



# The PRINCE2<sup>®</sup> Foundation Examination

## Sample Paper 1

Question Booklet | Multiple Choice  
Examination 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 36 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 60 minutes 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 describes the project context?
  - A. It should be understood by stakeholders so that the principles are applied appropriately
  - B. It explains how each aspect of project management should be applied for the processes to be effective
  - C. It guides the progression from pre-project activity through the stages of the project lifecycle
  - D. It ensures an understanding of the needs of stakeholders, and the relationships between them
  
2. Which is a characteristic of a project that distinguishes it from business as usual?
  - A. Projects continue after business as usual resumes
  - B. Projects include ongoing management of operations
  - C. Every project will be different to previous projects
  - D. Project work is generally less risky than business as usual work
  
3. The project board has decided that the project should close prematurely as the external environment has changed.  
Which principle is being applied?
  - A. Learn from experience
  - B. Tailor to suit the project
  - C. Manage by exception
  - D. Ensure continued business justification

4. Which statement about the 'define roles, responsibilities and relationships' principle is **CORRECT**?
- A. The project management team should consist exclusively of internal stakeholders
  - B. An organization's day-to-day management structures are likely to be suited to control the project work
  - C. The project board should exclude external supplier representatives
  - D. Suppliers are stakeholders that can be external to the business
5. Which principle is being applied when setting limits for the seven aspects of performance to enable the project manager to work effectively?
- A. Manage by exception
  - B. Learn from experience
  - C. Tailor to suit the project
  - D. Define roles, responsibilities and build relationships
6. What does the 'ensure continued business justification' principle facilitate?
- A. That the project has a business stakeholder to ensure the investment continues to be justified
  - B. That the project remains desirable, viable and achievable as the project progresses
  - C. That products delivered by the project meet their quality requirements
  - D. That the PRINCE2 project management method is suited to the scale of investment

7. Which statement describes how the principles support effective project management?
- A. They allow the project team to decide how the method should be applied on the project
  - B. They take into account industry-specific models as PRINCE2 is generic
  - C. They rely on a common vocabulary that should be applied as defined in PRINCE2
  - D. They should be applied in the same way across projects within an organization
8. Which statement describes leadership on a project?
- A. It is best done through collaboration across the project ecosystem
  - B. It is the set of shared attitudes, values and goals for the project
  - C. It is a control that takes place when a specific event occurs
  - D. It is instructing the execution of tasks in line with agreed ways of working
9. Which is a definition of co-creation?
- A. Working with key influencers to ensure the agreed ways of working are adopted by all areas of the project ecosystem
  - B. Modifying any of the approved management products that are part of the project baseline
  - C. Ensuring decisions made at stage boundaries are informed by continued business justification
  - D. Applying management control whenever a specific event takes place

10. Which is **NOT** an aspect of leadership?
- A. Instructing the execution of tasks in line with agreed ways of working
  - B. Motivating people to achieve a project's objectives
  - C. Persuading, influencing, and co-creating with stakeholders
  - D. Seeking regular feedback to remain aligned to the project's objectives
11. Which activity should be managed carefully as part of 'leading across organizational boundaries', because it is likely to be performed by people outside the project team?
- A. Securing funding from the business layer for the business case
  - B. Integrating new products into each impacted area of the business
  - C. Gaining commitment for the realization of benefits post-project
  - D. Delivering the products to the agreed quality specifications
12. Why is change management important in a project?
- A. Because stakeholders should understand which organizational areas are impacted by the project
  - B. Because the project products should be described and subject to change control
  - C. Because confidence is needed that the project can meet its scope objectives and continues to be justified
  - D. Because user's quality expectations of the project products should be understood

13. Which statement about capability and competency within a project is **CORRECT**?
- A. Teams should consist of members with similar capabilities and competencies
  - B. Team members are likely to perform differently depending on the structure of the team
  - C. Standard roles and responsibilities should be used, focused on the project's needs
  - D. Career progression of project team members is often the responsibility of the project manager
14. What is a description of a purpose of the change management approach?
- A. To describe how proposals to change the project baseline should be recorded and approved
  - B. To describe the standards required to deliver products that meet user's expectations
  - C. To define how the business will need to operate in the future to meet the project objectives
  - D. To describe the processes and procedures required to manage uncertainty
15. A project holds a workshop to share experiences of new ways of working between project team members.

