



# The Foundation Examination

*Sample Paper 1*

*January 2010 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:* .....

- 1 Which is one of the six aspects of project performance that need to be managed?
  - a) Performance
  - b) Reliability
  - c) Scope
  - d) Ease of use
  
- 2 Which activity within the Controlling a Stage process supports the learn from experience principle?
  - a) Authorize a Work Package
  - b) Review the stage status
  - c) Escalate issues and risks
  - d) Take corrective action
  
- 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 The purpose of which theme is to establish mechanisms to monitor and compare actual achievements against those planned?

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

5 What 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 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
- 8 Which role is responsible for documenting the customer's quality expectations?
- a) Project Manager
  - b) Executive
  - c) Senior Supplier
  - d) Senior User
- 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 economic 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 What is the 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 through the consolidation 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 statement does **NOT** define 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 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 What 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, updates the Project Initiation Documentation
  - c) Provide a controlled break between those managing the project and those creating products
  - d) Ensure a periodic review is held to approve the products created within the completed stage
- 17 Which of the following is a baseline management product?
- a) Benefits Review Plan
  - b) Issue Register
  - c) Highlight Report
  - d) Product Status Account
- 18 What 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 What does a Product Description contain?

1. A breakdown of the individual parts that make up the product
2. The management stage in which the product is to be created
3. The reviewer(s) for the product
4. Any allowable deviation from the specified quality criteria

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

20 How is a Product Description used in the Controlling a Stage process?

- a) To demonstrate that a product meets its quality criteria by applying the quality method specified
- b) To develop a Work Package
- c) To develop the product(s) to the defined quality criteria
- d) To set stage tolerances

21 What is a purpose of a Checkpoint Report?

- a) Provides progress information on all of the Work Packages within a stage
- b) Updates the Project Manager on the status of a Work Package
- c) Records results of all quality checks and quality reviews held during the stage
- d) Provides details of Work Packages to be issued before the next report is due

- 22 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
- 23 When would the Project Board approve the customer's quality expectations?
- a) Authorizing initiation
  - b) Authorizing the project
  - c) Giving ad hoc direction
  - d) Authorizing a Stage or Exception Plan
- 24 Which is one of the four integrated elements within PRINCE2?
- a) Quality
  - b) Role descriptions
  - c) Processes
  - d) Product Descriptions

- 25 How does the Starting up a Project process support the manage by stages principle?
- a) Provides a structured set of activities for the pre-project stage of the PRINCE2 journey
  - b) Determines the level of authority delegated to the Project Manager for the initiation stage
  - c) Ensures time is not wasted initiating a project based on unsound assumptions
  - d) Ensures that the work required for project initiation is planned
- 26 How does the Managing a Stage Boundary process support the focus on products principle?
- a) Prepares and distributes an interim report on what has gone well
  - b) Documents the agreed level of quality for each of the deliverables of the next stage
  - c) Replans a stage in response to a forecast deviation from tolerance
  - d) Reviews and, if necessary, updates the project management team for the next stage
- 27 What is a benefit of adopting 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 and highlights those products on the critical path
  - c) It removes the need for activity-based planning
  - d) Reduces the risk of incorrectly scoping the project

- 28 Which is a reason for reviewing the Project Brief during the Initiating a Project process?
- a) Provides details of the selected solution to be delivered by the project
  - b) Describes lessons to be learned from similar projects
  - c) Identifies risks and issues associated with configuration management
  - d) Confirms the time and cost tolerances for the next stage
- 29 Which project management team role can trigger a 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) Establish tolerances around the resources utilized on the project
  - 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 of the following takes place before the initiation of a project?
1. Provide the Executive with a role description
  2. Consider the successes and failures of similar activities carried out in the past
  3. Record and update all initial risks in the Daily Log
  4. Develop the detailed Business Case stating why the project is worth doing
- a) 1, 2, 3  
b) 1, 2, 4  
c) 1, 3, 4  
d) 2, 3, 4
- 32 Which is the first plan to be created?
- a) Project Plan  
b) Initiation Stage Plan  
c) Team Plan  
d) Exception Plan
- 33 Which process is used to communicate with corporate or programme management?
- a) Managing Product Delivery  
b) Directing a Project  
c) Controlling a Stage  
d) Managing a Stage Boundary

