



The PRINCE2[®] Foundation Examination

Sample Paper 2

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 is a delivery approach that is defined as starting the next delivery step only when the previous step has been completed and the product is made available at the end of project?
 - A. Linear-sequential
 - B. Hybrid
 - C. Iterative-incremental
 - D. Event-driven

2. Which characteristic of a project relates to teams from different organizations working together?
 - A. Cross-functional
 - B. Unique
 - C. Temporary
 - D. Change

3. Which principle is being applied when reviewing whether the project will deliver valuable products?
 - A. Ensure continued business justification
 - B. Learn from experience
 - C. Manage by exception
 - D. Tailor to suit the project

4. An external IT company is being appointed to deliver a new accounting system as part of a project.

Which principle is being applied when agreeing the contract with the IT company?

- A. Define roles, responsibilities and relationships
- B. Manage by stages
- C. Manage by exception
- D. Tailor to suit the project

5. What does the 'manage by exception' principle enable?

- A. Decisions to be made by the right people, at the right time
- B. The project to deliver benefits required by the business
- C. The project team members to understand their contribution to the project
- D. The project team to define the scope to be delivered by the project

6. The project manager agreed with the team manager that a work package can be delivered up to 1 week later than shown on the team plan.

Which principle is being applied by the project manager?

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

7. The project manager has recommended that some of the management products for the project should be combined.

In which management product should this be documented?

- A. Project plan
 - B. Project initiation documentation
 - C. Stage plan
 - D. Business case
8. What is a definition of leadership?
- A. Motivating people through the use of persuasion, influencing and co-creating
 - B. Ensuring that the project is properly initiated before work starts on delivery
 - C. Enabling governance by delegating authority from one management level to the next
 - D. Keeping the project aligned with the benefits being sought by the business
9. Which term is defined as the process of people working together to achieve the project's objectives?
- A. Collaboration
 - B. Plans
 - C. Change
 - D. Co-creation

10. What is a definition of a stakeholder?
- A. An individual that can affect the project
 - B. Someone who owns an action to mitigate an uncertainty
 - C. Anyone with responsibility for the overall direction of the project
 - D. An independent person who assesses if a product meets its quality criteria
11. Which activity should be managed carefully as part of 'leading across organizational boundaries' since it can be performed by people that are outside the project team?
- A. Delivering the products to the agreed quality specifications
 - B. Integrating new products into each impacted area of the business
 - C. Gaining commitment for the realization of benefits post-project
 - D. Securing funding from the business layer for the business case
12. Which statement about effective stakeholder engagement within a project is **CORRECT**?
- A. Key influencers are usually senior executives, rather than those undertaking operational tasks
 - B. Key influencers with the greatest influence will remain the same over the life of the project
 - C. Most communication with key influencers should occur through formal communication channels
 - D. The project management team should engage closely with key influencers to ensure project success

13. What is **MOST LIKELY** to be considered when building an effective project team?
- A. Whether team members need training to improve their skills and competencies
 - B. Ensuring the project manager is more senior than team members
 - C. Whether the communication management approach is likely to evolve during the life of the project
 - D. Ensuring each team member is hand picked by the project manager
14. Which is a description of a purpose of the change management approach?
- A. To describe the roles responsible for managing uncertainties to delivery of the target state
 - B. To describe how to assess the impact of a request for change on the agreed project timeline
 - C. To describe the techniques that will be used to review whether products meet stakeholder expectations
 - D. To describe how the business will move from the current ways of working to the target state
15. Which principle is being applied by the 'people' element when the level of confidence and trust determines the amount of delegation?
- A. Manage by exception
 - B. Manage by stages
 - C. Focus on products
 - D. Tailor to suit the project context

16. Which management product **BEST** provides the project team with a basis for the ongoing management of the overall project?
- A. Highlight report
 - B. Project plan
 - C. Project initiation documentation
 - D. Business case
17. What do the desired outcomes directly result in?
- A. In achievement of the business objectives
 - B. In delivery of outputs to quality specifications to meet business objectives
 - C. In measurable improvements defined in the business case
 - D. In a reduction in the business change costs defined in the business case
18. Which should provide confidence that there is a robust justification for undertaking a project?
- A. Project brief
 - B. Business case
 - C. Benefits management approach
 - D. Project plan

19. Which term is defined as the tangible or intangible deliverable of an activity?
- A. Output
 - B. Outcome
 - C. Benefit
 - D. Plan
20. How are some of the seven aspects of project performance used when establishing business justification?
- A. By solely focusing on the costs of product development in the business case compared with the benefits
 - B. By incorporating dis-benefits as major risks in the investment appraisal and balancing them against the benefits
 - C. By understanding product quality requirements and how they impact on time, cost or sustainability targets
 - D. By ensuring that the project products are fully used in operations to deliver the benefits to the business
21. In which step of the business case management technique should the project mandate be reviewed?
- A. Develop
 - B. Check
 - C. Maintain
 - D. Confirm