Which principle is being applied by the 'people' element?

- A. Learn from experience
- B. Manage by exception
- C. Define roles, responsibilities and relationships
- D. Focus on products

16. Which management product should the project board approve to commit to the project scope and timescale?
- A. Project mandate
  - B. Benefits management approach
  - C. Project initiation documentation
  - D. Business case
17. What is a purpose of the business case practice?
- A. To enable the project executive to decide whether to continue with the project
  - B. To identify the user's quality expectations to meet the business need
  - C. To prevent the planned outcomes from causing dis-benefits to the business
  - D. To define the products and how they will be delivered to satisfy the business case
18. Which should be used to justify whether the project should be progressed?
- A. Project brief and benefits management approach
  - B. Highlight report and benefits management approach
  - C. Business case and highlight report
  - D. Project brief and business case



19. Identify the missing word in the following sentence:

A business objective is the measurable outcomes that demonstrate progress in relation to [?] and to which the project should contribute.

- A. organization's strategy
- B. the outputs desired by the business
- C. the benefits desired by the business
- D. the business justification

20. A government department has a target to reduce its carbon footprint by 8-12%.

How should this requirement be captured?

- A. As a benefits tolerance
- B. As a sustainability tolerance
- C. As outcomes to be achieved
- D. As a quality tolerance

21. During a stage, the project manager recorded a new risk on the risk register.

In which step of the business case management technique should its impact on the business case be assessed?

- A. Develop
- B. Check
- C. Maintain
- D. Confirm

22. The project manager has received feedback from stakeholders identifying the need to change the project team structure.

Which principle is being applied by the 'organizing' practice when actioning this feedback?

- A. Learn from experience
  - B. Define roles, responsibilities, and relationships
  - C. Manage by stages
  - D. Tailor to suit the project
23. Which management product should specify individual accountability for sustainability targets?
- A. Role descriptions
  - B. Project management team structure
  - C. Product description
  - D. Business case
24. What is defined as having the authority to direct the project within the remit set by the business?
- A. Project manager
  - B. Project executive
  - C. Project management team
  - D. Project board

25. How should the senior user fulfil their responsibility for continued realization of benefits post-project?
- A. By representing the work needed in a hierarchy to help organize the project
  - B. By ensuring commitment from people in the user community to adopting the new products
  - C. By defining how to assure the continued justification of the project
  - D. By ensuring the technical integrity of the project products delivered to the users
26. A new team member has just joined the project team and will be going on a site visit.
- In which step of the organizational design and development technique should this occur?
- A. Develop the project ecosystem
  - B. Understand the organizational ecosystem
  - C. Design the project ecosystem
  - D. Manage the ongoing changes to the project ecosystem
27. What is the purpose of the plans practice?
- A. To enable the project manager to control the project by defining who will deliver the products, and when to deliver them
  - B. To enable the project executive to monitor whether the project is desirable, viable and achievable and should continue
  - C. To allow the project executive to define which role in the project management team is responsible for producing the plan
  - D. To allow the project manager to plan how to respond to uncertainties and who should action the agreed responses

28. The business strategy has changed, requiring the scope of the project to be increased beyond the tolerances that have been agreed by the business layer.

Which plan should be produced to include this change?

- A. Project plan
  - B. Stage plan
  - C. Team plan
  - D. Exception plan
29. Identify the missing word in the following sentence:
- When planning, there are at least two types of [?] relevant to a project: internal and external.
- A. dependency
  - B. plan
  - C. exception
  - D. scope
30. How should the project plan typically accommodate an iterative-incremental project?
- A. By having multiple delivery stages that allow acceptance criteria to be refined as the products are delivered
  - B. By ensuring that product descriptions are complete before the project is approved by the project board
  - C. By breaking down the work of the stage to the level of detail required for day-to-day control by the project manager
  - D. By dividing the project into two stages to enable iterative delivery of products during the project

31. The project manager needs to capture the user's quality expectations.

In which step of the planning technique should the expectations be captured?

