project management team?
- a) Project Board
  - b) Project Manager
  - c) Team Manager
  - d) Project Support

52 Which is a purpose of the Benefits Review Plan?

- a) Document the justification for the undertaking of a project
- b) Describe only residual benefits and those that could not be achieved during the lifecycle of the project
- c) Provide a schedule for measuring the achievement of benefits
- d) Provide the reasons for the project, for entry into the Business Case

53 Which is a purpose of a Configuration Item Record?

- a) Provide a summary of the status of all products at any one time
- b) Provide any details of important links between configuration items
- c) Support the creation of the project product breakdown structure
- d) Include an analysis of an issue or risk which caused the product to change

54 Which is **NOT** a purpose of the Controlling a Stage process?

- a) Take corrective actions to control deviations from the Stage Plan
- b) Recommend the tolerances for the next stage
- c) Report progress to the Project Board
- d) Assign work to be done

55 Which is a true statement regarding stages?

- 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

56 Which is a purpose of the Risk Management Strategy?

- a) Defines the techniques to be used when assessing project risks
- b) Summarizes exposure to strategic, programme, project and operational risks
- c) Recommends responses for each of the project risks
- d) Identifies suitable risk owners for each of the project risks

57 Which role can the Project Manager also perform?

- a) Executive
- b) Project Assurance
- c) Change Authority
- d) Senior User

- 58 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
- 59 Which of the following is established within the Initiating a Project process?
- a) The various ways in which the project can be delivered
  - b) Those who require project information have been identified
  - c) All of the information to develop the Project Brief is available
  - d) Any constraints which could affect the project have been removed
- 60 What term is used to describe when a risk might occur?
- a) Impact
  - b) Proximity
  - c) Probability
  - d) Evaluate

61 Within what process are Team Plans produced?

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

62 Identify the missing words in the following sentence.

If a Project Manager has the appropriate specialist skills and knowledge, they may also perform the role of [ ? ] on the project.

- a) Senior Supplier(s)
- b) Team Manager(s)
- c) Project Assurance
- d) Senior User(s)

63 Which statement is true for project stakeholders?

- a) Some have decision-making authority within the project environment
- b) All are external to the corporate organization
- c) All are internal to the project management team structure
- d) None have decision-making authority within the project environment

- 64 Which of the following is funded from a risk budget?
- a) Potential changes that may be required as the project progresses
  - b) Shortfall in estimating the development costs of the project's products
  - c) Additional activities to reduce, avoid, fallback, transfer, share or enhance project risks
  - d) Production of a Risk Management Strategy
- 65 Which is **NOT** an objective of the Controlling a Stage process?
- a) Produce the Stage Plan for the next stage
  - b) Focus attention on delivery of the stage's products
  - c) Escalate threats to tolerances
  - d) Keep issues and risks under control
- 66 Which of the following describes 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

- 67 Which is a purpose of the Quality theme?
- a) Define the way in which the project will ensure that all products of the project are fit for purpose
  - b) Define the procedures and responsibilities for the creation, maintenance and control of project products
  - c) Establish mechanisms to judge whether the project remains desirable and achievable
  - d) Enable the assessment of continuing project viability
- 68 Which factor should influence the length of a management stage?
- a) Frequency of Highlight Reports
  - b) The level of project risk
  - c) Availability of the Project Board
  - d) Requirement of a specialist team for an element of the development work
- 69 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



70 What is a risk cause?

- a) Negative consequence of a threat occurring
- b) Explanation of the uncertainty which, should it occur, would create a problem
- c) Positive consequence of an exploited opportunity
- d) A known situation which creates uncertainty

71 Which product is a time-driven control?

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

72 Which is a purpose of the Project Product Description?

- a) Define the quality checks that will be used for the project's products
- b) Explain what the project must handover to achieve customer approval
- c) Confirm the delivery timescales for the project's products
- d) Document the Project Manager's responsibilities for delivering the project's products

73 Which is a purpose of the Change Authority?

- a) Determine the change budget for a project
- b) Assess the impact of all requests for change
- c) Reduce the number of requests for change that need to be escalated to the Project Board
- d) Allow the Project Board to delegate the approval of all risks and Issue Reports

74 To which role does a Team Manager report an exception situation?

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

75 What is the first step within the recommended risk management procedure?

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