22. Which principle is being applied by the 'organizing' practice when the project executive ensures that decisions align to changing business needs?
- A. Focus on products
 - B. Ensure continued business justification
 - C. Learn from experience
 - D. Manage by exception
23. A new department head wants to know which members of staff will be involved in the project.
- Which management product should the department head review?
- A. Project management team structure
 - B. Role descriptions
 - C. Project log
 - D. Project board
24. Identify the missing word in the following sentence:
- PRINCE2 uses the term [?] to cover all people required to allocate their time to the project.
- A. Stakeholders
 - B. Users
 - C. Project team
 - D. Project support

25. According to the guidance for effective organizing, how should the commissioning party contribute to a project when it is started?
- A. By identifying the project executive in the project mandate
 - B. By setting sustainability targets on a stage-by-stage basis
 - C. By authorizing any breach of a project level tolerance that arises
 - D. By being responsible for the overall management of the project
26. In which step of the organizational design and development technique should responsibility for setting personal objectives be agreed?
- A. Understand the organizational ecosystem
 - B. Develop the project ecosystem
 - C. Design the project ecosystem
 - D. Transition the project into the organizational ecosystem
27. How should approved plans enable control?
- A. Plans should provide the baseline from which the schedule can be developed
 - B. Plans should be used to monitor progress and assess the impact of issues and risks
 - C. Plans should be updated as soon as a change in the project scope is identified to show the revised scope
 - D. Plans for the project as a whole include estimates that are the most accurate

28. The team manager needs to check what products should be delivered by his team.

Which management product should the team manager review?

- A. Project product description
 - B. Work package description
 - C. Stage plan
 - D. Project plan
29. What is defined as a high-level plan showing the major products of the project?
- A. A project plan
 - B. A stage plan
 - C. A team plan
 - D. A work package
30. How should the project manager address the planning horizon?
- A. By preparing a complete and detailed project plan based on accurate estimates
 - B. By preparing a stage plan for the next stage based on more accurate estimates
 - C. By identifying the major products and activities in the project plan
 - D. By identifying interdependencies between major products in the stage plan

31. In which step of the planning technique should the project manager identify the equipment needed to deliver the plan?
- A. Preparing estimates
 - B. Defining and analysing the products
 - C. Organizing work packages
 - D. Preparing a schedule
32. What is a description of a purpose of the quality practice?
- A. To define how the project's products will be tested to obtain their acceptance
 - B. To define how the project executive will decide whether the benefits exceed the costs
 - C. To enable the project team to communicate effectively by defining how the products will be delivered
 - D. To collect and assess off-specifications and control changes to the agreed project scope
33. The project manager needs to check when an output is planned to be inspected.
- Which management product should the project manager review?
- A. Quality management approach
 - B. Product description
 - C. Product register
 - D. Quality register

34. Which describes quality specifications?
- A. They are applied when inspecting a finished product
 - B. They are applied when accepting the project product
 - C. They are documented in the project product description
 - D. They are documented in the quality management approach

35. A building is being constructed as part of the project. The building needs to meet environmental targets.

Which information should be recorded as part of quality planning?

- A. The quality activities to test the product's sustainability in the quality register
 - B. The test results after testing the product's environmental requirements
 - C. The environmental requirements as the specifications in the product description
 - D. The post project reviews to measure the sustainability targets in the benefits management approach
36. The project manager has prioritized the criteria that the project product must meet before the user will accept it.

In which step of the quality management technique should this prioritization be used to define quality specifications?

- A. Gathering user inputs
- B. Accepting products
- C. Describing the quality management approach
- D. Controlling quality

37. Why should the risk practice be performed?
- A. To enable the project board to decide whether the outcomes and resulting benefits are likely to be achieved
 - B. To enable the project manager to predict whether the project will be delivered on time and cost
 - C. To identify the modifications to the current approved versions of the project products
 - D. To identify and manage opportunities that would positively affect achievement of the project objectives
38. The PRINCE2 procedure needs to be tailored to ensure events that are likely to affect the objectives are managed.
- In which management product should this be documented?
- A. Risk management approach
 - B. Risk register
 - C. Issue management approach
 - D. Issue register
39. Which term is defined as an uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives?
- A. Risk
 - B. Off-specification
 - C. Request for change
 - D. Problem/concern

40. How does effective risk management enable understanding of the overall risk exposure for a project?
- A. By positioning risks, in relation to the risk tolerance line, on a summary risk profile
 - B. By identifying different types of sustainability risks
 - C. By identifying, assessing and planning responses for each risk
 - D. By establishing a risk budget to fund management responses to risks
41. The project manager needs to review the project brief to decide who will be responsible for each step in the risk management technique.
- In which step of the risk management technique should this occur?
- A. Identify - define context and objectives
 - B. Identify - identify threats and opportunities
 - C. Assess - prioritize risks
 - D. Plan
42. The senior user is concerned that the scope of the project needs to be changed.
- When should the senior user raise this issue?
- A. As soon as the issue has been identified
 - B. At the next scheduled formal project meeting
 - C. At the next scheduled meeting of project board members
 - D. As the stage end approaches

43. The project manager wants to review the status of all events that are being considered by the project management team.