- A. Defining and analysing the products
- B. Organizing work packages
- C. Preparing estimates
- D. Preparing a schedule

32. What is a purpose of the quality practice?

- A. To enable control by defining how the project will deliver the products to satisfy the business case
- B. To document the user requirements and ensure they remain unchanged throughout the project
- C. To identify how the project will ensure that the user requirements of the project's products are met
- D. To agree to deliver products that were not part of the project's business justification

33. The team manager needs to record that a product needs to be tested but has not yet been approved.

Where should this information be recorded?

- A. Quality register
- B. Quality specifications
- C. Product register
- D. Project product description

34. Which statement describes project assurance, rather than quality assurance?
- A. It is independent of the project manager but not the project
  - B. It monitors the project's quality control measures used to assess the project's products
  - C. It is independent of the project team and may be part of the user's quality management system
  - D. It describes the documented expectations for the project products
35. A new requirement is identified when producing a subordinate plan.
- How should this be managed?
- A. By preparing new product descriptions
  - B. By using the issue management approach
  - C. By updating the project product description
  - D. By updating the quality management approach
36. A system has been tested and the user needs to take ownership of the system.
- In which step of the quality management technique should this occur?
- A. Gathering user inputs
  - B. Accepting products
  - C. Describing the quality management approach
  - D. Controlling quality

37. What is a purpose of the risk practice?
- A. To address concerns about standards that are to be applied to products
  - B. To identify the likelihood of a threat occurring and its possible impact on the project
  - C. To guarantee delivery of the agreed scope on time, to cost and quality
  - D. To ensure that problems are resolved before they have a chance to negatively impact the project
38. Which provides the project management team with guidance on how to record threats?
- A. Risk management approach
  - B. Risk register
  - C. Digital and data management approach
  - D. Work package description
39. Which term describes who is responsible for responding to a risk satisfactorily?
- A. Risk owner
  - B. Risk action owner
  - C. Project support
  - D. Project assurance

40. How does loss aversion result in less effective decision-making when considering risks?
- A. By valuing the need to keep what you have, rather than to get something new
  - B. By discounting downside risk, believing that things will go according to plan
  - C. By valuing team unity, rather than reaching the right decision
  - D. By viewing risks that are more likely to occur soon as riskier
41. The project manager needs to understand the project environment and define how to manage the risk on the project.
- In which step of the risk management technique should this be defined?
- A. Identify
  - B. Assess
  - C. Plan
  - D. Implement
42. How does the issues practice contribute to a successful project?
- A. By identifying events that might positively impact the project objectives
  - B. By controlling modifications to the current approved versions of the management products
  - C. By adjusting the level of approval required according to the user's expectations
  - D. By making the uncertain situation certain by addressing its cause



43. Project support needs to understand how to make changes to approved versions of the project products.

Which management product should project support review?

- A. Issue management approach
- B. Risk management approach
- C. Benefits management approach
- D. Quality management approach

44. What is the definition of an issue?

- A. An event relevant to the project that requires project management consideration
- B. An uncertain event that, should it occur, will have an effect on the project
- C. A description of the impact an uncertain event would have on the objectives
- D. A measurable threshold to represent the tolerable range of outcomes for each impacted objective

45. A change has been approved and needs to be implemented.

Which part of the guidance for effective issue management should enable the change to be implemented?

- A. The delegation of authority by the project board to decide on changes to the appropriate level
- B. The application of the change budget within the authorized constraints to make trade-offs
- C. The audit of whether the actual product status reflects the status recorded in the product register
- D. The definition of an appropriate level at which products need to be baselined

46. An issue has been identified and its impact on the project scope needs to be understood.

In which step of the issue management technique should the impact be understood?