- 34 What does the Managing Product Delivery process **NOT** aim to ensure?
- a) Suppliers understand what is expected of them
  - b) Products of appropriate quality are delivered
  - c) The Project Board is kept informed of progress on the products
  - d) 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 in promoting 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 How is the Risk Register used in the Managing a Stage Boundary process?
- a) Checked for any Issue Reports noted for review at stage end
  - b) Reviewed for the status of risks
  - c) Updated to record that all risks have been closed
  - d) Checked to ensure that all open risks have been transferred to the Issue Register

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 What is a purpose of the 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 to initiate the project

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

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

- 40 How does the Business Case theme support the continued business justification principle?
- a) Allows projects not delivering direct benefits to proceed without a Business Case
  - b) Removes the need for a separate Business Case where a project is part of a programme
  - c) Mandates that even the simplest of projects should have a Business Case
  - d) Ensures a new Business Case is created at the end of each stage to confirm the viability of the next stage
- 41 How does the Managing Product Delivery process support the manage by exception principle?
- a) By breaking work down into stages that are easier to plan
  - b) Using Team Managers who have experience in the work
  - c) Team Managers should warn the Project Manager of any threat to the tolerances that are defined in the Work Package
  - d) Team Managers create an Exception Report for events beyond Work Package limits
- 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 Which is recommended as a possible risk response type for an opportunity?
- a) Reduce
  - b) Transfer
  - c) Reject
  - d) Fallback
- 44 Which is **NOT** a responsibility of the Project Board?
- a) Allocate tolerance 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 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

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 Identify the missing words in the following sentence.

The Team Plan should be checked by [ ? ] to ensure that any supplier and operating standards defined for the project are used appropriately.

- a) User Assurance
- b) Supplier Assurance
- c) Business Assurance
- d) quality assurance

- 49 How does the Initiating a Project process support the continued business justification principle?
- a) Confirms who is to be involved in the project decision-making
  - b) Clarifies the products to be delivered
  - c) Documents how the corporate project management method will be tailored to suit the project
  - d) Refines the Business Case
- 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 Who represents the 'delivering' level on the project management team?
- a) Project Board
  - b) Project Manager
  - c) Team Manager
  - d) Project Support

- 52 What 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 What 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 time and cost tolerance for the stage
  - c) Report progress to the Project Board
  - d) Assign work to be done

55 Which statement is true of 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 What 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 Identify the missing words in the following sentence.

If the Project Manager needs to know the results of a quality review, reviewing 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

- 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 What is established within the Initiating a Project process?
- a) How the project is going to be approached
  - b) How the required quality will be achieved
  - 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
- 60 Which term is used to identify when a risk might materialize?
- a) Impact
  - b) Proximity
  - c) Probability
  - d) Evaluate

61 How does the Progress theme support the manage by exception principle?

- a) Provides for technical stages which can overlap
- b) Ensures decision points are scheduled throughout the project to assess the viability of the project
- c) Recommends actions which may improve the outcome of future projects
- d) Provides for delegation of a unit of work within a defined level of authority

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 What is a risk budget used to fund?

- 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) Assessment of project risks and the planning of any responses to deal with these

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 represents an output?