Which management product should the project manager review?

- A. Issue register
- B. Issue report
- C. Risk register
- D. Product register

44. What is the definition of a request for change?

- A. A proposal for a change to a baseline
- B. Something that should be provided but has not been provided
- C. An uncertain event which may affect objectives
- D. The current versions of project products that are subject to change control

45. The project board has delegated significant change authority to several roles in the project management team.

What negative effect could directly result from this?

- A. Most changes to product descriptions may be generated by team members
- B. The actual and authorized status of products recorded in the product register may not agree
- C. The project board may be slow to make decisions, delaying delivery progress
- D. The project scope may become less aligned to the business case

46. The project manager needs to consider the impact of an issue on the benefits and costs.

In which step of the issue management technique should this occur?

- A. Assessing issues
 - B. Capturing issues
 - C. Deciding on changes
 - D. Implementing changes
47. Which statement **BEST** describes where progress should be monitored?
- A. At stage boundaries at the end of each stage
 - B. At the project, stage, and work package level
 - C. At the product delivery level
 - D. At project closure when project costs are being calculated
48. The project manager needs to inform the project board of what approved products are outstanding before the project board approves further work.
- In which management product should the project manager record this information?
- A. Checkpoint report
 - B. Highlight report
 - C. End stage report
 - D. End project report

49. Identify the missing word in the following sentence:

The business layer, outside the project team, sets the overall requirements and [?] levels for the project.

- A. Tolerance
- B. Issue
- C. Forecast
- D. Risk

50. The project mandate set a firm date for the delivery of the project. It has now been agreed that the project can be delayed by up to 4 weeks.

Which level of management should agree this?

- A. Project board
- B. Project manager
- C. Business layer
- D. Team manager

51. What action may be taken by a project manager when an issue causes one of the stage tolerances to be exceeded?

- A. Accept or reject the recommendation from the exception report
- B. Resolve the issue within other project tolerances and include in the next highlight report
- C. Escalate to the business layer for advice and direction to implement the exception report
- D. Resolve the issue using other stage tolerances and include in the next highlight report

52. Which is a description of a purpose of the 'initiating a project' process?
- A. To define how long it will take for the project to deliver what is required to gain acceptance
 - B. To enable control between the project manager and team managers
 - C. To review, at a high level, whether the project will add value to an organization
 - D. To assess whether a project has been delivered on time and that it has nothing more to contribute

53. The team manager needs to agree what products need to be produced, and when.

In which process should this be agreed?

- A. Managing product delivery
 - B. Directing a project
 - C. Managing a stage boundary
 - D. Controlling a stage
54. In which process is the work undertaken to assess whether all the objectives given in the current project initiation documentation have been achieved?
- A. Closing a project
 - B. Controlling a stage
 - C. Managing product delivery
 - D. Managing a stage boundary

55. Which **TWO** are objectives of the 'starting up a project' process?
1. To define the scope of the project to enable it to be initiated
 2. To authorize the work to deliver the project product
 3. To understand what quality techniques will be applied in the project
 4. To assess the alternative ways of delivering the project
- A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4
56. Which **TWO** activities support the objectives of the 'directing a project' process?
1. Authorize that the project team should be disbanded as work is complete
 2. Review plans to measure the benefits after the project has closed
 3. Check that the products can be supported by operations after the project is closed
 4. Verify that the users' requirements have been met
- A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4

57. Which **TWO** are objectives of the 'controlling a stage' process?
1. To respond to risks and issues as they are raised
 2. To plan the detailed activities for the next stage of the project
 3. To define the controls for the project
 4. To continually assess the business justification
- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4
58. During the 'managing a stage boundary' process, when should the project manager replan the rest of the stage?
- A. After reporting to the project board that a stage tolerance is likely to be exceeded
- B. After receiving advice from the project board in response to a highlight report during the stage
- C. After requesting the project board to approve an exception plan for the stage
- D. After requesting the project board to approve a change to the project team delivering the stage's products
59. Which describes how the 'controlling a stage' process may be used?
- A. It could be used by the project manager to monitor the initiation stage of a large project
- B. It could be omitted if the team manager role is being fulfilled by the project manager
- C. It could be merged with the 'managing a stage boundary' process if appropriate
- D. It could be omitted if the team managers are internal to the business

60. Which describes a project characteristic that drives the need for the 'closing a project' process?
- A. A project should hand over the desired change to business as usual
 - B. A project is delivered using a new project team
 - C. A project uses resources from different departments
 - D. A project deals with higher levels of uncertainty

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