- A. Assessing issues
  - B. Capturing issues
  - C. Deciding on changes
  - D. Implementing changes
47. What is the purpose of the progress practice?
- A. To forecast whether the stage is on track to deliver on time and within budget
  - B. To capture information to enable past mistakes to be avoided by this project, or other projects
  - C. To decide what to do about a product that does not meet quality specifications
  - D. To ensure that the user's quality expectations are met by the delivery of the outputs
48. Which should be reviewed by the project board when making the decision about what to do next with the project?
- A. Digital and data management approach
  - B. End stage report
  - C. Highlight report
  - D. Checkpoint report

49. What is the definition of an exception?
- A. A forecast that there will be a deviation beyond agreed tolerance levels
  - B. An uncertain event that, should it occur, will have an effect on the achievement of objectives
  - C. A product that will not meet its quality specifications
  - D. A report to the project manager on the status of the work package
50. How should the use of data and systems support effective progress management?
- A. By focusing the efforts of the project management team on collecting data about what has happened in the past
  - B. By providing accurate data to assist in predicting future project performance
  - C. By focusing the efforts of the project management team on manual data collection
  - D. By defining the tolerances against the seven performance targets for each management level
51. According to the exception management technique, at which levels are projects **MOST LIKELY** to identify issues that exceed stage tolerances?
- A. Commissioning AND directing
  - B. Directing AND managing
  - C. Directing AND delivering
  - D. Managing AND delivering

52. Which is a purpose of the 'starting up a project' process?
- A. To assess whether a project is likely to be valuable to the organization
  - B. To analyze the work required before committing to implement the project initiation documentation
  - C. To provide the opportunity for the users to confirm that they accept the project product
  - D. To delegate the management of the project in a controlled way
53. Which process should ensure that an organization does not proceed to establish solid foundations for unsuitable projects?
- A. Starting up a project
  - B. Directing a project
  - C. Initiating a project
  - D. Managing a stage boundary
54. Which is a purpose of the 'directing a project' process?
- A. To retain accountability of the project board while delegating the detailed management work
  - B. To prevent any projects with poor justification from being undertaken by the organization
  - C. To manage the work of a stage by implementing effective corrective actions
  - D. To provide information so that the commissioning authority can commit to delivery of the project

55. Which **TWO** are objectives of the 'controlling a stage' process?
1. To ensure there are no uncontrolled changes to the products agreed by the project board
  2. To ensure the project board is assured that all products in the stage plan have been completed
  3. To ensure that the project initiation documentation is updated with any quality changes required for the next stage
  4. To ensure that the products delivered during the stage meet the agreed quality criteria
- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4
56. Which **TWO** are objectives of the 'directing a project' process?
1. To ensure that the project is only closed when properly authorized
  2. To ensure that post-project benefit reviews have been scheduled
  3. To ensure that the business is ready to use the products after the project is closed
  4. To ensure that users have accepted the project product
- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

57. Which **TWO** are objectives of the 'initiating a project' process?
1. To ensure that the project team focuses on delivering the approved products in the stage plan
  2. To ensure that the project team is authorized to proceed with the initiation stage
  3. To understand how changes to the agreed project products will be approved
  4. To plan and estimate the costs for the work to deliver the products
- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4
58. Which activity is performed **ONLY** in the 'managing a stage boundary' process?
- A. Preparing a replacement for the current stage plan for approval by the project board
- B. Constantly reviewing the business justification against the business case
- C. Reporting stage progress regularly to the project board
- D. Preparing the project for premature closure following project board direction
59. What is needed to perform the 'managing a stage boundary' process?
- A. The work of the project needs to be broken down into sections
- B. Each stage needs to deliver project benefits incrementally
- C. The project needs to have a predictable end date
- D. Every stage needs to be in exception

60. What action should be taken if a project is closed prematurely?
- A. The project manager should still use the 'closing a project' process to deal with the situation
  - B. The project manager should ensure no additional work is undertaken before the project is closed
  - C. The project manager should trigger premature close, if the business case is no longer valid
  - D. The project board should approve the use of the remaining project budget to fund operational costs

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