- a) New accounting procedures
- b) Staffing costs reduced by 20%
- c) Sales invoices processed 30% faster
- d) £30k cost savings

- 67 What 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) Address 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 How is the Configuration Management Strategy used in the Closing a Project process?
- 1. Reviewed for its effectiveness in controlling and protecting all products
  - 2. Examined to confirm how all project files are to be archived
  - 3. Referenced to establish how all products need to be handed over into the relevant operational environment(s)
  - 4. Updated to incorporate any corporate or programme policies and processes that applied to the project
- a) 1, 2, 3
  - b) 1, 2, 4
  - c) 1, 3, 4
  - d) 2, 3, 4

70 What is a risk cause?

- a) Negative consequence of a threat occurring
- b) Explanation of the areas of uncertainty which, should they occur, would create a problem
- c) Positive consequence of an opportunity exploited
- 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 When does PRINCE2 say the project management team should be considered for updating?

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

- 73 What 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 What would you **NOT** find in a Business Case?
- a) Major potential threats
  - b) Reasons why the project was started
  - c) A forecast of what will happen if the project is not approved
  - d) The names of those people responsible for achieving the benefits
- 75 What is the first step within the recommended risk management procedure?
- a) Identify
  - b) Assess
  - c) Plan
  - d) Implement

# PRINCE2 Foundation Examination Answer Key

Week ending:

Exam Paper: GBP29FExam-100119SamplePaper1

Q	Ans	Syllabus Topic	Section	Q	Ans	Syllabus Topic	Section	Q	Ans	Syllabus Topic	Section
1	C	OV01	1.5.2	31	A	SU04	14.4.7	61	D	PG05.3	2.5
2	B	CS03	15.4.4 / 2.1	32	B	PL05	11.2.1	62	B	OR07.5	5.3.2.7
3	C	DP01	13.4.1	33	B	DP02	13.2 / 13.3	63	A	OR08	5.2.5
4	C	PG03	10.1	34	C	MP02	16.2	64	C	RK07	8.3.6
5	A	CP02	18.2	35	A	QU05	6.3.2.1	65	A	CS02	15.2
6	C	SB01	17.1	36	B	SB06.15	17.4.1	66	A	BC03	4.2.2
7	B	PL04	7.1	37	B	CH04.2	A.12.1	67	A	QU02	6.1
8	A	SU05	12.4.4	38	D	SU06.1	A.19.1	68	B	PG07	10.3.2.2
9	D	OV04	1.7	39	C	IP08.5	6.3.1.6	69	A	CP06.11	18.4
10	A	IP01	14.1	40	C	BC02	4.1	70	D	RK09	8.3.5.1
11	A	MP01	16.1	41	C	MP03	16.4.2 / 2.5	71	C	PG01	10.3.3
12	A	CS05	15.3	42	A	SU01	12.1	72	C	OR04	17.4.1
13	C	QU04	6.2.6	43	C	RK02	Table 8.2	73	C	CH03	9.3.1.1
14	C	OV08	1.3	44	A	DP05	15.4.1	74	D	BC05	A.2.2
15	C	IP07	A.20	45	B	PG08	10.3.1.1	75	A	RK06	8.3.5
16	B	SB02	17.2	46	A	SB04	17.4.1 / 7.2.5				
17	A	PL06	Appendix A	47	C	PL01	7.2.3				
18	B	CP01	18.1	48	B	MP05	16.4.1				
19	C	QU07	A.17.2	49	D	IP03	2.1 / 14.2				
20	B	CS06.8	15.4.1	50	D	RK10	8.3.2				
21	B	PG09.4	10.3.3.4	51	C	OR06	5.3.1				
22	D	OV06	2.5	52	C	BC04	A1.1				
23	A	DP04	13.4.1	53	B	CH05.2	A.5.1				
24	C	OV03	1.5.3	54	B	CS01	15.1				
25	D	SU03	12.2	55	B	PG06	10.3.2.3				
26	B	SB03	2	56	A	RK11.1	A.24.1				
27	D	PL07	7.3.3	57	D	QU06.3	A.23.1				
28	A	IP06.3	14.4.6	58	B	CH01	Table 9.1				
29	B	CP05	18.4.2	59	B	IP04	14.4.3				
30	C	OR02	5.1	60	B	RK08	8.3.5.2				

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